

**Draft Report**

**Terminal Evaluation of the project “ Mainstreaming SLM in Rangeland Areas of Ngamiland District Landscapes for Improved Livelihoods”**

**UNDP PIMS ID: 4629/ UNDP Atlas ID: 0088298**

**Country / region: Botswana / Southern Africa**

**Project sites: District of Ngamiland: Haina Veld, Tsodilo Enclave and Lake Ngami**

**Sector: Land degradation**

**Implementing partner & other partners: Ministry of Environment, Wildlife and Tourism, Ministry of Agriculture**



**Evaluation timeframe:  
15/07/2019 – 20/08/2019**

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Date: 31/08/2019**

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The consultant wishes to acknowledge the hard work and commitment of project staff as well as the involvement of the beneficiaries and the Government staff. He would like to express also its appreciation for the support provided by UNDP in facilitating the field trips on project sites and contacts with the final beneficiaries.

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## Executive Summary

### Project summary table

Project Title:	Mainstreaming SLM in Rangeland Areas of Ngamiland District Landscapes for Improved Livelihoods			
GEF Project ID:	4751		<i>at endorsement</i> <i>(Million US\$)</i>	<i>at completion</i> <i>(Million US\$)</i>
UNDP PIMS ID:	4629	GEF financing:	3,081,800	2.683.254
Country:	Botswana	IA/EA (UNDP) own:	1,000,000	No info
Region:	Africa	Government <sup>1</sup> (In kind):		
		- MEWT:		424.935
		- DEA	1.300.000	
		- DFRR	2.675.000	
		- North-West District Council	3.500.000	19.076
		- MoA (incl. DAP)	3.000	9.498.860
Focal Area:	Land degradation	Other Cofinancing:		
FA Objectives, (OP/SP):	a) Improve range land condition and flow of ecosystem services to support livelihoods of local communities in Ngamiland b) Mainstream sustainable land management in rangeland areas of Ngamiland c) Improve resource governance frameworks and markets for livestock off-take and compliance with SLM.	- NGOs - Tlhare Segolo Foundation - Kalahari Conservation Society - SAREP (bilateral) - ORI - BMC	250.000 630.000 50.000 2.061.000 14.183.000	164.350 0 0 133.760 448.400
Executing Agency:	UNDP	Total Project Cost:	31,730,800	13.372.635 <sup>2</sup>
Other Partners involved:	Department Forestry and Range Resources, Department of Animal Production, Department of Environmental Affairs, Department of Wildlife and National Parks, University of Botswana, Ministry of Agriculture, Botswana Meat Commission	ProDoc Signature (date project began):		12/03/2014
		(Operational) Closing Date:	Proposed: 31/03/2019	Actual: 31/03/2019

<sup>1</sup> Source : UNDP for cofinancing estimate at completion ; average exchange rate : 9.5 Pula/US\$

<sup>2</sup> Excluding UNDP contribution

## Project description

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## Terminal evaluation purpose and methodology

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## Evaluation findings

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### **Design and formulation:**

*Analysis of logical framework / results framework:*

*Assumptions and risks:*

*Lesson learned from other projects incorporated into project design:*

*Planned stakeholder's participation:*

*Replication approach:*

*UNDP comparative advantage:*

*Linkages between project and interventions within the sector:*

*Management arrangements:*

### **Project implementation:**

*Adaptive management*

*Partnership arrangements:*

*M&E feedback for adaptive management:*

*Project finance*

*M&E design at entry and implementation:*

*UNDP and implementing partner:*

**Project results:**

There were two main outcomes under the project:

*Outcome 1*

*Outcome 2*

**Relevance:**

**Effectiveness and efficiency:**

**Country ownership:**

**Mainstreaming:**

**Sustainability:**

**Potential impact:**

**Evaluation rating table**

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<b>Evaluation Ratings</b>			
<b>1. Monitoring and Evaluation</b>	<b>rating</b>	<b>2. IA&amp; EA Execution</b>	<b>rating</b>
M&E design at entry	U	Quality of UNDP Implementation	MS
M&E Plan Implementation	HS	Quality of Execution - Executing Agency	HS
Overall quality of M&E	S	Overall quality of Implementation / Execution	S
<b>3. Assessment of Outcomes</b>	<b>rating</b>	<b>4. Sustainability</b>	<b>rating</b>

Relevance	R	Financial	ML
Effectiveness	MS	Socio-economic	ML
Efficiency	HS	Institutional framework and governance	ML
Overall Project Outcome Rating	S	Environmental	NA
		Overall likelihood of sustainability:	ML

<p><b>Ratings for Outcomes, Effectiveness, Efficiency, M&amp;E, I&amp;E Execution</b></p> <p>6: Highly Satisfactory (HS): no shortcomings  5: Satisfactory (S): minor shortcomings  4: Moderately Satisfactory (MS): moderate shortcomings  3. Moderately Unsatisfactory (MU): significant shortcomings  2. Unsatisfactory (U): major problems  1. Highly Unsatisfactory (HU): severe problems</p> <p><i>Additional ratings where relevant:</i>  Not Applicable (N/A)  Unable to Assess (U/A)</p>	<p><b>Sustainability ratings:</b></p> <p>4. Likely (L): negligible risks to sustainability  3. Moderately Likely (ML): moderate risks  2. Moderately Unlikely (MU): significant risks  1. Unlikely (U): severe risks</p>	<p><b>Relevance ratings</b></p> <p>2. Relevant (R)  1. Not relevant (NR)</p> <p><b>Impact Ratings:</b></p> <p>3. Significant (S)  2. Minimal (M)  1. Negligible (N)</p>
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### Summary of conclusions, recommendations and lessons learned

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#### Corrective actions for the design, implementation, monitoring and evaluation of the project:

*Project design:*

*M&E:*

**Actions to follow-up or reinforce initial benefits from the project:**

**Proposals for future directions underlining main objectives:**

**Best and worst practices in addressing issues relating to relevance, performance and success:**



## List of Abbreviations

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APR	Annual Performance Report
BAITS	Botswana Animal Information and Traceability System
BCA	Botswana College of Agriculture
BMC	Botswana Meat Commission
BNSPR	Botswana National Strategy for Poverty Reduction
CBNRM	Community Based Natural Resource Management
CDR	Combined Delivery Report
CBA	Cost-Benefit Analysis
CBT	Commodity-Based Trade
CO	Country Office (of UNDP)
CPAP	Country Programme Action Plan
DAC	Development Assistance Committee
DAP	Department of Animal Production (of the Ministry of Agriculture)
DAR	Department of Agricultural Research
DC	District Commissioner
DCP	Department of Crop Production
DEA	Department of Environmental Affairs (of the Ministry of Wildlife, Environment and Tourism)
DFRR	Department of Forestry and Range Resources (of the Ministry of Wildlife, Environment and Tourism)
DLUPU	District Land Use Planning Unit
DOD	District Office for Development
DVS	Department of Veterinary Services
DWMPC	Department of Waste Management and Pollution Control
DWNP	Department of Wildlife and National Parks (of the Ministry of Wildlife, Environment and Tourism)
EA	Executing Agency
EIA	Environmental Impact Assessment
EU	European Union
FAO	Food and Agriculture Organisation
FFS	Farmer Field School
FMD	Foot and Mouth Disease
GEF	Global Environment Facility
HLMA	Holistic Land Management Approach
HQ	Headquarters
HR	Human Resources
IA	Implementing Agency
ID	Identification
ISPAAD	Integrated Support Programme for Arable Agriculture Development
LD	Land Degradation (focal area of the GEF)
LEA	Local Enterprise Authority
MENRCT	Ministry of Environment, Natural Resources Conservation and Tourism
MEWT	Ministry of Environment, Wildlife and Tourism – renamed MENRCT
MOA	Ministry of Agriculture
MOMS	Management Oriented Monitoring Systems
MoU	Memorandum of Understanding
MTR	Mid-Term Review
NAMA	Nhabe Agriculture Management Association
NAP	National Action Plan (for Combating Land Degradation)
NCONGO	Ngamiland Council of Non-Governmental Organizations
NEX	National Execution (modality of UNDP)

NGO	Non-Government Organization
NIM	National Implementation Modality
NPAD	National Policy on Agricultural Development
NPC	National Project Coordinator
NPO	National Project Officer
NRM	Natural Resource Management
NWDC	North West District Council
ODMP	Okavango Delta Management Plan
ORI	Okavango Research Institute (of the University of Botswana)
OWMC	Okavango Wetland Management Committee
PAC	Project Appraisal Committee
PIF	Project Identification Form (of the GEF)
PILUP	participatory integrated land use planning
PIMS	Project Information Management System (of UNDP)
PIR	Project Implementation Review
PMU	Project Management Unit
PPG	Project Preparation Grant
PRA	Participatory Rural Appraisal
ProDoc	Project Document
PSC	Project Steering Committee
RBA	Regional Bureau for Africa
REDD	Reducing Emissions from Deforestation and Forest Degradation
SADC	Southern Africa Development Community
SAREP	Southern Africa Regional Environment Programme (of USAID)
SGP	Small Grants Programme (of UNDP – GEF-funded)
SLM	Sustainable Land Management
STAP	Scientific and Technical Advisory Panel
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAC	Technical Advisory Committee
TGLP	Tribal Grazing Land Policy
TLB	Tawana Land Board
TNC	The Nature Conservancy
TOCADI	Trust of Okavango Cultural and Development Initiative
TRG	Technical Reference Group
UNCCD	United Nations Convention to Combat Desertification
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
US	United States
USAID	United States Agency for International Development
VC	Value Chain

# 1. Introduction

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This report presents the findings of the Terminal Review (TE) of the full-sized project entitled “Mainstreaming SLM in Rangeland Areas of Ngamiland District Landscapes for Improved Livelihoods”. The terminal review was carried out by an Independent Consultant, on behalf of UNDP.

## 1.1 Purpose of the evaluation

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Pursuing the UNDP and GEF monitoring and evaluation (M&E) policies and procedures, all UNDP-implemented and GEF-funded projects are required to undergo a terminal evaluation upon completion of implementation. Towards this end, UNDP has commissioned the terminal evaluation by contracting an independent evaluator. It was carried out in accordance with the UNDP-GEF Monitoring and Evaluation Policy and facilitated by the UNDP Country Office in Gaborone.

The purpose of the terminal evaluation as per TORs (see Annexe 1) was to assess the achievement of project results and to draw lessons that can both improve the sustainability of the benefits from this project, and aid in the overall enhancement of UNDP and Government programming.

A systematic and comprehensive evaluation of the performance of the project using the five DAC criteria assessing its design, processes of implementation, and achievements relative to project objectives, was carried out. It was aimed at obtaining and providing timely, precise and reliable information on how well the project was designed, implemented, progress towards project objectives achieved and how resources were used cost-effectively. The evaluation looked as well at the project’s impact and its sustainability through ownership and empowerment.

The specific objectives of the terminal evaluation are to:

- Assess the design, implementation and, monitoring and evaluation processes;
- Assess the project’s achievements in relation to its goals, objectives and planned outcomes;
- Assess the management and potential for project results in terms of ownership, sustainability and for future programme design;
- Determine whether the project contributed towards GEF’ strategic objectives and global environmental benefits;
- Provide specific and practical recommendations, and document lessons learned that can be utilized for improving future projects.

## 1.2 Scope and methodology

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### 1.2.1 Scope

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The evaluation focused primarily on assessing the performance of the project in light of the accomplished outcomes, objectives and effects using the evaluation criteria of relevance, effectiveness, efficiency, sustainability, and impact, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported and GEF-financed Projects.

*Relevance* assesses how the project relates to the development priorities at the local, regional and national levels for climate change and coherent with the main objectives of GEF focal areas. It also assesses whether the project

addressed the needs of targeted beneficiaries at the local, regional and national levels.

*Effectiveness* measures the extent to which the project achieved the expected outcomes and objectives, how risks and risk mitigation were being managed, and what lessons can be drawn for other similar projects in the future.

*Efficiency* is the measure of how economically resources (funds, expertise, time, etc.) are converted to results. It also examines how efficient were partnership arrangements (linkages between institutions/ organizations) for the project.

*Impact* examines the positive and negative, primary and secondary long-term effects produced by the development intervention, directly or indirectly, intended or unintended. It looks whether the project achieved the intended changes or improvements (technical, economic, social, cultural, political, and ecological). In GEF terms, impact/results include direct project outputs, short to medium-term outcomes, and longer-term impact including global environmental benefits, replication effects and other local effects including on communities.

*Sustainability* is the ability of the project interventions to continue delivering benefits for an extended period of time after completion; it examines the project's sustainability in financial, institutional, social and environmental terms.

Employing the above-explained evaluation criteria, the terminal evaluation covered all activities supported by UNDP and completed by the project team and Government agencies as well as activities that other collaborating partners including beneficiaries, participated in.

In relation to timing, the evaluation covered all activities of the project from its inception, in March 2014 to the planned closing date, March 2019.

The evaluation has been conducted in a way that it provides evidence-based information that is credible, reliable and useful.

### **1.2.2 Methodology**

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The Evaluator adopted a participatory and consultative approach ensuring close engagement with government counterparts, UNDP Office, the project team, and key stakeholders based at national, district and community levels (community representatives).

Several basic principles used to conduct the evaluation include:

- **Effective participation** of all stakeholders (government, agencies, donors, final beneficiaries)
- **Crosschecking** of gathered information
- Emphasis on **consensus and agreement** on the recommendations by the stakeholders.
- **Transparency** of debriefing

Overall, the evaluation tools used during the evaluation were the following: a review of key documents and literature, consultation and interview of stakeholders, and field missions to project sites. The data collection tools included semi-structured questionnaires for key informants (checklists) and interview guides for focus group discussions with beneficiaries. The tools were developed by the evaluator focusing on the evaluation criteria and major outcomes planned, and agreed upon with UNDP at the inception stage, before the actual in-country evaluation took place. The interview guides and semi-structured questionnaires are presented in Annexe 3.

The adopted methodology is detailed in Annexe 2.

As per GEF IEO (2017) and UNDP (2012) guidelines requirements for evaluations, specific Evaluation Rating Criteria were used in combination with the 5 DAC evaluation criteria: these are: outcomes, quality of monitoring and evaluation (M&E), quality of implementation and execution, and sustainability (environmental, social, financial and institutional).

Project performance was evaluated and rated using the criteria of relevance, effectiveness, efficiency and impact using the standard rating scales (see Table 1 for a summary). The primary reference points for assessing the performance were the indicators and targets set in the Strategic Results Framework, with consideration given to contextual factors.

Rating scales		
Effectiveness, Efficiency, M&E, IA and EA execution	Sustainability	Relevance
6. Highly Satisfactory (HS): <i>No shortcomings in achievement of objectives</i> 5. Satisfactory (S): <i>Only minor shortcomings</i> 4. Moderately Satisfactory (MS): <i>Moderate shortcomings</i> 3. Moderately Unsatisfactory (MU): <i>Significant shortcomings</i> 2. Unsatisfactory (U): <i>Major shortcomings</i> 1. Highly Unsatisfactory (HU): <i>Severe shortcomings</i>	4. Likely (L): <i>Risks to sustainability are negligible</i> 3. Moderately Likely (ML): <i>Moderate risks</i> 2. Moderately Unlikely (MU): <i>Significant risks</i> 1. Unlikely (U): <i>Severe risks</i>	2. Relevant (R) 1. Not relevant (NR)
		<b>Impact</b> 3. Significant (S) 2. Minimal (M) 1. Negligible (N)
<b>Other ratings:</b> Not Applicable (N/A); Unable to Assess (UA)		

Table 1: Rating scales used for the evaluation

### 1.2.3 Limitations

All types of stakeholders were interviewed and most project sites visited.

However, limited time did not enable on-site interviews of livestock rearing farmers of communal lands although they were interviewed in Maun. As for terminal evaluations, the allocated time to gather on-site data did not enable the collection of any statistical data. All information was based on data crosschecking from different sources of information.

### 1.2.4 Ethics

The evaluation was conducted in accordance with the UNEG Ethical Guidelines for Evaluators (Evaluation Consultant Code of Conduct Agreement attached in Annexe 12).

The rights and dignity of all stakeholders were respected, including interviewees, project participants (project, UNDP, Government staff), beneficiaries (beneficiary institutions and communities) and other evaluation stakeholders including cofinancing partners. The evaluator explained and preserved the confidentiality and anonymity of the participants so that those who participate in the evaluation are free from external pressure and that their involvement in no way disadvantages them.

The final report of the evaluation does not indicate a specific source of citations or qualitative data in order to preserve this confidentiality.

The confidentiality of stakeholders was ensured and consultation processes were appropriately contextualised and culturally-sensitive, with attention given to issues such as gender empowerment and fair representation for vulnerable groups, wherever possible. To provide stakeholders with uninhibited opportunities for providing feedback, project staff and UNDP representatives were not present during the interviews.

Whilst every effort was made to reflect the inputs of stakeholders fairly and accurately in the report, the evaluation ratings, conclusions and key recommendations are those of the sole evaluator, not binding on any individual or institutional stakeholder.

### 1.3 Structure of the evaluation report

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The terminal evaluation report is presented in five sections. It initially presents an *executive summary* of the terminal evaluation, giving a brief background of the project and its design, a summary of its findings related to the activities, management, and important aspects such as partnership and sustainability, conclusions and recommendations for future action and programming.

It is followed by an *introduction*, which describes the context and background of the evaluation and gives a brief description of the purpose, scope and focus of the evaluation, methodology used, and the structure of the report. The next section presents information on the project, including project description, development context, and strategy.

The *findings* section is dedicated to the results achieved towards the outcomes of the project, which is the core of the report, presented under three subheadings related to programme design, implementation, and the evaluation criteria. The final section considers the *conclusions* of the evaluation and *recommendations* for future action.

## 2. Project description and development context

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### 2.1 Project start and duration

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The project “Mainstreaming SLM in Rangeland Areas of Ngamiland District Landscapes for Improved Livelihoods” was initially designed by the Government of Botswana with the support of UNDP and submitted to GEF for review in January 2013.

It was the culmination of a consultation process between various Government institutions that resulted in the merger of a series of key development priorities amongst Ngamiland district departments, addressing the issues of (i) continued land degradation through wildfires control, overgrazing reduction with improved range management, bush encroachment reduction, (ii) rural poverty with improved ecosystem services, more sustainable agricultural farming systems, increased access to (non-)beef markets and availability through increased slaughter rate and (iii) the lack of ecological monitoring and insufficient sustainable land management policy enforcement with improved governance frameworks involving all rangeland stakeholders.

The initial PIF was submitted in early 2012, and the PPG granted on February 2012. The full-size project was submitted to GEF for review on November 2013 and approved shortly afterwards.

The PRODOC was signed in early March 2014 between UNDP and the Government. The endorsed project document led to the official project start-up by the end of March 2014.

An inception workshop was held on May 2014 following the PRODOC signature two months earlier to review the approved document and seek stakeholder contribution and commitment to the overall project implementation approach with the review/approval of (1) project rationale, (2) objective & project results, (3) outcomes & targets, (4) activities updating, (5) key responsibilities sharing and (6) Monitoring and Evaluation requirements.

The project had an estimated end date by March 2019 (five years). However, a 6 months no-cost extension was requested in early 2019.

### 2.2 Problems that the project sought to address

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The Ngamiland district in the North-West of Botswana with an area of 109.000 km<sup>2</sup> is covered by savannah with the exception of the Okavango delta/wetland in the centre of the district. The predominant vegetation is a mix of trees, mostly acacia<sup>3</sup>, Mopani<sup>4</sup> and wild syringa<sup>5</sup> trees with grasses such as the giant and tassel three-awn<sup>6</sup>, the broom and Lehmann lovegrass<sup>7</sup>, making it ideal for herbivores and in particular livestock. Over 40% of the district is reserved for wildlife conservation, including the Okavango delta area and the rest consists mostly of communal rangelands and commercial ranches. The district receives an annual rainfall around 500mm per annum with an inter-annual variability exceeding 40%, hence it is prone to severe droughts every decade or so. The savannah ecosystem can be characterised as a permanent non-equilibrium system, therefore, requiring extensive mobility and flexibility in its use and usage to ensure its long-term sustainability. This principle is not in line with the actual rangeland management practices: indeed, rangeland degradation has been a continued issue around the Okavango delta for decades with a resulting reduction of agro-ecological benefits for the population through overgrazing, human-induced and wildfires, increasing area for crop cultivation and unsustainable harvest of veld products including through deforestation. The

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<sup>3</sup> Acacia baikiaea and plurijuga

<sup>4</sup> Colophospermum mopane

<sup>5</sup> Burkea africana

<sup>6</sup> Aristida meridionalis and congesta

<sup>7</sup> Eragrostis pallens and lehmanniaca

changes in land management practices have led to savannah resources depletion and ecosystem imbalance with accelerating bush encroachment in grazing lands, further reducing the extent of quality grazing lands.

Furthermore, policy and market distortions as well as endemic cattle diseases (e.g. Foot and Mouth Disease) have not incentivised farmers for optimizing range management with a continued disinterest of both communal and commercial farmers in long-term sustainable rangeland use.

The project has tried to mitigate these issues with (i) the adoption by land users of sustainable rangeland management principles as a strategy to reduce the land degradation process in grazing lands and (ii) improved rangeland governance and access to livestock markets.

### 2.3 Immediate and development objectives of the project

---

The project was designed to mainstream sustainable land management in rangeland areas of Ngamiland district productive landscapes for improved livelihoods through (i) increased knowledge and skills for the adoption of SLM practices such as changing grazing and fires regimes, the combination of foragers and duration of resting periods, (ii) creating the conditions for an effective rangeland governance system based on SLM principles and (iii) providing incentives for and support to markets to increase livestock off-take.

It had four outcomes falling under two components plus an additional one on project management; the project details are in Box 1.

- (i) Component 1: effective range management in over one million ha improving range condition and flow of ecosystem services to support the livelihoods of local communities in Ngamiland
- (ii) Component 2: effective resource governance frameworks and markets providing incentives for livestock off-take and compliance with SLM
- (iii) Component 3: project management support

**Component 1<sup>8</sup>:** Effective range management in over 1 million hectares improves range condition and flow of ecosystem services to support the livelihoods of local communities in Ngamiland

**Outcomes:**

- Sustainable land management over an area of 0.5 million hectares, reducing land degradation from overstocking of cattle, goats and other livestock and enhancing ecosystem functions
- Bush encroachment reduced and perennial grasses increased to return over 0.5 million hectares of current bush invaded land into ecologically healthier “wooded grasslands” with consequent increase in rangeland condition and at least 40% increase in primary productivity
- Capacity indicators for key land-use decision making and extension support institutions increased as measured by the capacity scorecard

**Outputs:**

- 1.1 Local level land use plans developed for each pilot area to support sustainable utilization of range resources
- 1.2 Improved range management and mixed livelihood systems are piloted in line with the land use plans
- 1.3 Bush-control programme piloted and providing financial incentives for controlled bush clearance
- 1.4 Fire management piloted in Tsodilo with the provision of land use plans
- 1.5 System for monitoring of range condition and productivity in place

**Component/outcome 2:** Effective resource governance frameworks and markets provide incentives for livestock off-take

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<sup>8</sup> Component 1 is also referred as Outcome 1

and compliance with SLM

**Outputs:**

2.1 A regional multi-stakeholder forum for facilitating a dialogue on SLM and mainstreaming SLM into regional and national policy programs and processes is created and empowered

2.2 Improved access of farmers to markets for livestock products

2.3 Processing plant in Ngamiland increases quantity and variety of locally processed beef products, allowing higher sales of livestock products and off-take (BMC cofinancing)

2.4 Product placement secured in local and regional markets (BMC cofinancing)

**Component 3:** Project management

*Box 1: project components, outcomes and outputs*

## 2.4 Baseline indicators established

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The project document included a list of indicators for both components and referring broadly to the outputs. These indicators were used all along during project implementation. It is worth mentioning that an integrated rangeland assessment was planned at project start-up to further complement these indicators (including some outcome 2 indicators that were not defined at project formulation stage) as a baseline but was not part of the project results framework of the PRODOC.

One of the indicators was the capacity of key land management institutions for SLM to be determined through the Capacity Development Scorecard system.

No indicator was formulated to integrate gender into the results framework although the project was formulated after the publication of the GEF Policy on Gender Mainstreaming (2012).

Some indicators may have been problematic (e.g. under outcome 2) because they referred to results that would have been achieved primarily through BMC cofinancing (see more detailed analysis under Table 3).

## 2.5 Main stakeholders

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The Ministry of Environment, Wildlife and Tourism (MEWT) was the key stakeholder in the project, with the Department of Forestry and Range Resources as the party responsible for leading the project execution. The Department worked in close collaboration with other departments of the Ministry (e.g. Department of Environmental Affairs, Department of Wildlife and National Parks, Department of National Museum and Monuments) as well as with other stakeholders in Government (Ministry of Agriculture, the Ngamiland District Administration), parastatal institutions (Botswana Meat Commission), the Tawana Land Board, the private sector (as service providers and beneficiaries), NGOs, local communities including community trusts and commercial ranchers as final beneficiaries.

A comprehensive analysis of potential stakeholders (over 25) was provided in the PRODOC. It included for each stakeholder their level of interest in SLM, degree of influence in promoting SLM as well as their potential role in project implementation either as active implementers and/or as beneficiaries.

## 2.6 Preparation and implementation timeline

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The timeline for project preparation and implementation is presented in Table 2.

<b>Preparation</b>	
GEF concept approval	No data
CEO approval of PIF submission (revised)	January 2012
STAP review	January 2012
Approval granted for PPG	February 2012
Full-size project submission	November 2013
<b>Implementation</b>	
PRODOC signature	March 2014
Official start-up	End of March 2014
Inception workshop	May 2014
Appointment of National Coordinator I in Gaborone	September 2014
Appointment of Finance and Administration Officer in Gaborone	September 2014
Relocation of Finance and Administration Officer in Maun	November 2014
1 <sup>st</sup> meeting of PSC	January 2015
Relocation of National Coordinator I in Maun	February 2015
Official project office opening in Maun	June 2015
National Coordinator I leaving position	October 2015
Appointment of Project Officer I (acting as National Coordinator)	October 2015
Appointment of National Coordinator II in Maun	September 2016
Mid-term review report	September - November 2016
Project Officer I leaving position	November 2017
Appointment of Project Officer II	November 2017
Planned Terminal Evaluation	January 2019
Estimated project end	March 2019
Actual Terminal Review	July – September 2019
6 months no-cost extension request	April 2019

*Table 2: project preparation and implementation timeline*

It took 2 ½ years from PIF to actual PRODOC signature and an additional 2 ½ years with the arrival of the second National Project Coordinator to effectively implement the project. During that period, a significant issue that was not considered at formulation stage has been the human-wildlife conflict issue that increased a lot with the 2014 hunting ban to date, to the point that it was a major discussion topic during the interviews with the project final beneficiaries.

## 3. Findings

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### 3.1 Project design / Formulation

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The project's objective was to mainstream sustainable land management (SLM) in rangeland areas of Ngamiland district productive landscapes for improved livelihoods.

The project was built through consensus on a series of sectoral district priorities and key issues to be addressed such as fire control, sub-optimized livestock management, grazing land degradation and bush encroachment, low price of beef and a lack of higher value markets for livestock products as well as improved agricultural practices.

This resulted in the design of a project consisting of a collection of results and brought together under the SLM concept. These would be achieved by adopting a pilot approach as it would have been difficult to mainstream all activities into a unified integrated development project. Therefore, the project opted for piloting SLM with different results in specific geographical setups (Haina veld area for commercial ranches, Lake Ngami for communal rangeland management and bush eradication, Tsodilo enclave for fire control – see Annexe 9 for project's map) with some global results at district level (mainly from outcome 2 on beef marketing and cattle off-take).

This is an effective approach for development piloting, by isolating geographically each solution to be tested as a way to assess its effectiveness. These interventions, however, do not necessarily represent real development conditions: this may be an issue as external factors not covered by the project may reduce the effects of project results. In that context, results scattering across large areas may prove also to be an issue for impact and even further for replication.

The Programme was to be implemented through UNDP's **National Execution Modality (NEX)**, with the MEWT serving as the designated national executing agency ("*Implementing Partner*") of the project.

#### 3.1.1 Theory of Change

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The GEF IEO (2017) Guidelines for conducting terminal evaluations require that the project's Theory of Change (ToC) should be described as part of the analysis of project design; where a project did not have an explicit ToC, the evaluator should develop one based on information provided during the evaluation.

At the time of project design in 2013, the TOC approach was not a requirement for UNDP/GEF's project formulation. Hence, the usual approach in project formulation was used based on the logical framework methodology.

The logical framework analysis is an objective-oriented tool to project planning. The analysis identifies a problem then develops a "temporal logic model" that runs through a pathway to achieve an objective from inputs, activities, results to outcomes that ultimately contribute to a development objective. It also identifies risks and assumptions and indicators and targets to assess the project's performance.

A theory of change is a method<sup>9</sup> that explains how a given intervention is expected to lead to specific development change, drawing on a causal analysis based on available evidence. It helps identify the many underlying and root causes of development issues so as to determine what priorities should be addressed to maximise a project's contribution to achieving development change. By articulating the causes of a development issue, making assumptions explicit on how the proposed strategy is expected to yield results, and testing these assumptions against evidence, the theory of change helps ensure a sound logic for achieving project change.

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<sup>9</sup> <https://undg.org/wp-content/uploads/2017/06/UNDG-UNDAF-Companion-Pieces-7-Theory-of-Change.pdf>

At the core of the Theory of Change is the understanding how the activities of the intervention are expected to lead to the desired results through identifying (i) the causal pathway from activities to outputs to a sequence of outcomes to impacts and (ii) the causal assumptions showing why and under what conditions the various links in the causal pathway are expected to work.

Reconstructing a ToC from the project itself can be challenging, in particular when the project design is the result of the merger of different Government district priority interventions (as explained in subheading 2.1) as basically, a ToC could be formulated for each project output.

In that context, the evaluator used the approach suggested in ‘Useful Theory of Change Models’ (Mayne 2015)<sup>10</sup> under which a ToC is developed by first reconstructing the impact pathways - usually a simplified intervention logic with an emphasis on linkages (‘causal links’) between activities and results (‘impact pathways’) contributing to the overall objective, and second, adding assumptions into the impact pathways as ‘causal assumptions’.

The ToC of the project is located under Annexe 8.

### *3.1.2 Analysis of the Results Framework*

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- Project objective, outcomes and components (see Box 1):

The overall objective is clear focussing on SLM but at the same time limiting its scope to productive rangeland and ultimately contributing to population well-being through improved livelihoods.

The three outcomes under component 1 are connected to the overall objective but some outcomes under component 1 are contributing to one another (e.g. ‘bush encroachment reduction’ may actually lead to ‘reduced land degradation from overstocking’ as bush encroachment is directly resulting from overgrazing).

Component / Outcome 2 is poorly defined as a mixed bag of improved governance on SLM, support to value chains to energize markets and cattle off-take.

As above, cattle off-take may be the result of effective marketing through value chain development. The contribution of the project to cattle off-take is actually nearly entirely cofinanced by BMC; hence it might not have been relevant to include it as such in the project in the first place.

Improved SLM governance is key for SLM mainstreaming both at community and policy levels but the lack of outcomes on integrating project results into policy making and vice versa, policy support to facilitate delivery, is surprising. As mentioned in the PRODOC, there was little if any information in Government policies on sustainable rangeland management. It is basically a new concept that needed institutional uptake through project delivery.

Finally, combining governance and markets under one single component/outcome is ill-devised as these are very different aspects of SLM that are not directly connected.

The project design would have been much clearer with 3 components:

1. Rangeland management as per component 1
2. Livestock (beef / non-beef) value chain development including marketing (with extensive BMC cofinancing)
3. Enabling environment for SLM mainstreaming (including improved governance at district level, within communities [including for participating Trusts]) & district / national policies support

Finally, the project design did not make any specific reference to the wildlife / human conflict issue although it is obviously an integral part of SLM.

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<sup>10</sup> [https://evaluationcanada.ca/system/files/cjpe-entries/30-2-119\\_0.pdf](https://evaluationcanada.ca/system/files/cjpe-entries/30-2-119_0.pdf)

- Indicators and targets:

The analysis of the log frame and its set of indicators shows that most if not all of these are SMART but there are some issues:

- (i) Given the piloting nature of the project, the indicator for the overall objective is not specific enough and there are various ways of interpreting the expected project coverage (e.g. area with fire control, with improved livestock management practices, improved grazing land, reduced bush area or a mix of all these results). Although it may be implied that the project area under SLM improvement is any area covered by the project. One of the MTR recommendations was to halve the area objective; while this was agreed by the PSC, the UNDP RBA requested not to change the target;
- (ii) There are some significant limitations under outcome 2 on the Specificity and Time-bound criteria (SmarT) as outcome 2 results are mainly achieved through BMC cofinancing with some support from the project;
- (iii) Many project formulations rely on an initial baseline study to define project targets (as for some outcome 2 indicators); this is a logical approach but real-life situation show that most of these baseline studies are completed at project's mid-term, at best. They are most often overlooked or discarded.
- (iv) The MTR had clearly highlighted the lack of indicators for gender-mainstreaming and the lack of gender-disaggregated data, in particular, how results would benefit men and women differently.

In order to assess SLM knowledge uptake, the PRODOC included an indicator using the capacity development scorecard. While this may be highly relevant, its usefulness may not be up to par with the actual objective as knowledge uptake was primarily through a forum on SLM mainstreaming and lacked a fully-fledged inclusive capacity development component on SLM (e.g. funds to engage dialogue and commission studies but no provision for actual policy development support).

A detailed indicator/target analysis is under Table 3

Description	Description of Indicator	Target Level at end of project	Specific	Measurable	Achievable	Relevant	Time-bound
			Y/N	Y	Y/N	Y	Y
<b>Objective</b> To mainstream SLM in rangeland areas of Ngamiland District productive landscapes for improved livelihoods	Hectares of rangeland that are under improved management	1 million hectares by project end (In addition, it is expected that project lessons can be replicated to an additional 4.5 million hectares post-project)	N	Y	N	Y	Y
<b>Outcome 1</b> Effective range management improves range condition and flow of ecosystem services to support the livelihoods of local communities	Area of rangeland with improved grass and herbaceous species cover	Approx. 40% (25,600 ha) in 4 ranches rehabilitated by project end	Y	Y	Y	Y	Y
	Area of riparian woodland preserved	200-meter buffer zone reclaimed by project end	Y	N	Y	Y	Y
	Incidence of late dry season fires	Frequency reduced to every three years	Y	Y	Y	Y	Y
	The extent of uncontrolled fires	Fire-affected area reduced by 50% most of the years and by 100% in two out of the five years of the project	Y	Y	Y	Y	Y
	Area affected by bush encroachment	Decrease by 25% by the end of the project	Y	Y	Y	Y	Y
	No. of farmers practising conservation agriculture	30 every other year, trained and given extension support	Y	Y	Y	Y	Y
	No. of farmers practising in improved and effective herd management	30 farmers enrolled for participation in the project (20 initially and 10 more added by project end)	Y	Y	Y	Y	Y

	Stocking rates in line with the prevailing condition of the rangeland	To be determined during the project and implemented in 4 ranches by project end	Y	Y	Y	Y	N
	No. of farmers <sup>19</sup> with improved Livelihoods	Double farm generated income of farmers involved in improved herd management and CA by project end	Y	Y	Y	Y	Y
	Economic returns per land unit	Increase returns by a quarter of the baseline every year after the 2 <sup>nd</sup> year	N	Y	Y	Y	Y
	Capacity of key land management institutions for SLM	Raise to 50% and improving by the end of the project	Y	Y	Y	Y	Y
<b>Outcome 2</b> Effective governance framework and markets provide incentives for livestock off-take and compliance with SLM	Multi-stakeholder forum for mainstreaming SLM issues in national and regional policies, plans and strategies	Active participation from government, NGOs, water and land user groups, community trusts, community leaders, private sector by project end	Y	N	Y	Y	Y
	Revenue from non-beef livestock products	To be determined during feasibility studies for setting up a processing and marketing plant	N	Y	Y	Y	N
	Off-take rate for cattle	To be determined after range assessments	N	Y	Y	Y	N

Table 3: SMART analysis of the logical framework

- Components/outcomes and outputs:

Some outputs were poorly / inadequately defined as activities that are actually contributing to other project outputs: ex1: output 1.1 on rangeland use planning is a key start-up activity that would help better identify other outputs; ex2: output 1.5 on MOMS is not relevant as an output but is an M&E mechanism supposedly put in place by/for communities: ex3: output 2.3 is ill-defined as it is mostly cofinanced by BMC with very little project support.

### 3.1.3 Assumptions and risks

An analysis of the risks and their mitigation measures is presented in Table 4. The risks identified in the ProDoc are mostly relevant, but there are some overlooked assumptions that significantly affected the project delivery; partly because they were not addressed in the project design:

- Poor Trust governance: the project relied extensively on existing Trusts so as to target communal farmers; these trusts originate from the CBNRM policy that provides guidance on CBOs; however, it lacks an act and regulations that would professionalise management and minimise governance issues; this was not addressed in the project under component 2 and is more evidence on the lack of an ‘enabling environment’ component. The poor management and governance of collaborating Trusts proved a significant issue for project delivery and above all the impact and sustainability of several results (e.g. fire management mechanism, charcoal production).
- Most cofinancing was in-kind but not necessarily output-based and it was assumed that Government counterparts would have their own budget funds to fully participate in the project implementation. This proved to be an issue with limited funding resulting in limited participation in project activities for some district offices.
- As mentioned before, a significant risk for the project would have been the human/wildlife conflict; indirectly the project addressed this issue in securing the Government quarantine fence in the wider context of the CBT introduction in the district.

<b>Risk</b>	<b>Rating</b>	<b>Mitigation measures</b>	<b>TE comments</b>
Lack of buy-in from planning institutions and Government. There is a possibility of conflicts arising from perceptions of interference and differences in approaches to how the issues could be addressed.	M	The project requires collaboration and coordination by all key stakeholders. It will, therefore, set-up a multi-stakeholder forum that will ensure dialogue, joint planning, implementation and monitoring and evaluation in order to create ownership and accountability.	Although it may be difficult to anticipate, this risk proved to be very high: interviews showed very low buy-in both from final beneficiaries and district offices, even prior to forum setting-up; this is evidenced both by the poor attendance rate of meetings at the start of the project and unusually low project delivery for the first 18-20 months or so
The benefits generated by the project may be offset by the impacts of climate change, which might exacerbate the usual droughts.	M	The project will address this risk by building a better understanding of the potential impacts of climate change on trends in rangeland condition, particularly the issue of bush encroachment and the apparent thriving of invasive species. The findings of this study will contribute to the land use plans, a key element for improving the ecological integrity of the rangelands and improving ecosystem functionality and cover.	Droughts are a natural phenomenon in the district that should be taken into account as occurring on a regular basis ; in statistical terms, it is very likely that the project would experience at least one drought episode ; therefore, the project formulation should not assess it as a risk but integrate the issue and fine-tune activities as necessary.
Weak enforcement of the TGLP has in the past encouraged overstocking in the communal lands since commercial farmers have retained the right to offload excess livestock to the communal areas.	M	Enforcement of the TGLP has been difficult in the past since it seemed to benefit the elite, who are commercial farmers. Combined with the current political support for a national policy on beef markets from the President's Office and the highest management of the Botswana Meat Commission, this turn of events provides a conducive environment for change.	This may not be considered as a risk but more as a fact: the TGLP has been weakly enforced for decades and may be more of a political issue linked to land tenure than a variable that an intervention can tweak.
Reluctant participation by local communities due to fear that the project will compromise their livelihoods by introducing strict management systems.	L	Noting that local communities bear the heaviest cost of rangeland degradation and limited access to markets for livestock products, the project will work closely with them to address the challenges in a participatory manner. The project strategy emphasizes the fact that local communities need to participate meaningfully in rangeland governance. The project will provide technical, institutional and financial support for engaging in improved livestock production and mixed livelihood systems. <b>The project will also target women</b>	Same as 1 <sup>st</sup> risk on lack of buy-in: communities were at first reluctant to participate in the project; there was also a lack of understanding on the project as SLM was a new concept; this further shied communities despite extensive introductory meetings.
There is a risk of resistance to the empowerment of poorer women from the more privileged sections of the community	M	The project will make deliberate interventions that raise awareness about the importance of participation and inclusion in implementing solutions.	Little attention was made on this issue until the MTR that recommended a more proactive approach for addressing gender empowerment.

Table 4: Risk analysis review

### ***3.1.4 Lessons learned from other projects incorporated into project design***

Very little information is available in the PRODOC on lessons learned from other projects feeding into the intervention's design; all the same for Government policy on SLM. The main sector policy documents do not address SLM as such.

The SLM concept seems to be new in Botswana and a number of new policies and interventions are building upon this particular project (see the chapter on 'Potential impact'). Furthermore, the review of GEF projects, worldwide, showed that while there are numerous examples of SLM mainstreaming projects, few if any actually focus on rangeland and livestock. Most address crop agriculture.

Nonetheless, for output 1.1, the project has built upon experience gained from the pre-existing Southern Africa Regional Environment Programme (SAREP) on zoning using a participatory land-use planning process.

### 3.1.5 Planned stakeholders' participation

The core stakeholders of the project in addition to the final beneficiaries (rangeland farmers and villages' communities) were DFRR, DEA, DNMM, several community trusts and farmers' associations, DCP, DVS, DAP, DWNP, ONMM, TLB, NCONGO, ORI, BMC. MEWT was responsible for the overall project implementation; the actual project execution was led by DFRR from MEWT in close collaboration with DAP of the MoA.

The project was very slow in securing stakeholders buy-in<sup>11</sup> and numerous visits and meetings were conducted at project's start-up and further afterwards to ensure adequate participation and collaboration in project's activities.

The planned stakeholders and an estimate of their actual contribution to the project were very comprehensive as per PRODOC's stakeholders' analysis (see Table 5 below).

Key institutions/stakeholders (as per PRODOC)	Project actual participation ✓ as planned ✗ planned but no evidence 0 not planned		
	Outcome 1	Outcome 2	Board member
Subsistence farmers - pastoralists	✓	0	0
Subsistence farmer-Arable	✓	0	0
Commercial farmers	✓	0	0
Other resource users in the community – community trusts, fishers, gatherers, etc.	✓	✓	0
Farmers' Committee	✓	0	0
Farmers' Association	✓	✓	0
Department of Forestry and Range Resources (DFRR)	✓	0	✓
Ngamiland District Land Use Planning Unit (DLUPU)	✓	✓	✓
Department of Environmental Affairs	✓	✓	✓
Department of Wildlife and National Parks (DWNP)	✓	0	✓
Department of Tourism/ Botswana Tourism Organization	✓	0	0
Department of Water Affairs	✗	✗	✗
Department of Roads	✗	✗	✗
District Administration (District Officer Development)	✓	✓	0
Tribal Administration	✓	✓	0
Police Services	✗	✗	✗
NWDC- Economic Planning work with DOD and physical planner	✓	0	0
NWDC- Physical Planning-Land use from Agric. and land use zoning	✓	0	0
Social and Community Development	✓	0	0

<sup>11</sup> This culminated in farmers demands on project overhaul taking more into account the issues of human wildlife conflicts and Foot and Mouth Disease (<http://www.weekendpost.co.bw/wp-news-details.php?nid=1059>)

Department of Veterinary Services	✓	✓	✓
Department of Animal Production	✓	✓	✓
Botswana Meat Commission	0	✓	0
Key institutions/stakeholders (not mentioned in the PRODOC)			
Local Enterprise Authority (LEA)	0	✓	✓
Ministry of Trade & Industry (MTI)	0	✓	✓
District Crop Production	✓	0	✓
District National Museum and Monument	✓	0	✓

*Table 5: Planned/actual stakeholders' participation*

### **3.1.6 Replication approach**

The project was essentially a pilot intervention with intentions of Government buy-in and subsequent up-scaling:

- The project target was 1M ha covered with some SLM considerations but prospects for up to 4.5M ha.
- Successful pilot activities under component 1 would have been replicated by relevant stakeholders at project's end

There was no clear exit strategy in the PRODOC.

It is worth mentioning the lack of outputs on communication and SLM divulgation targeting either the general public or Government institutions.

### **3.1.7 UNDP comparative advantage**

UNDP has been committed to building up the capacity of the country through mainstreaming environmental and climate change-related considerations in the development processes at national and community levels.

The main advantage of UNDP is its capacity to mobilise financial resources on behalf of Botswana's Government to prepare with the Government, project proposals that are endorsed and implemented.

UNDP's comparative advantage is several-fold: (i) UNDP is a neutral platform for development and has been able to build a trustful relationship with Government; (ii) UNDP is seen by Government as a multipurpose agency that favours a sector-wide approach to development while other (non-)UN agencies/donors are more sector-based (UNDP is active in many sectors like agriculture, forestry, WATSAN, energy, governance, CCA...); (iii) UNDP's strategy favours a pro-poor/participatory approach focussing on engaging with and empowering the most vulnerable – a focus on the population living under the poverty level - while many other donors will support large-scale interventions that will benefit large swaths of the population but are based more on economic cost/benefit ratios; (iv) UNDP will support preferably soft development processes benefitting primarily more vulnerable people instead of large-scale nation-wide infrastructure programs; (v) UNDP has the ability to bring together specialised UN agencies for a common intervention.

Under the Botswana context, UNDP has acquired extensive experience with GEF through implementing over 20 GEF-funded national interventions with some of them (20%) under the Land Degradation focal area. These included the intervention "[Using SLM to Improve the Integrity of the Makgadikgadi Ecosystem and to Secure the Livelihoods of Rangeland Dependent Communities](#)" devised later in 2014 but with similar outcomes ("Effective range management improving range condition & flow of ecosystem services to support livelihoods" and "Empowered local institutions mainstreaming SLM in rangeland areas of Makgadikgadi) and nearly identical outputs.

UNDP can bring valuable expertise – including directly through its country office HR – in SLM and identification of relevant RH to support interventions’ implementation as a means to raise implementation efficiency and effectiveness. Finally, UNDP’s support is valuable for optimising projects’ planning exercises during Board meetings and for advice to resolve outstanding issues (e.g. speed up recruitment processes).

### *3.1.8 Linkages between the project and interventions within the sector*

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The project initially had planned to seek partnerships with stakeholders that would bring added value to the results; these included the following:

- The Rural Innovation Centre identifying the appropriate technology and possibly training users on such technology for processing wood products into briquettes
- The Local Enterprise Authority (LEA) training community groups on basic business management, marketing and book-keeping.
- The Social and Community Development Council being involved to mobilize the participating community group to form and empower leadership members who would be trained on basic organizational leadership such as conducting meetings, record keeping and reporting as well as conflict resolution.

There were a number of projects addressing key natural resource management challenges in Ngamiland District, possibly providing opportunities for complementarities and building of synergies. These included the following:

- The Human-Wildlife-Coexistence Management Project in Northern Botswana implemented by the Department of Wildlife and National Parks, in partnership with the World Bank with the Seronga area within Ngamiland with the prospects of piloting conservation agriculture and open game farming at the community level
- The USAID-funded SAREP aiming at assisting the Countries of Botswana, Namibia and Angola to effectively manage the resources of the Okavango River Basin with the prospects of (i) facilitating the implementation of the Ngamiland Integrated Land Use Plan and (ii) assisting in the formulation of a Strategic Environment Assessment for Ngamiland that takes into account aspects of SLM; it was also anticipated that SAREP would further work with the Ministry of Agriculture to explore alternative investments for SLM such as REDD+.
- The GEF-funded Biokavango project on building local capacity for the conservation of biodiversity in the Okavango Delta and focusing on strengthening tourism, fisheries and sustainability of veld products as livelihood support systems. The project’s Sustainable Land Management initiatives would utilize the systems and processes initiated by Biokavango project.
- The REDD+ pilot project taking place in NG 8 controlled hunting area within Ngamiland District complementing the SLM project through the protection of rangeland areas, monitoring and releasing benefits from such resources. Through this initiative, the SLM project benefitted from ORI’s expertise in establishing a resource monitoring system; it also contributed indirectly through a study on ecosystem services around Lake Ngami (book published in 2018<sup>12</sup>).

### *3.1.9 Management arrangements*

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The 5-year project (March 2014 – March 2019) has been implemented under UNDP’s NIM modality.

The executing agency (or Implementing Partner) was the Ministry of Environment, Wildlife and Tourism, with the Department of Forestry and Range Resources (DFRR) carrying responsibility for day-to-day implementation in association with the Department of Agricultural Production from the Ministry of Agriculture.

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<sup>12</sup> « Ecosystem Services and Human Well-being at Lake Ngami – Botswana » <https://novapublishers.com/shop/ecosystem-services-and-human-well-being-at-lake-ngami-botswana-implications-for-sustainability/>

The planned management arrangements as per PRODOC were reviewed during the Inception Workshop and are illustrated in the organisational chart shown in Figure 1. There was no modification of the structure during implementation.

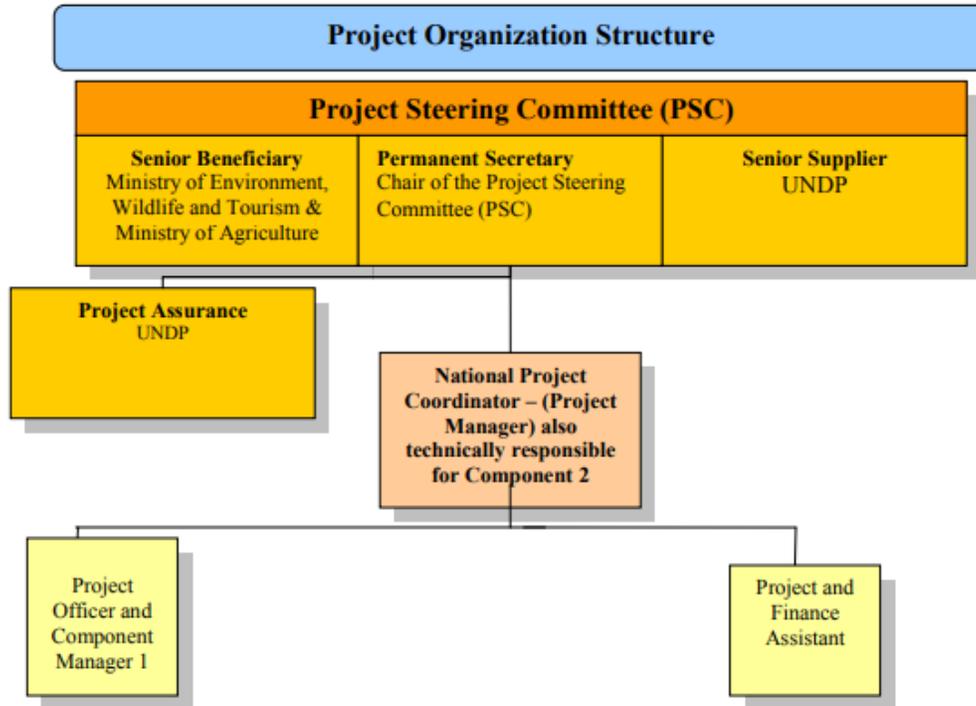


Figure 1: Planned project organisational structure

The management and governance arrangements for the project included the following structures:

- (i) Project Steering Committee Chaired by the Permanent Secretary of MEWT, and inclusive of key stakeholders
- (ii) Two DFRR and DAP counterparts acting as Coordinators to ensure adequate linking with on-field staff from respective departments
- (iii) Project Management Unit housed in DFRR/Maun and comprising a National Project Manager, Project Officer, Admin/Account. Officer.

High-level project oversight was performed by the GEF Operational Focal Point and UNDP as the GEF Implementing Agency on providing technical backstopping, general oversight of implementation, and quality assurance. Additional support was provided UNDP Regional Support Centre in Addis Ababa.

The PMU unit was to be located within DFRR premises but the lack of office space required the construction of a project compound that somewhat delayed the effective installation of the PMU in Maun.

## 3.2 Project implementation

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### 3.2.1 Adaptive management

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The project under the NIM modality was due to be implemented from March 2014 to March 2019: while the initial PMU recruitment was swift (around 6 months), there were issues that impeded significantly the actual operationalization of the project back at project's start-up:

- (i) There was no office space within DFRR Maun and a compound had to be built from scratch (inaugurated in 2015)
- (ii) The Project Coordinator previously employed by UNDP Gaborone remained working from the capital for over 6 months with regular commuting to Maun (from 09/2014 to 02/2015); this raised project management costs.
- (iii) AWP focussed nearly on consultancies and studies but little groundwork with communities. These two points (ii) & (iii) did not facilitate stakeholders' confidence-building into the project, that in turn resulted in slow implementation
- (iv) Procurement centralised from UNDP Gaborone, that made the acquisition process cumbersome
- (v) Early mismanagement claims involving the Project Coordinator resulted in setting up a procedure for his removal, culminating with his departure in 11/2015.

By the time of the MTR (mid-2016), a substantial amount of funds had been devoted to project management, consultancies but little on-site activities as per 2016 PSC meeting.

By the end of 2016, decisive actions had been made to speed up implementation:

- The Project Coordinator had been replaced (from 09/2016 onwards), hence a 9 months gap without project coordination
- Procurement was decentralised to the Admin & Finance Officer, as per 2016 audit recommendations
- A plan for implementation acceleration had been formulated (already by 2015)
- The Technical Reference Group with members from all major stakeholders, acting as an advisory board, reviewing AWP and settling outstanding technical issues, was reinstated and fully-functional

Adaptive management was used wisely for activities not necessarily in the PRODOC but contributing to SLM and modernisation of rangeland management:

- With the introduction of BAITS in Ngamiland in 2016, the project assisted Government in demonstration and training for ear tags in replacement of cattle branding.
- Tablets were provided to the population during a major beef measles outbreak in the region of Shakawe.
- Assistance with chemicals was provided during staple fly and tick outbreaks.
- Communication and social events focussing on activities in the project area (e.g. lake Ngami boat competition and Tsodilo Hills bushwalk and cultural night) boosted the project foothold in the surrounding communities and overall in the district.
- The project accompanied the introduction of the CBT mechanism in Ngamiland with workshop participation and the partial funding of the rehabilitation of the Government quarantine (buffalo cables and water tanks) at Makalamabedi.
- When the baseline was established in 2017, the optimum livestock stocking rate was changed from 1 head/16ha to 1 head/ha (with HLMA)
- 'Control' farms (under output 1.2) would not be set up from scratch but collaboration sought with existing (commercial) ranchers instead

This resulted in a very effective project delivery with over 95% delivery rate by March 2019 (project closure).

The overall focus of the project (project goal, objective, and outcomes) remained unchanged over the whole project period.

### *3.2.2 Communication*

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Communication activities took various forms with (i) project billboards, (ii) awareness-raising events, (iii) events to launch activities including with media involvement. The project took advantage of UNDP internship programme with the contracting of 2 interns that would support the project with communication activities (e.g. relation to the media and conferences operationalization)

A number of activities were set up to increase community interactions. These included:

- Tsodilo Heritage Bush Walk & cultural night (2018 and 2019 editions)
- Lake Ngami boat competition (terminated with the lake drying up in 2018)

There is little evidence that the project has captured lessons learnt and communicating these in formal formats but through PIRs. Indeed, the project had not budgeted any formal activities on communication. Still, there are numerous examples of press releases (newspaper, internet, radio...) on the project activities, evidencing efforts made by the PMU to divulge project activities.

The Government's websites (MEWT & MoA) review did not evidence direct information on the project.

### *3.2.3 Partnership arrangements*

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As per PRODOC, the key partnership of the project would have been SAREP from which the project would use the approach for LUP (output 1.1).

Another major partnership was with ORI from the University of Botswana through support on the Peter Smith Herbarium for the digitization of herbarium samples from Ngamiland District. ORI conducted as well the PRAs around Lake Ngami and Tsodilo Hills area to contribute to the elaboration of the LUPs.

Other PIR-mentioned partners are actually beneficiaries such as (i) Lake Ngami Trust on the bush eradication programme and support to charcoal production, (ii) Haina Veld Farmers Association and the Nxaraga Community Development Trust on the introduction of HLM approach, (iii) the Okavango Community Trust on establishing a non-beef product community enterprise, (iv) Thuso Rehabilitation Centre on leatherworks expertise, (v) Nhabe Agricultural Management Association (NAMA) on a feasibility study to develop a community multi-species abattoir by NAMA, (vi) Tsodilo Community Trust with the annual bush walk for 15 km & 31 km on a trail that goes around the Hills called the "Tsodilo Heritage Challenge".

### *3.2.4 Feedback from M&E used for adaptive management*

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Feedbacks from regular monitoring and evaluation of the project as well as from UNDP oversight were not immediately incorporated into changes of planned project activities, results and log frame. Still, discussions at PSC level on the slow implementation pace of the project showed that actions were taken some time in 2016 with the establishment of an implementation acceleration plan back in 11/2015 that was taken up by the new Project Coordinator.

The project management costs were severely under-budgeted at the formulation stage (see 3.2.5 - Project finance) and the yearly PMU budget was quickly exhausted in a given year. This was most visible in the beginning of the

project. Afterwards, part of the PMU costs would be split between outcomes 1 and 2 with travel costs not related to specific outcomes under project management costs ('component 3').

### 3.2.5 Project finance

As per CDRs and UNDP's cofinancing estimate, the total cost of the project (including Q1 2019) from 2014 to 2019 is explained under Table 6, evidencing an approximate 400% cofinancing ratio.

Cofinancing <sup>13</sup> (type/source)	Planned (thousand US\$)	Actual (mill. US\$) <sup>14</sup>
GEF	3.081	2,683 <sup>15</sup>
UNDP TRAC	1.000	No info
Government		
- MEWT:		0.425
- DEA	1.300	
- DFRR	2.675	
- North-West District Council	3.500	0.019
- MoA (incl. DAP)	3.000	9.499
- NGOs		0.164
- Tlhare Segolo Foundation	250	
- Kalahari Conservation Society	630	
- SAREP (bilateral)		
- ORI	0,050	0
- BMC	2.061	0.134
	14.183	0.448
Total <sup>16</sup>	30.731	13.379

Table 6: Planned vs actual project expenditures<sup>17</sup>

The cofinancing of two NGOs as well as SAREP's never materialised while cofinancing from other stakeholders was one or two orders of magnitude lower except for MoA 3 times higher.

Table 7 shows that the project initial operationalization was spread over 3 years (2014/5/6) (very low delivery rate) which is unusually long for GEF projects.

Despite these low delivery rates, there was no request of extension at MTR stage. The increase in the delivery rate coincided with the arrival of the 2<sup>nd</sup> Project Coordinator in Q4 2016.

<sup>13</sup> Source : UNDP estimate

<sup>14</sup> Cofinancing info in Pula ; average rate over 5 years is 0,095 Pula/US\$

<sup>15</sup> A 6 months no-cost extension was requested in 2019 for the balance

<sup>16</sup> Excluding TRAC funds (no info)

<sup>17</sup> Situation as of September 2017

Year	Budget/expenditure Work plan (mill. US\$)	PRODOC (mill. US\$)	AWP (mill. US\$)	Actual expenditure (mill. US\$)	% spent (actual/AWP or PRODOC)
2014	0,82	-	-	0,17	20%
2015	0,81	-	-	0,39	48%
2016	0,64	-	-	0,42	66%
2017	0,48	0,528	0,528	0,65	123%
2018	0,33	0,66	0,66	0,87	132%
2019		0,3	0,3	0,19	63%
Total	3,08			2,69 <sup>18</sup>	

Table 7: Annual Work Plan budget and actual expenditures (GEF)<sup>19</sup>

The analysis of the cumulative delivery rate (see Figure 2) show an S-shaped curve (‘effective’) against an asymptotic curve (‘planned’) for the cumulative spending as anticipated at formulation stage; this is evidence for the need to take into account an extended inception phase to resolve operationalization difficulties like recruitment and initial involvement of all stakeholders, and to lengthen substantially the project cycle to ensure a smoother implementation.

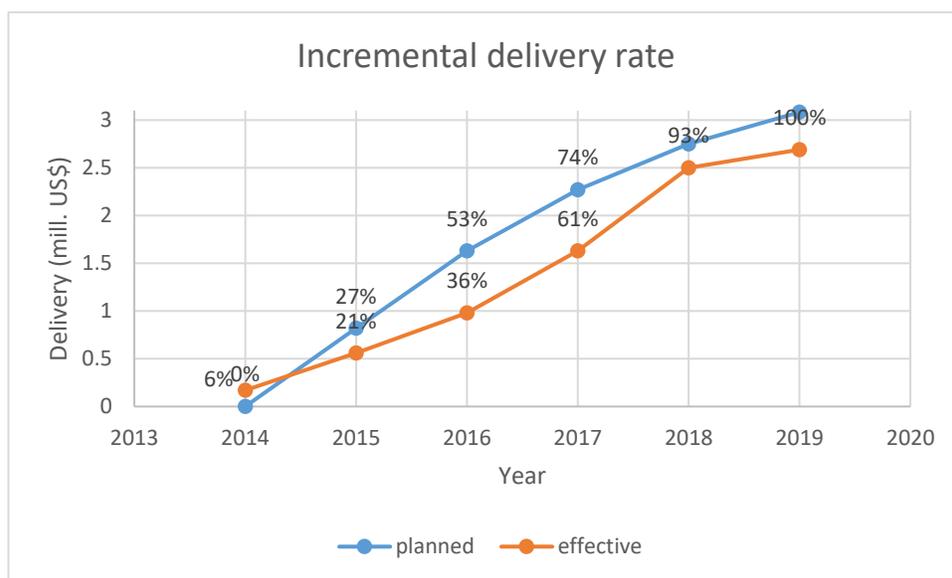


Figure 2: Cumulative planned and actual delivery rate

No information was available on planned and committed budgets per outcome, hence it is not possible to estimate the project management budget share.

The MTR had evidenced very high project management cost overruns for 2014, 2015 and 2016 (up to 300%). Overall, the project management budget was supposedly contained within the planned envelope despite its very low amount (0.145M\$ or less than 5%); more common values for similar projects have a much higher project management budget (10-15%).

### 3.2.6 Monitoring and evaluation: design at entry and implementation

The Project’s Monitoring and Evaluation system included the standard reports and evaluations (see Table 9), and oversight by a Project Board and Project Steering Committee.

<sup>18</sup> Source: CDR from 2014 to 2019

<sup>19</sup> Excluding UNDP administrative costs

Project M&E was carried out using the following tools:

- Inception workshop and initial AWP
- Quarterly progress meetings with UNDP and the Technical Reference Group
- Periodic Monitoring through site visits: UNDP / MEWT / MoA conducting monitoring visits several times per year to assess project progress (normally on a quarterly basis)<sup>20</sup>
- At least one audit in year 2016 as per UNDP Financial Regulations and Rules
- Annual PIRs
- Independent mid-term and final project evaluations
- Learning and knowledge sharing

The MTR conducted by mid-2016 rated the overall performance of the project as (highly) unsatisfactory with an overall weak M&E system and a very slow procurement process (e.g. 12 months to procure fire fighting equipment in the region; 9 months to contract the company to carry out the initial baseline assessment). In addition, the 2016 audit evidenced the need to decentralise procurement as the project site was far from UNDP head office.

Indeed, the M&E mechanism relied on an initial baseline survey that was only completed by early 2017 (several indicators were not defined at the project formulation stage but would have been so after the baseline survey). Hence, the M&E system at inception was weak due to the combination of undefined indicators and a slow procurement process that made the initial baseline survey available not before the MTR (one year to contract the firm through international procurement and over 8 months to get a draft range assessment report).

Major improvements were made afterwards with procurement decentralised at PMU (POs emitted from PMU for most procurement with travel and consultants management from UNDP Country Office) and through a more effective Project Coordinator (increasing project delivery from 2017 onwards) relying on AWP as the main M&E tool.

Furthermore, UNDP introduced in early 2017 new monitoring tools that proved effective in checking very regularly the project situation and any deviation from AWP: (i) monthly updates on AWP colour-coded, (ii) monthly procurement plan colour-coded, (iii) monthly financial status matrix, and (iv) monthly management of contracts colour-coded.

There was no available information as to whether the PMU has used GEF's capacity development scorecard system.

***M&E design at entry RATING: Unsatisfactory (U)***

***M&E at implementation RATING: Highly Satisfactory (HS)***

***Overall quality of M&E RATING: Satisfactory (S)***

### ***3.2.7 UNDP and Implementing Partner implementation/execution coordination and operational issues***

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Both UNDP and the implementing partner (DFRR under MEWT) were involved in project implementation with UNDP having an advisory role with the provision of technical advice and monitoring.

#### **Implementing Partner:**

The project was supervised by MEWT. DFRR hosted the project team (PMU) throughout the duration of the project and showed a strong commitment to and ownership of the project throughout its lifespan. It is worth noting that the MEWT Permanent Secretary was committed to this project and ensured that lessons learned would be passed at the

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<sup>20</sup> Most beneficiaries emphasized the need for closer monitoring to correct activities and to ensure higher adoption

national level (resulting in the adoption of some project results and the formulation of new interventions [see impact]).

The GEF operational team under MEWT was quick to build on strengths and weaknesses of the project to review future GEF interventions design – in particular, related to governance (see recommendations) -.

***Quality of implementing partner execution RATING: Highly Satisfactory (HS)***

### **Implementing Agency:**

The initial staffing arrangements for PMU made by UNDP were detrimental to the project's start-up phase: the Project Coordinator remained in Gaborone for over 6 months (09/2015 – 02/2016) prior to posting in DFRR-Maun to cover the role of Head of Environment Unit. So did the Financial and Administrative Officer for over 4 months; this resulted in low stakeholders' confidence in the project and poor Government involvement in the initial stages of project implementation ; indeed, very few activities took place for the 1<sup>st</sup> year as the implementation was remotely piloted and confined mainly to initial procurement for the PMU and initial consulting studies. The situation, however, improved with the arrival of the PMU members in Maun in 2016.

The added value of the implementing agency (UNDP) has been its ability to provide regular support to the project team but also to solve problematic issues: with suspicions of project mismanagement by the Project Coordinator, UNDP and MEWT were able to terminate his contract (11/2016) and seek a new Project Coordinator; it nonetheless took over 10 months to finalise the recruitment; from 11/2016 to 09/2017, the project was with no coordinator. It is worth noting that the implementation was most ineffective in 2016 (largest gap between effective and planned delivery – see Figure 2).

UNDP was present at quarterly meetings (PSC and TRG); support consisted mainly of advice on operationalizing activities.

***Quality of implementing agency (UNDP) execution RATING: Moderately Satisfactory (MS)***

***Overall quality of implementation / Execution RATING: Satisfactory (S)***

## **3.3 Project results**

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### ***3.3.1 Overall results***

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A brief assessment of the project overall results (as per PIR), is presented in the following paragraphs.

*Project Objective:* mainstream SLM in rangeland areas of Ngamiland District productive landscapes for improved livelihoods. Progress at project's end: as the objective is relatively vague, one can assume that it is somewhat achieved: both final and institutional beneficiaries were exposed to a wide range of SLM practices. In relation to the actual quantitative target, 1.000.000 ha under SLM, 839.000 ha were covered by the project. This may be impressive but does not mean that all the area is now under SLM, just that the project did target this global area for SLM practices. Out of that result, 88% is actually referring to improved bush fire management (area under community surveillance). The remaining 12% covers livestock grazing improvement.

In any case, the target was too ambitious in relation to the budget and remaining time, given that the project did really accelerate implementation only by MTR time, 2 ½ years after PRODOC signature.

### ***3.3.1.1 Outcome 1: Effective range management improves range condition and flow of ecosystem services to support the livelihoods of local communities***

Progress at project's end: partially achieved. There is overall increased awareness about new rangeland management approaches and much interest in income-generating activities through charcoal production.

***Output 1.1: Local level land use plans developed for each pilot area to support sustainable utilization of range resources.*** Two land-use plans purpose (Tsodilo and Lake Ngami plans) were produced plus a blank (template) for demonstration. These plans fed in the discussion and fine-tuned the selection of SLM activities including fire management in Tsodilo, bush eradication and charcoal production around Lake Ngami. Interviews showed a positive participatory approach was adopted that led to the drafting of the plans a consensus of proposals.

***Output 1.2: Improved range management and mixed livelihood systems are piloted in line with the land use plans.*** A number of activities were carried out under this output:

- Training<sup>21</sup> (both in Zimbabwe and Ngamiland) were provided on the Holistic Land Management Approach benefitting several development trusts and commercial ranchers associations; it generated a lot of interest from both communal and commercial farmers. The approach was tested in three 'control' commercial ranches with mixed results: most successful were paddocking and planned grazing; there was little interest in the 24/7 herding approach and for mobile kraaling (too "time-consuming"/ too "expensive") as cost remains the main factor for decision making: both practices require trained herders and a higher number of them per herd; the poor adoption rate lies with the lack of clear evidence on HLMA: within the timeframe left, the project at the same time tested and demonstrated new techniques. This is very confusing for farmers as they are exposed to untested ideas and have to decide by themselves which ones might be more successful.

With proper time, it would have been preferable to first test HLMA on farms (but in controlled environments, within Ngamiland agro-ecological conditions), then at a second stage, divulge only the most successful practices on demonstration farms. The project did not have time for this.

HLMA was not tested on communal lands (insufficient time before project closure).

- Social events: MoUs signed for the Tsodilo Hills Heritage Challenge (in 2018 and 2019) & Lake Ngami Classic and Fish Festival held (cancelled due to the lack of water)
- A women-led CBO in Shakawe was supported by the project on mongongo<sup>22</sup> processing (premises rehabilitation, power supply, dehuller and oil press). The PMU had a hard time<sup>23</sup> finding a processing machine and eventually, the purchased machine seems to be quite oversized for a CBO.

***Output 1.3: Bush-control programme is piloted and provides financial incentives for controlled bush clearance***

With livestock overgrazing, grass is substituted by bush with a resulting reduction of quantity and quality of grazing area; bush removal is a solution to restoring quality grazing land combined with charcoal production: training was delivered on charcoal production, bush clearance and wood cutting machines benefitting mostly Lake Ngami community trust members (and two other trusts with more limited results) with benchmarking to Namibia on biomass production. Equipment was provided for cutting wood and charcoal production (drum kilns) to 15 villages. All these were centralised by the Lake Ngami Trust.

Livestock feed from the bush was also planned but cancelled: the hammer mill for feed production was expensive and additional funding would have been required to analyse a future feed value chain in the district.

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<sup>21</sup> Provided by the Africa Centre for Holistic Management

<sup>22</sup> Schinziophyton rautanenii

<sup>23</sup> Anticipated delivery by 06/2018 ; effective by 07/2019

The lake Ngami Trust in charge of the activity first harvested wood from dead trees around the lake (with highest energy content / hence, highest economic value) which was not in the original project plan, and accessorially bush woody stems.

The Trust generated a modest amount of charcoal production (341 bags for a value of 8.555 Pula in 6 months). It lacks the capital to engage in this commercial venture. Furthermore, there was no EIA conducted prior to charcoal production (prohibitive cost for the Trust) and a one-year exemption had to be sought (charcoal licence due to expire in 08/2019). A shortcoming of the activity has been the insufficient lack of involvement of the TAC right at activity start-up, to ensure periodic monitoring and advice.

Interviews showed that there is a clear economic case in harvesting both dead trees from Lake Ngami and bush woody stems: (i) traders from Namibia had shown interest in buying any Lake Ngami charcoal<sup>24</sup> and (ii) Botswana imports all its charcoal at a premium cost and could consume locally produced charcoal<sup>25</sup>.

Demonstration ranchers were exposed as well to charcoal production: it generated little interest for the sake of bush removal but at least one farmer built a charcoal cooler.

It was planned to reseed bush-cleared areas with perennial grasses: this was abandoned as clearly not economic, requiring heavy investments (e.g. need to fence re-sown area in communal lands around Lake Ngami).

***Output 1.4: Fire management strategy is piloted in Tsodilo line with the provisions of the land use plans***

Next to 600 Tsodilo Hills enclave members from 2 villages as well community members from 6 villages around Etsha were trained on fire management; fire fighting equipment was provided to 11 villages for the Tsodilo area; however, it was under-budgeted and quantities had to be reduced resulting in equipment distribution in Tsodilo village and little or no equipment for surrounding villages. A cell phone early warning system was devised. A fire management strategy for the Tsodilo area was drafted and approved.

Combining new knowledge on how to put out fires and with the current two-year-long drought (little dry wood left), there was a very significant reduction of burned areas from 1.1 M ha in 2014 to 0.2 M ha in 2016; the number of fire occurrence also decreased drastically (21 in 2016, 19 in 2017, 0 in 2018); this is the result of extensive training that resulted in behaviour change with farmers putting out fires early on.

The main issue remains the lack of compensation scheme for community members participating in extinguishing fires together with Government fire-fighters.

***Output 1.5: System for monitoring of range condition and productivity is in place.***

Over 60 farmers were trained in conservation agriculture with successful results in 2016/7/8. The droughts in 2017 and 2018 resulted in little or no crop production. Farmers benefitted from chemical weeding grants and a substantial price reduction for tractor-based ripping in the context of the ISPAAD.

Farmers were trained in MOMS but at a very late stage of project implementation (2018). There was too little time left to effectively implement the approach.

***3.3.1.2 Outcome 2: Effective resource governance frameworks and markets provide incentives for livestock off-take and compliance with SLM***

Progress by project's end: achieved. The project contributed directly to establishing an effective governance framework for SLM; as for markets and increased livestock off-take, the project contribution was real but somewhat

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<sup>24</sup> Charcoal from Namibia is mostly exported to Europe with a substantial premium price

<sup>25</sup> It is surprising so see a very limited involvement of the Ministry of Energy in the output on charcoal, especially when it became clear that this is a market to be tapped by local entrepreneurs; still, the ministry and UNDP have set up a working group on green energies (incl. charcoal and biogas) outside the framework of this project.

small in relation to the effects of BMC's cofinancing (slaughter increased from 19.000 to 25.000 cattle in 2016 – source: BMC) and the current drought that has significantly increased off-take, offset by FMD outbreaks. Overall, the project developed quite a number of initiatives that did contribute or have the potential to increasing off-take as well as raise livestock farmers' income.

**Output 2.1:** *A regional multi-stakeholder forum for facilitating a dialogue on SLM and mainstreaming SLM into regional and national policy programs and processes is created and empowered.*

Instead of creating a new forum (the PRODOC had explicitly reported that there is already a large number of coordination initiatives led mainly by Government agencies), the project opted for mainstreaming SLM into the pre-existing Okavango Delta Wetland Management Committee that was reconfigured and empowered to serve as the multi-stakeholder forum for SLM. This proved to be the right decision with the forum now serving as a platform for discussing SLM mainstreaming and divulgation into both Government institutions and the civil society. Sessions held have resulted in better inter-ministerial dialogue, coordination and action on SLM (e.g. lobbying for reducing human-wildlife conflict through hunting ban removal, a renewed collaboration between DAP and the Ministry of Health on livestock measles campaigns [awareness campaigns on tablets, pit latrines...], increased involvement of DVS with selected project communities and commercial ranchers, enhanced/increased M&E by DCP on conservation agriculture farmers and by DFRR on HLMA, routine communication from MoA to DEA in case of potential environmental issues...).

However, the effective bargaining power of the forum remained quite limited with the ability to conduct dialogue, discussions or even report on SLM mainstreaming options but little leverage to officially mainstream SLM into existing policies. Notwithstanding these limits, there is evidence that the central Government has been thoroughly monitoring the project with a number of new national initiatives based on the project's results (see impact).

It remains to be seen whether the forum itself or a lead institution member will continue advocating for SLM through it by project's end.

**Output 2.2:** *Improved access of farmers to markets for livestock products.*

The MTR emphasised the need to focus more on non-beef products but also on gender. This resulted in a change of action with a feasibility study for NAMA community abattoir (multispecies) that would serve both beef and small livestock (goat, sheep) mostly owned by women. In addition, a series of proposals were submitted to PMU on support to poultry and piggery. Eventually, the project supported a small women-led piggery project. DVS has been involved but not DAP in this particular project.

**Output 2.3:** *Processing plant in Ngamiland increases quantity and variety of locally processed beef products, allowing higher sales of livestock products and off-take (supported through BMC cofinancing):*

BMC increased its slaughter capacity from 80 – 120 heads/day in 2016. A new private abattoir (Ngamiland Abattoir) opened during project implementation (100 heads/day capacity).

Over 40 community members were trained in leather/hides works in 2017 and 2018. This initiative seemed very relevant in conjunction with ear tagging (abandoning livestock hot branding). However, there has been a recent price crash for hides due to global oversupply to China. Hence, there seems to be much lower interest for the time being in this venture.

The project was affected by a series of localised FMD outbreaks (3) that somehow resulted in lowering the slaughter rate of abattoirs. However, with the introduction of CBT by Government in 2016 and the livestock quarantine rehabilitation supported by the project in 2018, combined with the current two-year drought, there is been a recent

spike in livestock off-take with the possibility of BMC offering higher beef prices<sup>26</sup>.

**Output 2.4:** *Product placement secured in local and regional markets (supported through BMC cofinancing).*

The project supported BMC and indirectly other abattoirs in exploring new markets (DRC, Mozambique, Angola).

BMC exports to Mozambique started in 2016 and exports to DRC are ongoing. However, the issue for export is the low quality of beef, directly related to inadequate feeding (depleted grazing land and no feed lotting) and poor livestock genetics (not addressed by the project); interviews showed that Mozambique exports have stalled to barely one or so full truck of cut and packaged beef per month (up to 25t). Quality is the key concern for Mozambique importers in this particular case (meat is not tender enough).

It is clear that the project contributed positively albeit modestly to the downstream beef VC (marketing, CBT and quarantine) but too insufficiently to the upstream beef VC (improved feeding with HLMA) to make a difference on beef quality for exports.

**Overall Project Outcome RATING:** *Satisfactory (S)*

### 3.3.2 Relevance

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The project is highly relevant to the main objectives of the national environmental and development priorities, UNDP priorities and global goals and GEF 5 Land Degradation Focal Area.

*Relevance to national environment and development priorities:* informants indicated that land degradation due to overgrazing and overall poor management practices is a recurrent topic of discussion at Government level and by most sector stakeholders, together with the FMD and human-wildlife conflict issues. The project was aligned with (i) the NDP 10 (2009-2016), in particular, the pillar on sustainable use of natural (rangeland) resources including several strategies such as beef industry VC approach, small livestock development, wider use of ear tags, improving range management and adoption of good practices<sup>27</sup>, (ii) the NDP 11 (2017-2023) with a focus on emerging issues such as land management and unsustainable agricultural practices<sup>28</sup>, (iii) Vision 2036<sup>29</sup> under pillar 3 on sustainable environment, in particular ecosystem functions and services and pillar 1 on sustainable economic development in the agricultural sector with VC development and a disease-free agricultural sector.

*Relevance to UNDP priorities and strategic goals:* under the 2010-2014 UNDAF, the project fits within the outcome 4 on Environment and Climate Change with more support on (i) deriving greater benefits from the environment and natural ecosystems to the population, (ii) sustainable development principles mainstreamed in (national) planning processes and outcome 2 on Economic Diversification and Poverty Reduction outcome (CP Outcome 2.1 on pro-poor policies and strategies). Through the testing, piloting and overall support to Government in fire management, LUP exercises, improved rangeland practices and overall SLM mainstreaming at institutional level, the project is also contributing to enhancing Government to access environmental information and increasing its capacity for effective decision-making in ensuring sustainable development, environmental integrity and natural resources management (CP Outcome 4.1).

*Relevance to GEF strategic focal area:* the project is well aligned with the LD strategy<sup>30</sup> with a contribution to

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<sup>26</sup> 2014: 14-17 Pula/kg ; 2018: 19 Pula/kg ; in 2019: 24 Pula/kg (FMD-free) + 2 Pula/kg drought subsidy → up to +80% price carcass increase during the course of the project (source BMC)

<sup>27</sup> Source : <https://www.undp.org/content/dam/botswana/docs/Publications/Botswana%202013%20Mid-Term%20Review%20of%20National%20Development%20Plan%2010.pdf> pg 33

<sup>28</sup> Source : <http://extwprlegs1.fao.org/docs/pdf/bot175398.pdf> pg 140-2

<sup>29</sup> Source : <http://statsbots.org.bw/sites/default/files/documents/Vision%202036.pdf> pg 15 and 23

<sup>30</sup> Source : [https://www.thegef.org/sites/default/files/documents/GEF-5\\_FOCAL\\_AREA\\_STRATEGIES.pdf](https://www.thegef.org/sites/default/files/documents/GEF-5_FOCAL_AREA_STRATEGIES.pdf) pg 54-55

Outcome 1.2 of the Land Degradation Focal Area (Improved rangelands/ livestock management) and to Outcome 3.1 (Enhanced enabling environments between sectors in support of SLM). That said, this project focussed more on integrated landscapes and ecosystems<sup>31</sup> instead of sector support as recommended under GEF 5 but is not targeting multiple focal areas.

**RATING:** *Relevant (R)*

### 3.3.3 Effectiveness and efficiency

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**Effectiveness** (contribution of the actual outcomes to the project objective):

The project objective was to mainstream SLM in rangeland areas. Two main outcomes (components) were formulated:

- (i) Outcome 1: effective range management in over one million ha improving range condition and flow of ecosystem services to support the livelihoods of local communities in Ngamiland
- (ii) Outcome 2: effective resource governance frameworks and markets providing incentives for livestock off-take and compliance with SLM

*Outcome 1 results: the actual contribution of the outcome depends on each particular outputs as the project was geographically segmented; overall the project has very successfully created awareness on SLM amongst all stakeholders*

*Rangeland management:* the efforts made by the project on improving rangeland management practices have little contributed to the outcome: while a number of commercial ranchers participated in the project, several techniques from demonstrated HLMA were abandoned and there is little evidence of widespread adoption by other farmers according to most informants. Although trainings were provided to communal livestock farmers, no actual HLMA demonstration activities were conducted on communal lands; this is partly due to the insufficient time before project closure and to the investments necessary to set up a participative communal ranch that would require extensive and lengthy dialogues between community members on costs, organisation, and responsibilities. At this stage and despite high enthusiasm, HLMA is not prevailing amongst exposed farmers. At institutional level, the situation is different with HLMA appropriation both within MEWT and MoA and further discussions on how to switch from demonstration to replication. This seems to be a bit hasty as final beneficiaries insisted during interviews on proper demonstration in different environmental and social contexts (commercial, communal conditions, fenced, not fenced, nearby game reserves or not...)

*Conservation agriculture:* the adoption of conservation agriculture, despite failures because of recurrent droughts, seems to be high as it generates both environmental benefits and economic interest. It remains to be seen whether there is an economic case for conservation agriculture as it is currently heavily Government-subsidized.

*Fire management:* the project support in fire management has been very successful and the decrease in the extent of fires is spectacular, directly contributing to land degradation reduction in the Tsodilo area. Awareness-raising has been very effective as the reduction in induced fires extent results more from behavioural community members change than extensive use of donated fire equipment.

*Bush eradication and charcoal production:* despite the production issues, the activity has the potential to contribute both to land degradation reduction and to community income generation. However, so far, community members have

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<sup>31</sup> Source : [https://www.thegef.org/sites/default/files/council-meeting-documents/EN\\_GEF.ME\\_C.52\\_Inf.02\\_Land\\_Degradation\\_May\\_2017.pdf](https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.ME_C.52_Inf.02_Land_Degradation_May_2017.pdf) pg v-viii

shown little interest, possibly because the Trust in charge of charcoal production has little capability to switch from a development project support approach to a commercial approach involving capital investment and overall a business approach. On-site, there is little evidence that grass regeneration is occurring as yet: the extent of bush removal is small (tens of ha) and it was not accompanied by reseeding and/or fencing for grass regeneration because of associated costs and livestock management issues as it was in communal land. Reseeding was tested unsuccessfully on a few ha in one pilot ranch (drought issue).

*Woodland preservation/veld resources harvesting:* the project supported a women-led initiative on Mongongo processing: at this stage, it seems that fruit collection would be based on an individual harvesting mechanism with little impact on the resource. Indirectly, this activity contributes to woodland preservation and can be considered as a smart SLM endeavour.

*Outcome 2 results: direct relationship to objective but the SLM forum has not been very effective at policy level because of inherent project design weaknesses; support to (non-) beef products access is contributing to the overall objective but only initial steps were taken; increased processing beef capability by BMC combined with project support on CBT has been instrumental for livestock off-take. As for product placement, there are external factors (e.g. beef quality) beyond project scope limiting its effectiveness.*

*Multi-stakeholder Forum on SLM:* the Okavango Delta Wetland Management Committee has been reconfigured and empowered to serve as the multi-stakeholder forum for SLM in 2018. It has been up and running since 2015: several dialogues on various SLM topics are held every year. However, the forum has only an advisory role and there has been no SLM mainstreaming into Government policies (e.g. through policy update) neither under MEWT nor MoA. The ProDoc had listed 14 policies and key legislation relevant to SLM, many of which were quite outdated. There is no evidence that any of these were updated: the project design actually had no direct support in SLM policy development or updating. Still, Government empowered itself with the SLM concept and there are now new initiatives to mainstream SLM, including with UNDP, but not directly at policy level.

*Access to markets:* the project has directly contributed to the objective with support to non-beef products (e.g. piggery) and a feasibility study on a multi-species abattoir benefitting a farmers' association (NAMA). The support provided in both cases has been instrumental in either the operationalization of the piggery venture and eagerness to secure capital and proceed with further design studies for the multi-species abattoir.

*Markets and increasing slaughter processing capability:* the project supported BMC in securing new markets but due to Ngamiland beef low quality, the export tonnage varied widely because of competition with other exporting countries and in any case did not increase as planned. The project did have a facilitation role but the bulk of the achievements was the result of BMC's own operations and also external factors (private abattoir opening).

The BMC-led increased price for beef and district slaughtering capability increase (new private abattoir in 2018 and raised BMC slaughter capacity from 80 to 120 heads/day in 2015) have resulted in raising off-take: this was made possible because the project did support the rehabilitation of the Government quarantine in Makalamabedi and helped Government introduce/promote CBT.

### **Efficiency** (project costs):

The five-year-long project spent in total around 2.7M\$ (over 95% of the budget) before the project's closure.

Looking back at the project's history, very few activities on the ground were committed prior to the mid-term review with a very low delivery rate; there were also suspicions of mismanagement including grants provided to TOCADL. This situation changed with the arrival of the second Project Coordinator: there was a sudden acceleration in both on-the-ground results and resources spending (over 60% of the budget was spent in less than 30 months). This

approach was also the consequence of not requesting a no-cost extension at the mid-term review stage. Paradoxically, this has had negative consequences on project delivery, in particular when it comes to on-the-ground empowerment of project results by the final beneficiaries: for many activities, there was insufficient time to ensure project results appropriation through regular PMU/ Government monitoring, follow-up and close advice to the beneficiaries<sup>32</sup>.

**RATING for Effectiveness:** *Moderately Satisfactory (MS)*

**RATING for Efficiency:** *Highly Satisfactory (HS)*

**Overall project outcome RATING:** *Satisfactory (S)*

### 3.3.4 Country ownership

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The level of country ownership for the project is very high. Although the project evolved from a number of sector-specific issues, the Government represented by MEWT was fully involved in the formulation of the present project as was MoA. Both committed staff from their district departments such as DFRR, DEA and to a lesser extent DWNP from MEWT and DAP, DCP, DVS from MoA. Both the PSC and TRG had district representatives in addition to final beneficiaries and partners that were involved solely in the TRG. The District's Departments allocated budgetary resources and staff time for project activities although not necessarily in line with the agreed PRODOC cofinancing (see Table 6). The Departments were fully engaged in annual work plan design at both TRG and PSC levels but the actual involvement of these departments in the operationalization of the activities varied. Interviews showed that PMU was mostly taking the lead in the effective delivery of activities with many departments with a supportive role and not a leading role. This may be due to the agreed mechanism with just one representative from each ministry required to coordinate project activities with many departments.

This did not deter Government from results appropriation, mostly at the central level with new initiatives being designed based on lessons learned from project activities (e.g. MoA launched a climate-smart agriculture programme taking into account project results on conservation agriculture, the Government has submitted through UNDP a 2M\$ concept note to GCF that included HLMA<sup>33</sup>).

At the community level, results are more mixed with interviews evidencing the difficulty for Trusts (e.g. Tsodilo Trust, Lake Ngami Trust) to effectively own project results without continued donor support, which may be due to how Trusts actually operate with too much emphasis on assistance for development instead of own resources and community engagement. This is in stark contrast with some farmers' associations (e.g. NAMA) or women groups (e.g. mongongo agribusiness and piggery groups) that more proactively look for development/business opportunities.

### 3.3.5 Mainstreaming

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#### Gender mainstreaming:

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<sup>32</sup> Actually, on-field beneficiaries were surprised to hear a final evaluation taking place while so many project activities had only been initiated in 2017/8 and barely or yet to produce meaningful results. A recurrent question was "if this project is ending, when would the phase 2 project begin?"

<sup>33</sup> [https://www.greenclimate.fund/documents/20182/893456/17830\\_-\\_Ecosystem\\_and\\_Livelihoods\\_Resiliency\\_climate\\_change\\_risk\\_reduction\\_through\\_ecosystem\\_based\\_adaptation\\_in\\_Botswana\\_s\\_communal\\_grazing\\_lands.pdf/ef3c8a8e-92a9-44d8-9ec7-a7f0cc30bfa6](https://www.greenclimate.fund/documents/20182/893456/17830_-_Ecosystem_and_Livelihoods_Resiliency_climate_change_risk_reduction_through_ecosystem_based_adaptation_in_Botswana_s_communal_grazing_lands.pdf/ef3c8a8e-92a9-44d8-9ec7-a7f0cc30bfa6)

The consultant found that gender considerations were somewhat insufficiently taken into consideration in the PRODOC despite the fact that it is an important factor for success given the differentiated roles of men and women in rangeland management, in particular when it comes to beef (mostly men-run) and small livestock (women-run). No resources had been allocated for gender mainstreaming of project activities.

Although not gender-specific, the selection of pilot farms (for HLMA demonstration - output 1.2 -) took into consideration vulnerable groups (youth, female-run homestead and senior farmer).

Little attention had been made to gender prior to the MTR but following up on the MTR's recommendations, a series of activities were implemented that came at a very late stage during implementation (2017/2018). These included at least the following: (i) gender analysis produced in 07/2018 (8 months before project closure), (ii) project support to a women group focussing on piggery (from 11/2018 onwards), (iii) support to a women group engaged in mongongo agro-processing (2018 and 2019). As for (ii) and (iii), support continued after the official project end date in 03/2019. Albeit locally impacting, these activities came too little too late and could not be fully mainstreamed into the logic of the initial project design (scattering effect).

The project did not produce gender-disaggregated data.

#### Project linkages to SDG targets:

The project is having direct positive effects on several SDGs: this is particularly the case for:

- SDG 1 “No poverty” with Targets 4 and 5 on ‘ensuring that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources’ (small livestock opportunities), as well as ‘ownership and control over land and natural resources’ (rangeland restoration), ‘appropriate new technology’ (Mongongo women group), on ‘building the resilience of the poor and those in vulnerable situations and reducing their exposure and vulnerability to climate-related extreme events’ (e.g. human-induced / wildfires), ‘and other economic, social and environmental shocks and disturbances’ (e.g. grazing land degradation impacting livestock rearing in particular on communal lands)
- SDG 15 “Life on Land”, Targets 1 to 4 on ‘ensuring the conservation, restoration and sustainable use of terrestrial ecosystems and their services’, ‘promoting the implementation of sustainable management of all types of forests (savannah), halting deforestation’ (restoring savannah environment through de-bushing), ‘restoring degraded land and soil’ (improving pasture quality through HLMA)
- SDG 17 (Partnerships for the Goals), Targets 6 and 9 on ‘Enhancing South-South and triangular regional cooperation’ (charcoal production with expertise from Namibia, HLMA with support from Zimbabwe) and related capacity building.

### *3.3.6 Elements of Sustainability*

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Sustainability is the likelihood of continued benefits after the project ends.

**Overall project sustainability RATING: Moderately Likely (ML)**

#### *3.3.6.1 Social & cultural risks to sustainability*

Extensive efforts were undertaken to enhance (outcome 1) project's results ownership - especially at community level through Trusts with awareness-raising activities. Overall, there is a wide acceptance of most project results but the actual empowerment remains low, especially for Trusts: ex.1 the Tsodilo Trust has no solution to compensating community members putting out fires despite some income generation from the World Heritage site, ex.2 the Lake Ngami Trust is relying nearly exclusively on Government support for charcoal production despite very positive

economic prospects. The situation is somewhat different with (farmers') associations and women groups: more proactivity and entrepreneurial spirit result in activities moving forward by project's end (e.g. NAMA's multispecies abattoir, women-run mongongo and piggery ventures).

Conservation agriculture farmers (>60) were requested to form an association to benefit from the project support – in particular, for equipment grants -. This association never materialised and all the equipment was kept under the care of DCP.

Overall though, there has been a wider acceptance of project's activities and the type of assistance provided to communities.

***Socio-cultural sustainability RATING: Likely (L)***

### ***3.3.6.2 Technical risks to sustainability***

These are low for most activities (fire management, conservation agriculture) although interviews showed that there is no backup plan in case of breakage or for replacing expendable material for both Tsodilo (no revolving fund) and Lake Ngami Trusts (most project support for de-bushing is already used up).

As for rangeland management practices (e.g. HLMA), the adoption rate has been very low because there has not been sufficient time (over several seasons) to test and pilot the most successful practices. Additionally, the demonstration was hampered by a two-year drought (2017/8 and 2018/9).

There are no particular risks for activities under outcome 2 except for piggery; DAP and DVS lack expert staff in pigs to provide adequate support to the women-led piggery (DVS-Maun often has to refer to DVS-Francistown for technical advice). Indeed, on-site interviews showed that some piglets (10% of first litter) had died in 2019 but 'without explanation' and none of the piglets had been vaccinated.

***Technical sustainability RATING: Likely (L)***

### ***3.3.6.3 Institutional and organisational risks to sustainability***

Interviews have shown that there has been tremendous interest in the project from both MEWT and MoA. However, there are mixed messages/inconsistencies on institutional empowerment by Government departments at district level: most if not all district informants emphasized the lack of orientation from central level on how to move forward on SLM; this may be a consequence of the lack of institutional component for mainstreaming SLM at policy level. Still, Government central level is actively pursuing SLM deployment country-wide with the drafting of concept notes to probe for funding and dialogue with donors.

Institutional risks are very high for Trusts: inadequate management combined with the lack of capital results in most Trusts seeking Government support on a recurrent basis; these Trusts were founded on the basis of the CBNRM policy but it lacks an act and regulations; therefore, Trusts are prone to poor management as they are kept unchecked despite receiving extensive training (including from LEA) on business development. This has had negative effects on project results with sustainability risks linked to actual Trust functionality (e.g. collapse of charcoal production, no compensation scheme for community firefighters, lack of transport means to move fire fighting equipment in Tsodilo...).

Women groups (e.g. piggery, mongongo groups) and farmers' associations (e.g. Haina veld, NAMA) that are more proactive in developing their core business activities despite lack of capital and insufficient technical knowledge, seem less prone to institutional and organisational risks.

***Institutional and organisational sustainability RATING: Moderately Likely (ML)***

#### **3.3.6.4 Economic and financial risks to sustainability**

The economic and financial risks of the project are important for most outcome 1 outputs; while the change in rangeland management may be attributed mostly to behaviour change, they are critical bottlenecks for widespread adoption related to costs; these include the need for professional herders, added labour for kraaling and resources for reseeding debused areas. The adoption of these techniques will only be likely if there is an economic case for it but as mentioned before, the project implementation was too short to demonstrate clearly the value addition of HLMA practices. Livestock farmers are yet to be convinced through demonstration to invest resources in such new practices.

Interviews showed that most associations and Trusts are uncapitalised; this is a serious hurdle when switching from project support to commercial development. Moreover income-generating activities (mongongo, piggery, charcoal production...) require the development of business plans that most if not all associations and Trusts lack or are unable to fund despite LEA support to some of them. Business development unfolds in an incremental way addressing issues as they occur with little attention to long-term planning.

Livestock offtake has recently accelerated with the operationalisation of CBT partly thanks to the project support to the quarantine rehabilitation; this is an efficient approach to ensure higher beef prices if the quarantine can cope with added livestock influx.

**Economic and financial sustainability RATING: Moderately Likely (ML)**

#### **3.3.6.5 Environmental risks to sustainability**

There are no obvious environmental risks to the project.

**Environmental sustainability RATING: Not Applicable (NA)**

#### **3.3.6.6 Socio-political risks to sustainability**

The socio-political risks are very low for this project mainly because there was no ‘enabling environment’ component that would support policy changes (e.g. update the 14 policies and key legislation relevant to SLM mentioned in the PRODOC).

**Socio-political sustainability RATING: Unable to Assess (U/A)**

### **3.3.7 Potential impact**

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In this terminal evaluation, the impact of the project has been assessed in terms of changes or benefits achieved in social, economic, institutional, environmental areas as well as the changes achieved in terms of gender.

**Impact RATING: Significant (S)**

#### **3.3.7.1 Social Impact**

The social impact of the project can be assessed through behavioural change: the key question is whether there was enough project time to initiate sufficient behaviour change by final beneficiaries. This is not the case for most HLMA practices with little evidence of widespread adoption due to insufficient testing on commercial ranches and aborted demonstration on communal lands. However, interviews showed that all the activities that encouraged HLMA have increased farmers’ interest (commercial ranchers in Haina veld, community members from involved villages, even

conservation agriculture farmers that were not associated with HLMA) while these were very reluctant at project's start to even consider HLMA in their rangeland activities. This is a significant first step that the Government should build on with further divulgation of HLMA in the district (through routine activities).

The awareness-raising activities on fire management have had a very positive impact on fire incidence with community members' limiting fire extent early on.

***Social impact RATING: Significant (S)***

### ***3.3.7.2 Economic Impact***

It is too early to evidence the economic impact of the project but the prospects are high under outcome 2 thanks to CBT and less so for market development (regional exporting). CBT combined with quarantine refurbishing is resulting in a recently increasing livestock off-take thanks to a higher beef price.

Under outcome 1, the potential economic impact for charcoal production is also very high but has yet to materialise due to the lack of capital of Lake Ngami Trust and insufficient entrepreneurial skills and /or management capability. The situation is similar for activities led by women; however, interviews showed that these groups develop a strong entrepreneurial spirit but still lack entrepreneurial skills.

There is also an indirect economic impact with the reduction of fires, in particular around Tsodilo Hills World Heritage site with tourism development that is affected negatively with fires.

Under the current subsidizing scheme, conservation agriculture is more efficient than conventional one with participating farmers reporting higher yields (2 to 3 fold with conservation agriculture). It remains to be seen whether non-subsidized inputs will not erode farmers' earnings and turn conservation agriculture unprofitable.

***Economic impact RATING: Significant (S)***

### ***3.3.7.3 Institutional Impact:***

The impact of the project has been substantial on Government institutions through both trainings<sup>34</sup> (GIS, PRAs, HLMA...) and the multi-stakeholders forum. SLM is now on every department's agenda although there is little evidence yet that departments operated major shifts in activity programming like project results mainstreaming. Still, they did take advantage of project results for building up capacity of communities through pre-existing Government programmes (e.g. DFRR) or increased monitoring intensity and support in project areas (e.g. DVS).

The project also contributed to go somewhat beyond the traditional silo approach to development with the creation of bridges between departments for SLM-related activities (e.g. veterinary inspections by DVS nowadays carried out routinely with DWMPC, Department of Health and DEA instead of conducting them alone at project's start).

Since the end of the project, there has been no more meeting of the SLM forum; the issue may be related to the insufficient SLM institutionalisation in Government (lack of policy mainstreaming component); furthermore, most sessions were held in high-end conference rooms and dialogues with communities held on the field, therefore requiring extensive financial resources for meetings.

Interviews showed a high degree of satisfaction of most if not all trained technical staff, in terms of capacity building activities with an increased understanding in SLM and the need to ensure improved livelihoods through SLM as a 'toolbox'.

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<sup>34</sup> Interviews evidenced a high level of satisfaction

One positive indirect impact of the project through activities but also TRG meetings has been the rapprochement and trust-building between the non-government sector (community Trusts, farmers' associations, women groups) and the Government, especially for technical matters. Non-Government informants indicated that associations are now more willing to engage dialogue with the Government to discuss relevant SLM issues.

***Institutional impact RATING: Significant (S)***

#### ***3.3.7.4 Environmental Impact:***

The likely impact will come from the increased off-take rate thanks to CBT and the quarantine rehabilitation. This will reduce the overgrazing pressure on communal rangeland farmers and commercial ranches. However, as soon as the drought will be over, there is a risk of cattle restocking using the same previous rangeland management practices.

The reduction in the extent of bush fires is having a major positive effect on vegetation regeneration thank to the behaviour change of farmers.

Other activities such as de-bushing and HLMA have not been widely adopted or have covered very limited areas, so the impact is probably low.

***Environmental impact RATING: Significant (S)***

#### ***3.3.7.5 Impact on Gender:***

Several activities could have a notable impact on women, should they continue receiving support for their development, in particular, those led by women (piggery, mongongo nut processing) or benefitting them (multispecies abattoir).

***Impact RATING for gender: Significant (S)***

## 4. Conclusions and recommendations

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### 4.1 Conclusions

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The project has made a significant contribution to the objective of mainstreaming SLM in the Ngamiland district. It has increased tremendously awareness on rangeland management issues/solutions and a wide range of techniques were tested in pilot areas.

Still, the lack of an ‘enabling environment’ project component has somewhat limited the actual mainstreaming of project activities into Government with no provision of support on policy updating.

If the project did cover an impressive area, SLM adoption by final beneficiaries showed mixed results because of a series of internal issues (piloting and testing at the same time, slow project delivery at the beginning, leaving little time to test and pilot SLM, insufficient gender consideration and lack of VC approach) and external factors (drought, human-wildlife conflict issue not covered by the project, lack of capacity of some stakeholders). Most successful through proof of concept have been conservation agriculture (excluding drought), fire management, de-bushing and charcoal production as well as women-led activities (e.g. piggery and Mongongo processing).

The project had limited effects on communal rangeland and was more successful in commercial ranches possibly because (i) activities are more in a ‘controlled environment’ in a commercial ranch and (ii) additional resources (community mobilisation, enhanced coordination) are required in communal lands, hence requiring more time for implementation.

The project has been instrumental in (i) demonstrating new rangeland management techniques (HLMA, conservation agriculture, veld products harvesting) although there was too little time for widespread adoption, (ii) building up an economic case for debushing and charcoal production in Botswana, (iii) behaviour change in fire management with resulting impressive fire damage area reduction.

The project also contributed to livestock off-take and income increase for beef producers, not so much through export marketing (because of insufficient Ngamiland beef quality) but mostly through direct backing of CBT and in particular supporting the Government quarantine.

Considering the novelty of the SLM concept in the district, the large area covered by the project and the very short time for implementation, passed initial operationalization issues, the overall project outcome is rated as Satisfactory.

A summary of the evaluation ratings is provided in Table 8.

<b>Evaluation Ratings</b>			
<b>1. Monitoring and Evaluation</b>	<b>rating</b>	<b>2. IA&amp; EA Execution</b>	<b>rating</b>
M&E design at entry	U	Quality of UNDP Implementation	MS
M&E Plan Implementation	HS	Quality of Execution - Executing Agency	HS
Overall quality of M&E	S	Overall quality of Implementation / Execution	S
<b>3. Assessment of Outcomes</b>	<b>rating</b>	<b>4. Sustainability</b>	<b>rating</b>
Relevance	R	Financial	ML
Effectiveness	MS	Socio-economic	ML
Efficiency	HS	Institutional framework and governance	ML
Overall Project Outcome Rating	S	Environmental	NR
		Overall likelihood of sustainability:	ML

*Table 8: Evaluation ratings*

## **4.1 Recommendations**

### ***4.1.1 Corrective actions for the design, implementation, monitoring and evaluation of the project***

#### **(i) Project design and budget allocation:**

The budget allocation at project formulation stage (see Figure 2; planned budget) was typically skewed as too optimistic without any period of low delivery corresponding to the project initial operationalization period (inception workshop, purchase of initial equipment, recruitment of staff, baseline study and consultants).

Most if not all projects experience an initial period of very low project activity that is not considered by project designers who plan for immediate delivery of activities; typically, the budget allocation will follow a linear or logarithmic spending curve (scenarios a. or b. in Figure 3); this is in contradiction with any real-world situation, which is why all projects experience major budget reallocations during the second half of the project and need to accelerate delivery often at the expense of quality. This puts unnecessary pressure on project teams that are unable to follow up PRODOC results framework and work plans, inevitably leading to suboptimal delivery and systematic requests of project extensions.

Under the SLM project though, the acceleration in delivery without project extension resulted in squeezing many activities under a very tight timeframe with negative consequences in appropriation. There was little time for beneficiaries to empower themselves of project results (e.g. Trusts), activities were not completed as planned/required (e.g. output 1.5 MOMPS, output 1.2 on HLMA for communal land). In real situation, projects follow more of a sigmoid delivery curve (scenarios c. or d. in Figure 3) as for the SLM project (see Figure 2; actual budget).

There is a need at the formulation stage to reflect better actual development project implementation with the inclusion of an extensive inception period to allow for initial project operationalization. This can have significant positive consequences as it will allow the project team to follow better the PRODOC framework with more logical activity sequencing and allow progressive delivery more in tune with reality.

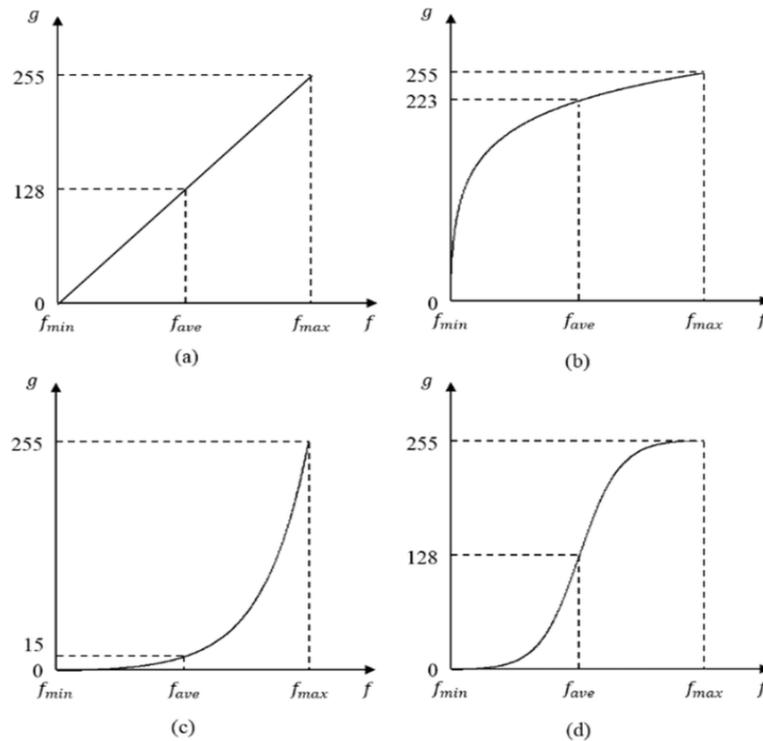


Figure 3: Four types of grey-level transformation. (a) Linear, (b) logarithmic, (c) exponential, and (d) sigmoid

(ii) Exit strategy:

The PRODOC did not include formally any exit strategy. It was assumed that stakeholders would be “empowered through activity delivery, in particular, trainings and resource mobilisation”<sup>35</sup>. Experience has shown that appropriation and empowerment are not systematic through planned delivery. There is a need to accompany this process.

In this particular project, there was no direct linkage between the project activities and the involved department’s routine programming. Projects need to ensure results integration into Government routine activities by allocating specific resources for that purpose; this includes support to update and/or reformulate periodic programming documents to mainstream project results (e.g. one or two years before project closure).

(iii) Implementation

Project AWP did include information on each activity implementing partner but no indication as to who was leading the activity when two or more stakeholders were involved. Interviews showed that there was insufficient responsibility-taking by stakeholders and often, most work rested with the PMU.

AWP needs to be much more specific in defining roles and responsibilities for activity delivery; in particular when two or more parties are implementing activities, one must be designated as the lead responsible party; otherwise, no one is responsible and PMU will need to intervene and take over.

(iv) Communication

Despite no explicit communication strategy, the PMU made extensive efforts to successfully communicate on the project’s results through various means (press releases, events, UNDP web site...). Interviews have shown that this has led beneficiaries to view the project as UNDP-led with limited Government support despite being under NEX modality.

<sup>35</sup> Source : PRODOC pg 19

More attention on how to communicate is necessary to place Government more at the forefront of projects' information; this can be done through communicating on project results via Government channels, in particular through the information divisions of ministries, possibly reserving financial resources for that purpose at formulation stage (including through regular ministries web pages).

(v) Government empowerment at district level

The project had planned for the designation of counterparts within MoA and MEWT to ensure adequate coordination between the PMU and on-site technical staff. This approach is insufficient to ensure Government empowerment as discussed with many departments' heads: much closer involvement is necessary, in particular, through the designation of focal points at department level who work on a nearly daily basis with the PMU, taking over the actual operationalization of project activities. In that context, Government staff is an intermediary between the PMU and the final beneficiaries. This is a necessary approach for (i) 'branding' (beneficiaries see the intervention as Government- / not UN-run) and (ii) for sustainability as Government staff will be the sole interlocutor for follow-up and advice of final beneficiaries, once the project closes. This may be a missing link to ensure Government empowerment but it requires extensive commitment from Government – possibly to be secured at formulation stage- ; in particular dedicated staff and time (cofinancing) to work on activities as per AWP in close collaboration with PMU.

(vi) Income generation and VC approach

The project design has not adopted a VC approach for income-generating activities; this is because the focus was on some but not all stakeholders of value chains related to livestock production, veld product harvesting and value addition through de-bushing activities (charcoal, cattle feed). It resulted in partial project support, mostly at production level, with additional externalised/coordinated support whenever possible (e.g. LEA on entrepreneurial skills). While this may be effective for minimising required resources, assistance to other parts of the VC might be necessary to effectively operationalize the VC and ensure adequate commercialisation.

Project support to the development of income-generating activities - in particular new ones like piggery, mongongo processing, charcoal development - needs to adopt a more systematic VC approach at design stage to ensure that VC stakeholders' technical and entrepreneurial gaps are filled from production to commercialisation. This can be primarily accomplished through external cofinancing as was done with BMC for the beef VC.

(vii) Lack of 'enabling environment'

The project relied on a series of on-site stakeholders as beneficiaries to mainstream several SLM practices (e.g. fire management, de-bushing on communal lands through community trusts). Trusts, in particular, were created following the drafting of the CBNRM policy. As a policy, there are no specifically defined quality standards for management. The project has suffered from the lack of professionalization of Trusts to ensure activity development.

Projects need to include resources for ensuring that a conducive policy governs stakeholders; in the case of Trusts, an act and regulations should be amongst the highest priorities of project support or alternatively, PMUs should resolve themselves in not collaborating with stakeholders in an unclear institutional framework.

At a higher level, it is necessary to include an 'enabling environment' or policy component in projects ensuring that legal instruments and project activities are in line for smooth project implementation. On the one hand, it is somewhat surprising that a policy component was missing in the PRODOC as the objective of the project was to mainstream SLM. On the other hand, there are socio-economic/political pressure groups that wish a *status quo* on TGLP and other SLM-related policies. Nonetheless, future interventions should open up the debate for policy reforms.

(viii) Delivery acceleration versus project extension

One of the criteria for success is the budget delivery rate by project's end. In the SLM project, it is nearly 100% with no requested project extension. A lot of emphasis by donors is put on this particular criterion and it is often viewed as success if a project delivered within the originally planned timeframe. This, however, does not account for the quality of results – in particular, the level of appropriation of results and the empowerment by stakeholders. These are complex processes that need time.

The SLM project did complete (nearly) all activities as per PRODOC but lacked time to ensure adequate ownership and empowerment: this is the case for many activities that were initiated very late during implementation (2017/8) and for which support just stopped with the project's end (not quite with additional UNDP support after project's end

though): HLMA was both tested and demonstrated on selected (commercial) farms at the same time, meaning participating farmers were both assessing new management practices and expected to adopt those most promising ; for other activities, trainings were delivered but no activity implementation carried out; this raises final beneficiaries expectations only to experience project closure before actual activity implementation or visualise activity effects.

With low delivery at project start-up, it is necessary to systematically request a project extension even if the PMU expects to accelerate budget delivery. Otherwise, this can be done at the expense of output quality. This is particularly the case when behavioural change is sought as project outcomes, such as in the SLM project with improved rangeland management.

#### (ix) Project governance

The SLM project governance mechanism through TRG and PSC was very participatory, ensuring that all stakeholders were aware of progress and could contribute both at planning and technical levels (TRG) and in the decision-making process (PSC). The analysis of minutes showed that technical and senior department staff were often participating in both structures. This may be an issue for ensuring adequate responsibility-taking by participating departments.

TRG and PSC ToRs need to be more precise on their composition; PSC structure should be streamlined with only senior staff present (e.g. one per ministry) and for TRG, only technical staff (one per department). This would ensure (i) more balanced representativeness of Government stakeholders in project governance structures (the same would be expected from Non-Governmental Organisations participation) and (ii) a more proactive role of heads of departments in briefing their hierarchy on project progress and issues prior to PSC.

#### (x) Adaptive management

The PMU has shown strong adaptive management with procurement process streamlining, additional activities (measles/ticks/Tsodilo & Lake Ngami events) when required and always in line with the project objective, flexibility in amending activities for efficiency purpose (e.g. association with volunteer commercial ranchers on control/pilot farms). The governance structures were however shy in curtailing quantitative objectives (e.g. acreage under SLM) although it was clear these would not be met.

Decision making by the project governance structures should be based on advice from as many relevant stakeholders but primarily take into consideration the opinion of PMU, project stakeholders and the MTR. Under the SLM project, reducing the scope at MTR level would have been very beneficial to the objective with resource consolidation to ensure closer follow-up and more intense advice to final beneficiaries with a view to empowerment and ownership.

#### (xi) Final beneficiaries commitment

The low commitment of final beneficiaries and difficulty in achieving behaviour change in SLM and in particular for rangeland management comes from (i) weekend farmers whose primary income is no longer livestock-related (mostly urban-generated) and often unable to fully participate in and oversee project activities and (ii) farmers entirely relying on livestock for a living and resisting change for fear of losing income. There is little evidence that the project adopted a differentiated approach for collaboration with the intent of establishing control farms (in commercial ranches and on communal rangeland). For (i), participation is mostly seen as an add-on on the conditions of little extra effort required; they have a tendency to move over/abandon if there is limited project advice; emphasis must be put on accompanying closely these farmers that often rely on poorly trained workers. The approach must be sensibly different for (ii): it should be based on the actual beneficiary needs that may be revisited during the inception workshop, and require a more holistic approach with different issues that are critical for new rangeland practices adoption (e.g. grazing rotation requiring additional boreholes, 24/7 herding requiring professional herders...). In this particular case, commitment may also be secured at design stage through farmers' / community cofinancing (most often in-kind such as labour e.g. 5-10% of activity budget).

#### (xii) Usefulness of baseline studies

Experience has shown that most baseline studies requiring international procurement usually results in a long process often not finalised by MTR. Yet, these exercises have value only if integrated at project start-up (under the SLM project, the rangeland assessment was available in 2017, 3 years after project start-up).

UNDP needs to revisit the mechanism for initiating baseline studies, alternatively: (i) baseline studies should be integrated into PPG, with TRAC funds if necessary, meaning they would be ready at project signature, TORs drafted by the PPG team during formulation, (ii) baselines studies procurement should be initiated immediately after

Government project signature through direct UNDP procurement (without PSC approval / before PMU contracting), and be ready ideally 1 year after project signature, when the PMU is in place. This would require TORs integrated into the PRODOC beforehand.

(xiii) Project area and logistical costs

The SLM project covered huge sways of land resulting in extensive PMU travel. For piloting, it is advisable to seek close-by project sites for the sake of costs and ease of organising training sessions. Combining outputs in limited areas may turn the project more into an integrated intervention under which results can benefit one another. For demonstration, scattering is preferable to increase beneficiary outreach.

#### ***4.1.2 Actions to follow-up or reinforce initial benefits from the project***

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(i) Need for non-governmental beneficiaries follow-up

The project remaining timeframe was insufficient to ensure adequate appropriation of several project results; there is a need to continue accompanying the mongongo processing project, Lake Ngami Trust charcoal production, piggery women group, NAMA abattoir by relevant sectoral departments to support their activity development ; they also lack entrepreneurial skills and should be redirected to LEA (or similar) for closer follow-up (e.g. assignation of a LEA Business Advisor), relevant trainings in entrepreneurial skills (planning, business plan, management, accountancy...) and exploring organisation's capitalisation (loans through CEDA or grants through Gender A and Youth Independent Office), with a view on customised support.

(ii) Charcoal production

The Ministry of Energy should be involved in supporting Ngamiland charcoal production as part of its Green Energy strategy and explore the potential VC; there are indications of local interest for charcoal through the high-end tourism sector, for low volumes, and from Namibia's charcoal industry for high volumes intended for export.

(iii) HLMA further analysis and piloting/demonstrating

With new project proposals/concept notes currently being drafted, the Government has clearly adopted HLMA as one of the tools to ensure more sustainable rangeland management and livestock rearing modernisation. However, it should be reminded that HLMA has not been thoroughly tested – in particular when it comes to costs-; amongst the priorities in HLMA would be a comprehensive CBA of HLMA techniques and their potential impact on rangeland regeneration within the Ngamiland context. This might require the collaboration of academia.

(iv) De-bushing and animal feed

There are prospects for cattle feed from de-bushing activities. However, the project did not purchase the required equipment (shredder/hammer mill). A VC analysis should be commissioned to assess feasibility and economic viability (in particular on potential / actual demand in the district and beyond.)

(v) TAC / LEA support to Lake Ngami Trust

TAC was not fully following-up the Trust and now it requires technical advice to continue charcoal production that has stalled altogether. The Trust needs to be advised on how best to streamline the production process and involve Lake Ngami community members in production. The trust lacks entrepreneurial spirit and skills with the imminent collapse of charcoal production at the end of the project support. LEA should be involved in the professionalization of management and support the trust in seeking capital investment.

(vi) CBT and quarantine

There is a current spike of cattle off-take with CBT up and running and the current drought. With this trend in mind, there is a risk that grass will be rapidly exhausted before the end of the dry season: the project support to the quarantine enabled the opening of 6 paddocks out of 16; however the required investments vastly surpass the project support and one should reconsider how to effectively run the quarantine on a continuous basis (100% Government-run, farmers' small/large contribution to maintenance...).

(vii) SLM mainstreaming in district institutions

With the project's end, it is not ensured that the Okavango Delta Wetland Management Committee will pursue dialogues on SLM mainstreaming; it is entirely dependent on the members to put forward SLM on the forum's agenda. It may be relevant to seek TNC<sup>36</sup> support to follow-up on SLM mainstreaming.

#### 4.1.3 Proposals for future directions underlining main objectives

(i) Trusts strengthening:

The lack of legislation on trusts' operations has been an impediment for project delivery: there is insufficient accountability of trust management to community members; this was evident with most trusts the SLM project interacted with: there was insufficient commitment, poor management, incomplete revenue reporting to DWNP, a lack of professionalism and overall a lack of vision for trust development.

To ensure improved management of trusts, all stakeholders should lobby for the endorsement of the CBNRM act, complete with regulations on trusts. With rules and regulations, it may be easier for projects to secure commitment and professional involvement in project activities.

(ii) SLM policy changes and mainstreaming into interventions:

UNDP should lobby Government together with civil society on policy reform to integrate SLM into the main policies on land use, agriculture and wildlife, and related economic development. SLM should also be systematically integrated at the design stage into interventions focussing on rangeland and agriculture development.

(iii) Involvement of the private sector in charcoal production:

The project has been constrained by the lack of proactivity of Lake Ngami Trust despite extensive support; furthermore, the trust is not reporting to revenue to DWNP as advised and has neither voluntarily sought assistance from LEA on capital investment nor formulated any business plan. As an alternative, the private sector interest should be probed to speed up charcoal VC development.

(iv) Export market development

The project support on export markets was significantly constrained by beef quality (e.g. importers for Mozambique estimate that Ngamiland meat is not tender enough); this was an external factor not accounted for by the project. Interviews confirmed that Ngamiland cattle genetics is poor and needs improvement. While artificial insemination is available in Ngamiland, divulgation remains low and costs may be an issue for farmers on communal lands. In any case, improvement should be associated with quality feed, hence the need for rangeland management practices maximising grass availability and possibly higher quality feed through feed lotting. These should be tested at some point in the future through an integrated livestock development project, targeting livestock farmers on communal lands.

(v) CBT and rangeland management

With successful CBT combined with higher prices, there is a risk for further pasture degradation with renewed interest in livestock rearing. The government should pick up on the project's results, in particular on HLMA and accompany the modernisation of the sector with continued divulgation of HLMA.

(vi) Empowerment of HLMA by livestock farmers

Combined with successive piloting and then demonstrating the viability and cost-effectiveness of HLMA techniques (paddocking, 24/7 herding, kraaling, grazing plans...), the divulgation of HLMA should be carried out through developing a mechanism of added support and training through behaviour change milestones (the more the attitudes are changing, the more technical assistance the farmer receives, based on cost efficiency, hence the need for CBA).

Overall, the project did not change fundamentally the way livestock farmers in Ngamiland manage their grazing land: first, this was a pilot project and second SLM was a new concept that require time for behavioural change. Therefore, it is recommended that Government and donors alike invest time and resources in sequentially (i) testing HLMA

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<sup>36</sup> TNC has been involved in the ODMP

resulting in graduating the most environmental-friendly and economic practices and (ii) demonstrating and divulging HLMA to district livestock farmers using voluntary farmers (using the concept of FFS for livestock).

(vii) Human-wildlife conflict

Interviews showed that this is concern number one by large, far ahead of land degradation. Any follow-up of project's results should include a component on this issue (through lobbying for renewed hunting, buffalo-proof fencing and/or trenches digging, land reallocation, improved agriculture/wildlife demarcation...) to ensure more appropriation and ownership of results.

#### ***4.1.4 Best and worst practices in addressing issues relating to relevance, performance and success***

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--- Insufficient buy-in at project start-up: stakeholders were unimpressed for the first 1 – 1 ½ of project implementation: very little project activity was implemented with delayed PMU recruitment and placement of Coordinator in Gaborone for over 6 months to replace staff. This tended to undermine the confidence of final beneficiaries and Government stakeholders in the project, the more so as SLM was viewed as a new concept not fully understood by most stakeholders.

It may be counterproductive to delay project implementation for any reason (e.g. lack of office space at the implementing partner, lack of staff at UNDP country office) after project signature. PMU unit should have been mobilised as soon as possible and have spent extensive efforts in explaining the project concept and discussed beneficiary expectations right at project start-up.

+++ First Coordinator replacement: both Government and UNDP may be hesitant in removing underperforming staff. This may result in disastrous consequences on implementation including an accumulation of technical and legal issues by the end of the project.

Good coordination between UNDP and MEWT resulted in a swift removal procedure followed by a new Coordinator that successfully accelerated project delivery.

--- Some of the project results included outputs primarily financed by BMC (outputs 2.3 and 2.4). This is a risky approach as the project relies heavily on cofinancing for achieving its objective. While this was successful on the SLM project, it may jeopardize an entire project if cofinancing does not materialise or is less effective than expected.

Project design must avoid in all cases relying extensively on cofinancing for achieving outcomes. Cofinancing can contribute qualitatively or quantitatively in outcomes but not contribute nearly entirely to a project outcome.

--- Project design did not include a policy component despite the overall project objective of SLM mainstreaming; this is somewhat baffling as (i) it has limited the effectiveness of the multi-stakeholder forum on dialogue district level but little or no mandate for policy changes at national level and (ii) it was well-known that CBO governance under the CBNRM policy was an issue while the project primary target was CBOs and trusts in particular.

Projects should systematically include some sort of project component on 'enabling environment' or policy updating to (i) ensure that the implementation of project activities is in line with the legislative framework, (ii) the sustainability of project results is secured and cannot be legally challenged and (iii) ensure that policy changes resulting in project activities are endorsed by Government at the highest level.

+++ UNDP country office M&E tools: although not project-specific, UNDP has devised a number of M&E tools to ensure that the top-management is always aware of project's progress.

This is most beneficial for PMUs that are encouraged to effectively monitor closely the project's results (see examples under Annexe 10).

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# Annexe 1: Terms of Reference

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## INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: 22<sup>nd</sup> January 2019

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**Country:** Botswana

**Description of the assignment:** The purpose of the assignment is for the Consultant to conduct a Terminal Evaluation (TE) of the **Mainstreaming SLM in Rangeland Areas of Ngamiland District Landscapes for Improved Livelihoods (PIMS 4629)** as in accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation.

**Project name:** Mainstreaming SLM in Rangeland Areas of Ngamiland District Landscapes for Improved Livelihoods (PIMS 4629)

**Period of assignment/services:** The total duration of the Consultancy will be approximately **thirty (30) days over a time period of 8 weeks starting in February 2019.**

**Submission Requirements:** Proposals with reference should be submitted in a sealed envelope clearly labelled, "Individual Consultant - Terminal Evaluation (TE) of the Mainstreaming SLM in Rangeland Areas of Ngamiland District Landscapes for Improved Livelihoods (PIMS 4629)"

Should be submitted at the following address no later than **04th February 2019 at 12:00pm (Botswana Time)**

to: The Resident Representative  
United Nations Development Programme  
P.O. Box 54  
Gaborone

or by email to: [procurement.bw@undp.org](mailto:procurement.bw@undp.org)

Any request for clarification must be sent in writing, or by standard electronic communication to the address or e-mailed to [enquiries.bw@undp.org](mailto:enquiries.bw@undp.org) UNDP Botswana will respond in writing or by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of the inquiry to all prospective facilitators.

**NOTE:** Consultancy firms/companies interested in applying for this assignment are free to do so provided they submit a CV of only one qualified consultant and present its bid in a manner that would allow for evaluation of the bid in accordance with the evaluation criteria specified in these solicitation documents.

That is, the experience required is that of the individual whose CV would have been submitted by the company rather than that of the company. Further, if the submitted bid wins, the ensuing contract will be between the UNDP and the company/firm, not the individual.

The essentials of the project to be evaluated are as follows:

### PROJECT SUMMARY TABLE

Project				
Mainstreaming SLM in Rangeland Areas of Ngamiland District Landscapes for Improved Livelihoods				
Title:				
<b>GEF Project ID:</b>	4751 PIMS 4629		at endorsement (Million US\$)	at completion (Million US\$)
<b>UNDP Project ID:</b>	00077645 00088298	GEF financing:	3,081,800	
<b>Country:</b>	Botswana	UNDP:	1,000,000	
<b>Region:</b>	Africa	Government:	(10,475,000)	
		Department of Environmental Affairs	1,300,000	24,711
		North West District Council	3,500,000	0
		Department of Forestry and Range Resources	2,675,000	418,587
		Department of Animal Production	3,000,000	246,152

**Focal Area:** Land Degradation

	(17,174,000)	
NGOs		
Southern African Regional Programme (SAREP Tlharesegolo Foundation	50,000	0
	250,000	0
NCONGO		173,000
	630,000	0

		Kalahari Conservation Society		
		Other University of Botswana	2,061,000	140,000
		Botswana Meat Commission	14,183,000	472,000
<b>FA Objectives, (OP/SP):</b>	To: a) improve range land condition and flow of ecosystem services to support livelihoods of local communities in Ngamiland; b) mainstream sustainable land management in rangeland areas of Ngamiland c) improve resource governance frameworks and markets for livestock off-take and compliance with SLM.	Total co-financing:	27,649,000	
<b>Executing Agency:</b>	UNDP	Total Project Cost:	31,730,800	3,671,870
<b>Other Partners involved:</b>	Department Forestry and Range Resources, Department of Animal Production, Department of Environmental Affairs, Department of Wildlife and National Parks, University of Botswana, Ministry of Agriculture/ Botswana Meat Commission	ProDoc Signature (date project began):		12th March 2014
		(Operational) Closing Date:	Proposed: 31st March 2019	Actual:

## **OBJECTIVE AND SCOPE**

### **A. Project Summary**

Prevalent land and livestock management processes in Ngamiland are compromising the continued flow of ecosystem goods and services from the savannah ecosystem that are necessary to sustain the national economy, livelihoods and the rich fauna and flora diversity. The long-term solution pursued by the project was to mainstream sustainable land management (SLM) principles into the livestock production sector, specifically in areas adjacent to the Okavango Delta where rangeland degradation is most intense.

Critically, local communities need to participate meaningfully in rangeland governance. However, inadequate knowledge and skills for adoption of SLM in livestock management and livelihood support systems, and policy and market distortions that provide disincentives for adopting SLM (particularly sustainable range management principles) in the livestock production sector were significant barriers. The project adopted an outcome-based process to realize objectives as follows:

**Outcome 1:** Effective range management improves range condition and flow of ecosystem services to support livelihoods of local communities in Ngamiland – The project put in place systems and capacities for applying improved range management principles over one million hectares of rangelands. Activities were piloted in three different areas within Ngamiland.

**Outcome 2:** Effective resource governance frameworks and markets provide incentives for livestock off-take and compliance with SLM – The project facilitated the conditions necessary for development and successful implementation of the local integrated land use plans and replication of the pilot activities developed under Outcome 1. These conditions related to improved capacity for local resource governance catalysed through GEF resources, removing barriers to small-scale, non-beef, livestock product-based enterprises catalysed through GEF resources and improved access to markets for Ngamiland meat catalysed through cofinancing.

### **B. Project Goal**

To mainstream SLM in rangeland areas of Ngamiland District

### **C. Project Objective**

To mainstream SLM in rangeland areas of Ngamiland District productive landscapes for improved livelihoods

## **D. Project Components**

Component 1: Effective range management in over 1 million hectares improves range condition and flow of ecosystem services to support livelihoods of local communities in Ngamiland

Output 1.1: Local level land use plans developed for each pilot area to support sustainable utilization of range resources;

Output 1.2: Improved range management and mixed livelihood systems are piloted in line with the land use plans

Output 1.3: Bush-control programme is piloted and provides financial incentives for controlled bush clearance

Output 1.4: Fire management strategy is piloted in Tsodilo line with the provisions of the land use plans

Output 1.5: System for monitoring of range condition and productivity is in place.

## **Outcome 2: Effective resource governance frameworks and markets provide incentives for livestock off-take and compliance with SLM**

Output 2.1: A regional multi-stakeholder forum for facilitating a dialogue on SLM and mainstreaming SLM into regional and national policy programs and processes is created and empowered

Output 2.2: Improved access of farmers to markets for livestock products

Output 2.3: Processing plant in Ngamiland increases quantity and variety of locally processed beef products, allowing higher sales of livestock products and off-take (supported through BMC cofinancing)

Output 2.4: Product placement secured in local and regional markets (supported through BMC cofinancing)

## **Project Management Unit**

Project office is headed by Project Manager, assisted by the Project Officer and Finance and Administration Officer and two Interns. The three officers hold UNDP Service Contracts. They provide technical support to the implementing partners as and when needed. At the District level the Technical Reference Group (TRG) assist in guiding the project implementation. The TRG is made up of representatives from both central and local government. Overall oversight of project performance is the responsibility of the Project Steering Committee. Project Steering Committee established by the PS of MEWT, and includes key project partners (DWNP, DFRR, DEA, DAP) and UNDP. PSC makes strategic decisions bringing project achievements and requirements (e.g. barrier removal) to central level attention. GEF Focal Point in Department of Environmental Affairs is responsible for overseeing the project in partnership with the Permanent Secretary, Ministry of Environment, Wildlife and Tourism (MEWT).

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

## **EVALUATION APPROACH AND METHOD**

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An overall approach and method<sup>1</sup> for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the [UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects](#). A set of questions covering each of these criteria have been drafted and are included with this TOR (fill in [Annex C](#)). The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluator is expected to conduct a field mission to: Ngamiland District including the following project sites: Hainaveld farms, Lake Ngami villages, Tsodilo enclave villages including Tsodilo, Etsha 1-13 and Shakawe. Interviews will be held with the following organizations and individuals at a minimum: Office of the District Commissioner, Tawana Land Board, North West District Council, Department of Wildlife and National Parks, Department of Forestry and Range Resources, Department, of Animal Production, Department of Veterinary Services,, Department of Tourism, Department of National Museum and Monuments, NCONGO, University of Botswana, Hainaveld Farmers Association, Lake Ngami Conservation Trust, Tsodilo Conservation Trust, Matute-A-Mongongo, Tribal leadership/Dikgosi, Community Based Fire Management Committees.

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budgets, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in Annex B of this Terms of Reference.

## **EVALUATION CRITERIA & RATINGS**

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An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see Annex A), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: relevance, effectiveness, efficiency, sustainability and impact. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in Annex D

**Evaluation Ratings:**

1. Monitoring and Evaluation	rating	2. IA& EA Execution	rating
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	rating	4. Sustainability	rating
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental :	
		Overall likelihood of sustainability:	

**PROJECT FINANCE / COFINANCE**

The Evaluation will assess the key financial aspects of the project, including the extent of cofinancing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the cofinancing table below, which will be included in the terminal evaluation report.

Cofinancing (type/source)	UNDP own financing (mill. US\$)		Government (mill. US\$)		Partner Agency (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Actual	Actual
Grants								

Loans/Concessions								
• In-kind support								
• Other								
Totals								

## MAINSTREAMING

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UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

## IMPACT

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The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.<sup>2</sup>

## CONCLUSIONS, RECOMMENDATIONS & LESSONS

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The evaluation report must include a chapter providing a set of conclusions, recommendations and lessons. Conclusions should build on findings and be based in evidence. Recommendations should be prioritized, specific, relevant, and targeted, with suggested implementers of the recommendations. Lessons should have wider applicability to other initiatives across the region, the area of intervention, and for the future.

## IMPLEMENTATION ARRANGEMENTS

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The principal responsibility for managing this evaluation resides with the UNDP CO in Botswana. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

## EVALUATION TIMEFRAME

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The total duration of the evaluation will be 30 working days over a period of 3 months according to the following plan:

Activity	Timing	Completion Date
<b>Preparation</b> <ul style="list-style-type: none"> <li>▪ handover of documents, desk review</li> <li>▪ inception report</li> </ul>	7 days	<ul style="list-style-type: none"> <li>▪ 28 - 30 January 2019 (3 days)</li> <li>▪ 4 – 7 February 2019 (4 days)</li> </ul>
<b>Evaluation Mission</b> <ul style="list-style-type: none"> <li>▪ Stakeholder meetings, interviews, field visits, debriefing meeting with UNDP</li> </ul>	8 days	<ul style="list-style-type: none"> <li>▪ 18 - 25 February 2019 (8 days)</li> </ul>
<b>Draft Evaluation Report</b> <ul style="list-style-type: none"> <li>▪ Preparing draft report</li> <li>▪ Circulation for comments feedback</li> </ul>	10 days	<ul style="list-style-type: none"> <li>▪ 26 February – 1 March 2019 (5 days)</li> <li>▪ 4 – 8 March 2019 (5 days)</li> </ul>
<b>Final Report</b> <ul style="list-style-type: none"> <li>▪ Incorporate comments, finalize and submit report (accommodate time delay in dates for circulation and review of the draft report)</li> </ul>	5 days (after receiving UNDP's comment on draft report)	<ul style="list-style-type: none"> <li>▪ 18 – 29 March 2019</li> </ul>

## EVALUATION DELIVERABLES

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The evaluation team is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
<b>Inception Report</b>	Evaluator provides clarifications on timing and method	No later than 2 weeks before the evaluation mission.	Evaluator submits to UNDP CO
<b>Presentation</b>	Initial Findings	End of evaluation mission	To project management, UNDP CO
<b>Draft Final Report</b>	Full report, (per annexed template) with annexes	Within 3 weeks of the evaluation mission	Sent to CO, reviewed by RTA, PCU, GEF OFPs
<b>Final Report*</b>	Revised report	Within 1 week of receiving UNDP comments on draft	Sent to CO for uploading to UNDP ERC.

\*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.

## TEAM COMPOSITION

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The TE will be conducted by an International evaluator. The consultant shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. The evaluator selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The Consultant must present the following qualifications:

Criteria	weight
A Master's Degree in Natural Science, Social Sciences, Project Management, Monitoring and Evaluation, Protected area management or other closely related field	10
Minimum 7 years' experience working with the GEF or GEF-evaluations	10

Demonstrated understanding of Terminal Evaluation requirements such as project strategies including evaluation systems, tracking project performance and clarity of analytical methodologies	20
Demonstrated understanding of issues related to gender and biodiversity conservation; experience in gender sensitive evaluation and analysis	20
Demonstrated understanding of the assignment; and response to the terms of reference.	20
Working in Botswana and other SADC countries, and knowledge of Botswana landscape, including the range of national policies, laws and regulations	10
Project evaluation/review experiences within the United Nations system will be considered as asset	10
Total score	100

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## EVALUATOR ETHICS

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Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluations'

## PAYMENT MODALITIES AND SPECIFICATIONS

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(this payment schedule is indicative, to be filled in by the CO and UNDP GEF Technical Adviser based on their standard procurement procedures)

%	Milestone
40%	Following submission and approval of the 1st draft terminal evaluation report
60%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report

## APPLICATION PROCESS

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The Applicant should apply on line and the application should contain a current and complete C.V. in English with indication of the e-mail and phone contact. Shortlisted candidates will be requested to submit a price offer indicating the total cost of the assignment (including daily fee, per diem and travel costs).

UNDP applies a fair and transparent selection process that will take into account the competencies/skills of the applicants as well as their financial proposals. Qualified women and members of social minorities are encouraged to apply.

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## Annexe 2: Methodological Approach

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The TE followed the Guidance For Terminal Evaluations of UNDP-Supported, GEF-Financed Projects (2014). It provided evidence-based information that is credible, reliable and useful.

The consultant reviewed all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Environmental & Social Safeguard Policy, the Project Document, project reports including Annual Project Review/PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, MTR report and any other materials that he considered useful for this evidence-based review). The consultant reviewed as well the baseline / MTR GEF focal area Tracking Tool submitted to the GEF at CEO endorsement and during the MTR.

### ❖ Evaluation principles

The consultant has used a participatory and consultative approach, ensuring a constant and effective exchange of information with the project's main stakeholders.

Several basic principles have been used to carry out the evaluation:

- **Effective participation** of all stakeholders (government, agencies, donors, final beneficiaries)
- **Crosschecking** of gathered information
- Emphasis on **consensus and agreement** on the recommendations by the stakeholders.
- **Transparency** of debriefing

### ❖ Methodology

The consultants drafted an evaluation matrix of topics/questions per evaluation criteria to be investigated during the field mission and prepare questionnaires as required.

#### **The evaluation matrix structures the in-country mission:**

1. **Which** information to gather?
2. **Where** to get it (from whom? which different sources of information for cross-reference),
3. **How** to gather it (which appropriate tools? Interview, report, focus group, individual interviews, government data, etc.)?

*Field mission check-list objectives*

### ❖ Evaluation questions and criteria's

The consultant used the 5 DAC evaluation criteria to review the project.

Prospective key areas to review as per evaluation criteria's:

#### **Project design**

- Adequacy of project design in relation to identified objectives
- Project design re. other donor funded-interventions
- Design changes over time according to changing conditions

#### **Relevance**

- Adequacy of thematic & sectors in relation to issues / national priorities
- Relevance re. final beneficiaries
- Level of consulting / participation of other stakeholders

### **Effectiveness**

- Degree of progress towards achieving the project's results
- Level of streamlining with UNDP Country Programme/GEF priorities
- How were risks and assumptions considered during implementation
- Communication and visibility including towards donor/external stakeholders
- Lessons learned on implementation modalities/mechanisms

### **Efficiency**

Project's results delivery:

- Effective operational & financial management of the project/RBM
- M&E system and mechanisms to discuss progress
- Quality of communication between stakeholders
- Promotion of joint activities for improved efficiency/partnerships

Adaptive management:

- Log frame changes and analysis of indicators
- Review of the procurement plan
- Responsiveness according to changing conditions/ability to adjust to change

### **Impact**

- Visible change re. final beneficiaries
- Contribution to change as per outcomes
- Partnerships/synergies to enhance the impact
- Added-value of the project for beneficiaries
- Communicating on project's results

### **Sustainability**

- Level of participation of national stakeholders
- UNDP exit strategy options and appropriation of results by beneficiaries/Government
- Level of ownership & empowerment of (institutional) beneficiaries to follow-up/ upscale/ replicate

### **❖ Evaluation delivery**

#### Evaluation methodology

For a TE, the consultant used a mix of tools that enabled him to gather data for the project's overview, its potential impact and progress towards the global environmental benefits of the project:

- Semi-structured interviews with Government institutional beneficiaries/ external stakeholders (donors, NGOs)
- Focus group for gender-based final beneficiaries (communities)
- Bilateral interviews with project's staff
- In-situ review of results and assessment of new mechanisms put in place

**The evaluation matrix structures the field mission:**

- **What** information to gather?
- **Where** to get it (from whom? which different sources of information for cross-reference),

**How** to gather it (which appropriate tools? Interview, report, focus group, individual interviews, government data, etc.)?

#### Evaluation delivery

A classical 4-step approach was adopted to carry out the evaluation: 1. *Preparatory phase* (passive data acquisition), 2. *Data collection phase* (active data acquisition), 3. *Data analysis and interpretation* of relevant information & preliminary findings and 4. *Draft and Final Reporting*:

#### Deliverables:

- Inception report for review and comment by the Commissioning Unit
- Presentation of preliminary findings of the TE on the last day of the in-country mission
- Draft TE report
- Final TE report incorporating/addressing comments received on the draft TE report and attaching completed audit trail showing how comments were addressed.

#### Timeframe related to deliverables and benchmarks:

Activity/Deliverable	Dates/Deadline
TE Inception Report. The consultant clarifies objectives and methods of the Terminal Evaluation. To be sent to the Commissioning Unit and project management.	16 July 2019
Consultant travels to Botswana	21 July
TE Mission in Botswana:	22 July – 5 August
UNDP briefing and 1st round of institutional interviews in Gaborone	22-25 July
Travelling to Maun	Around 24-25 July
Interviews' project team and institutional/final stakeholders	25 July – 1 August
Visits of project sites	
Travelling to Gaborone	Around 1-2 August
2nd round of interviews in Gaborone (if necessary)	2 August
Debriefing Preparation (over the weekend)	3-4 August
Presentation of Preliminary Findings of the TE. Initial Findings presented to project management and the Commissioning Unit on the last day of the TE mission.	5 August 2019
Consultant travels home	5 August (early afternoon)
Draft TE Report. Submission of full draft report with annexes.	Around 20 August 2019

Collated comments from all stakeholders on draft TE report to be sent by UNDP to the consultant.	Early September 2019
Final TE Report. TE report incorporating comments and with annexed audit trail detailing how all received comments have been addressed in the final TE report.	+ 2 days

### **Stakeholders' consultations:**

The consultant met various stakeholders including the following:

1. Commissioning Unit (UNDP office, Gaborone)
2. UNDP/GEF SLM Regional Technical Advisor (via Skype, preferably before the mission)
3. Project Coordination Unit (PCU) including the Project Coordinator and other Project staff (Project Officer, Project and Finance Assistant)
4. Project Steering Committee (PSC) members
5. Ministry of Environment, Wildlife and Tourism (MEWT)
  - a. Department of Environmental Affairs (DEA)
  - b. Department of Forestry and Range Resources (DFRR) and equivalent at district level
6. Ministry of Agriculture (MoA)
  - a. Department of Crop Production (DCP)
  - b. Department of Animal Production (DAP) and equivalent at district level
7. Technical Reference Group (TRG)
8. Nhabe Agriculture Management Association (NAMA)
9. Ngamiland Council of NGOs (NCONGO)
10. North-West District Council (NWDC)
11. Tlhare Segolo Foundation
12. Kalahari Conservation Society
13. University of Botswana (Okavango Research Institute)
14. Botswana Meat Commission (BMC)
15. Lake Ngami Conservation Trust
16. Community members/organizations involved in the project
17. Community – commercial ranches

### **Project Sites to be visited by the consultant**

The following sites are expected to be visited by the consultant (to be completed after the UNDP briefing and with the project team)

- Tsodilo
- Lake Ngami
- Haina Veld ranches

Additional sites to be discussed with UNDP and PCU

# Annexe 3: Interview Guides and Questionnaires

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## 1. Project team

### Relevance:

- Did the project address the main issues on SLM & range management (+ CC adaptation)?
- Were the planned activities in line with the actual sector needs?
- Were there differences from project's start-up until now re. the relevance of activities to be delivered?
- How relevant were/still are the identified assumptions and risks / what was done to mitigate these risks? Was there a risk/mitigation strategy set up at the beginning of the project?

### Efficiency:

- What have been the major implementation issues/hurdles of the project? Internal and external contributing factors and measures taken to reduce their impact?
- Timeliness of activities?
- How did eventual discontinuities/shortages in funding or donor agendas affect the overall implementation of the project?
- Were the financial resources for the planned activities in place before they were implemented – i.e. how smooth was the implementation process in relation to financial resources availability -?
- Were the roles and responsibilities of each stakeholder clearly spelt out in terms of planning, implementation, reporting (data collection and information transmission), M&E tools? What could be improved for future interventions?
- What type of support did you receive from UNDP / Gov (at regional/central level)? How effective was it?
- Were there mechanisms in place for the coordination of the project's activities with other donors' interventions?
- What project governance system and M&E system is in place? How effective has it been?
- How SMART are the (results/impact) indicators and easy to track?
- Was the contribution of national partners timely and effective for a smooth project implementation / what were the main constraining factors?

### Effectiveness:

- What results have (not) been achieved? Why?
- What were the main constraints for the project implementation?
- Review in detail each activity
- What were the main factors for success/failure for each result?
- Was the implementation strategy flexible enough to take into account changing conditions? Was it adapted to ensure maximum effectiveness?
- How effective is the planning process currently (weaknesses and strengths)

### Impact:

- Are there intended or unintended, positive or negative (long-term) effects of the project in the districts?

- Did the project contribute to the empowerment/capacity building of institutions / final beneficiaries through one or more results and to which goal/s?
- Did the project result in activities upscaling / innovation by stakeholders for enhanced impact?

Sustainability:

- What results/achievements are most/least sustainable?
- Which results are most likely owned by the (institutional) beneficiaries; how likely will they be sustained / what is required for enhancing sustainability?
- Is there interest and support to implement similar initiatives in the future / how differently should they be implemented?
- What has been the project's exit strategy?

## **2. Institutional stakeholders (central / district)**

Relevance:

- What are the responsibilities of your institution in the project
- Were the planned activities in line with the actual sector/institution needs? (give examples)
- Was the project design based on (i) contextual analysis, (ii) participatory needs assessment?
- Did it respond to local demands?

Efficiency:

- Did delays (explain) affect significantly or not the project implementation and achievement of results (give examples)?
- Based on your experience, are there more efficient types of activities that could have achieved the same results?

Effectiveness:

- What was your actual involvement/contribution in the project (as an implementer/beneficiary) / own or project financial resources?
- Were the planned activities effective enough to achieve the outcomes or were there additional unplanned activities needed?
- What support did you benefit from the project?

Impact:

- What + and/or - change has come up with the project's implementation to date in the sector/your institution
- What actual/visible change did the project achieve and that benefit final/institutional stakeholders?

Sustainability:

- Can the changes be maintained on a long-term basis
- Are there mechanisms (not) in place to adjust to change and maintain the benefits of results?

## **3. Partners / collaborating institutions / subcontracted institutions**

Relevance:

- What is your role in the project
- What has been your contribution to the project
- Did you contribute to the project design/formulation (including indirectly) / enhancing (in)directly its implementation

Efficiency:

- Did you receive financial/ technical support/resources to conduct your activities
- What limitations/issues did you encounter in the delivery of planned activities?

Effectiveness

- Did the implemented activities contribute to the overall objective of the project
- How complementary were these activities to the project?
- Has there been a need for additional support (from your institution/other institutions) to improve the effectiveness of the activities that you carried out?
- What achievements did this project do?
- What are the main issues of this project?

Impact:

- What change has resulted from the support you provided in relation to the beneficiaries
- Is there more need for support in the future?
- In your view, what change did the project bring to the participatory institutions and final beneficiaries?
- Ownership of project's results

Sustainability:

- What is the likelihood that the beneficiaries will take advantage of the changes/initial support (with) without additional activities (need for follow-up, another type of support to complement/consolidate) - empowerment level?

#### **4. District stakeholders (technical departments)**

Relevance:

- What are the limitations of the sector/your activity so as to achieve your objectives (technical, environmental, legal, infrastructures, planning, financial...)?

Effectiveness:

- Support received
- Timeliness of support
- What adaptations were made during implementation?
- What issues/needs were not being addressed by the project?

Impact:

- What change did the project support bring on the population?
  - Directly (direct effect on improved living conditions)
  - Indirectly (Increased income, better working conditions, added free time...)
- What change did the project bring in your departments? (give example before/after)
- Positive and/or negative changes? How to limit negative changes?

- What is the level of ownership of project's results by the final beneficiaries

Sustainability:

- What is the strategy for SLM/ range management continuity?
- Can the changes provided by the project be sustained on a long-term basis?
- Is there a need for additional support to sustain these changes
- Are there activities by the final beneficiaries to enhance (some of) the project's results (empowerment)

## **5. Project's final beneficiaries (district / community representatives / villages)**

Relevance:

- What are the advantages/disadvantages of the new range management mechanisms
- Are you expecting benefits from these (explain)
- What issues/needs were not being addressed by the project?

Effectiveness/efficiency:

- Support received and timeliness
- Support provided and timeliness
- Were the proposed technical solutions in line with the actual problems you experience (how participative was the process)?
- Quality of support (training, adequacy of support)

Impact:

- What change did the project support bring? (Increased income, better working conditions, added free time...)
- Positive and/or negative changes? How to limit negative changes?
- What long-term benefit if any would the project's result bring on a long-term basis to the community

Sustainability:

- What is your contribution in ensuring that SLM / improved range management will be maintained after the project ends
- Are there (in)formal agreements with the district authorities on these aspects
- Is there a need for additional support to sustain these changes

## Annexe 4: Mission Itinerary and Sites Visited

Date	Time	Location	Name/s of Person/s	Function / organisation
MO 22/7/19	15h30	UNDP Gaborone	Loveness GODISAMANG	Project Administrative and Financial Assistant
	17h00	UNDP (Skype)	Mandy CADMAN	GEF Regional Technical Officer +27844642559 mandycadman_1
TU 23/7/19	AM	Travelling to Maun		
	15h00	Maun	Innocent MAGOLE	Project Coordinator
WE 24/7/19	07h30		Keolopile Killoe LEIPEGO	District Commissioner – NWD
	09h00		TRG meeting: Jobe MANGA	District Coordinator, Department of Environment Affairs
			Gertrude MATSWIRI	District Coordinator Office of National Museum and Monuments
			Aldrin PUSO	Acting Manager Lake Ngami Trust
			Thapelo OTISITSWE	???? Ministry of Agriculture
			Leungo LEEPILE	???? Department of Environmental Affairs
			Winani MALUMBELA	???? Ministry of Agriculture - Department of Veterinary Services
			Letsholo DITHAPO	???? MENT - DFRR
			Fanuel OTUKILE	????, NCONGO
			Siyoka SIMASIKU Chief TSHOLOFELO	Director, NCONGO Senior Wildlife Specialist, Department of Wildlife and National Parks
L. KGABO	????, Department of Forestry and Rangeland Resources			
K. MAJOBADI	????, Department of Forestry and Rangeland Resources			
Toyin KOLAWOLE	Associate Professor, ORI – University of Botswana			
13h00		Othata DIKODE	Commercial Rancher	
14h15	Haina Veld	Herder		
17h00	Haina Veld – ranch 15	T. HORATIUS	Ranch 15 Commercial rancher	
TH 25/7/19	08h30	Maun	Innocent MAGOLE	Project Coordinator
	09h00	Piggery farm - Maun	Mrs. XXX	Farmer
			Mrs. XXX	Farmer
11h30	Lake Ngami	Fatima XXXX Aldrin PUSO Supsie XXX	Accountant, Lake Ngami Trust Assistant Manager, Lake Ngami Trust Charcoal Site Coordinator, Lake Ngami Trust	

			Bodio SEKAO	Trust Chairman, Lake Ngami Trust
	13h00		Charcoal production site visit	
	14h30 / 17h00		Innocent MAGOLE	Project Coordinator
	PM / night	Travelling to Shakawe		
FR 26/7/19	08h15	Shakawe	Mongongo oil production site: Mrs. MANDARA Mrs. KEITIRELE Mrs THISHAKE Mrs. Rudhiru DISHO Mr. NDARA Mrs Keleketse JOHN	Oil Producer Oil Producer Oil Producer Oil Producer Oil Producer Oil Producer
	11h30	Tsodilo Hills Heritage site	Powell MOTSUMI	Tsodilo Hills National Heritage Site Manager
	14h00	Tsodilo Enclave	Focus group Trust and VDC: Katenya L. MOKGOSI Boytumelo JACK Kekaletse SAMOCHAO Kabelo VEKU Kabo KELEBETSE James SEKORA Xhao BOO Xomae XING Nxisae Magdeline KEEMA Moronga KUPEPA Phoraki KATONDA Boo XUMA Mogami MAUNDU Keolebogetse GUNIKHWE Kelebetse KEASHETA	Village Development Committee member Tsodilo Development Trust member Village Development Committee member Village Development Committee Secretary Senior Museum Assistant Village Development Committee Chairman Village Development Committee Vice Chairman Tsodilo Development Trust Board member Tsodilo Development Trust Board Manager Tsodilo Development Trust Board Vice Chairman Tsodilo Development Trust member Tsodilo Development Trust Board Chairman Village Development Committee member Village Development Committee member Chief Tsodilo village
	16h00	Etsha 6	Conservation Agriculture farm: Duanga TSAKO Fernando MOSAMARIA	Farmer Farmer
	18h00	Gumare	Bathusi MOGOROSI	Poverty Eradication Assistant - Mugare Crop Production Department
	Night	Travelling to Maun		
	MO 29/7/19	08h00	Maun	Kabelo MAGOBADI
10h00		Obert MABUTHA		District Agriculture Coordinator, MoA
11h00		John BENN		NAMA Chairman
		Galefele NTSEPE		NAMA Public Relations Officer

			Hureve TJAVANGA	NAMA Secretary
	14h30		Oabona RAMOTSHWARA	Plant Manager, BMC
TU 30/7/19	08h30		Jobe MANGA	DEA Principal Natural Resource Officer and District Environmental Coordinator
	10h00		Phemelo RAMALEFO	Project Officer
	14h00		Oluwatoyin Dare KOLAWOLE	Okavango Research institute Professor (Rural Development)
	15h30		Amuchilane MARUPING	North-West District Council Tourism Officer
WE 31/7/19	08h30		Alpheus NGANJONE	Fire-fighter Crew Leader, DFRR
	09h30		Hureve TJAVANGA	NAMA Secretary
	13h00		Dr. Odirileng THOLOLWANE  Winani MALUMBELA	Veterinary Services Officer, Ministry of Agriculture – Department of Veterinary Services  XXX, Ministry of Agriculture – Department of Veterinary Services
	PM	Travelling to Makalamabedi quarantine enclosure		
	16h00	Makalamabedi	Quarantine visit: Mr. MANGA Mrs. SEBITSE	Quarantine Husbandman Officer Quarantine Procurement Officer
	Night	Returning to Maun		
TH 01/8/19	08h30	Maun	Chief TSHOLOFELO	Senior Wildlife Specialist, Department of Wildlife and National Parks
	10h00		Agripah PENGARI	Ex-Local Enterprise Authority Branch Manager
	11h00		Mrs. PHOKODJE	Local Enterprise Authority Business administrator
	15h30		Baagi P. CHILUME Moshe IKULA	District Animal Production Officer Range Scientific Officer
	PM	Return to Gaborone		
FR 02/8/19	09h00	Gaborone	Sonny Walter MOKGWATHI	Chief Forest and Range Resources Officer
	10h00		Mosimanejape NTHAKA Oajinj DISANJ Tsoloso MATALE	MWET Principal Natural Resources Officer 1 MWET Natural Resources Officer 1 MEWT Principal Officer 1
	14h30		Jacinta BARRINS	UNDP Resident Representative
MO 26/8/19	11h00	(Skype)	Oduetse Koboto	MEWT Permanent Secretary

## Annexe 5: List of Persons Consulted

Name/s of Person/s	Title, Institutional Affiliation, Contact info (phone & email)
BARRINS Jacinta	UNDP Resident Representative 3633700
BENN John	NAMA Chairman 71657079 <a href="mailto:johnbenn87@gmail.com">johnbenn87@gmail.com</a>
BOO Xhao	Tsodilo Village Development Committee Vice Chairman
CADMAN Mandy	GEF Regional Technical Officer
CHILUME Baagi P.	District Animal Production Officer
DIKODE Othada	Haina Veld Commercial Rancher 73809451
DISANJ Oajinj	MWENT Natural Resources Officer 1
DISHO Rudhiru	Shakawe Mongongo Oil Producer
DITHAPO Letsholo	???, MENT – DFRR <a href="mailto:ldithapo@gov.bw">ldithapo@gov.bw</a> 6861133
GODISAMANG Loveness	Project Administrative and Financial Assistant 75690708
GUNIKHWE Keolebogetse	Village Development Committee member
HORATIUS T.	Haina Veld Ranch 15 Commercial rancher
IKULA Moshe	DAP Range Scientific Officer
JACK Boytumelo	Tsodilo Development Trust member 73808877
JOHN Keleketse Mrs.	Shakawe Mongongo Oil Producer
KATONDA Phoraki	Tsodilo Development Trust member 73215545
KEASHETA Kelebetse	Chief Tsodilo village 73769397
KEEMA Nxisae Magdeline	Tsodilo Development Trust Board Manager 73739653
KEITIRELE Mrs.	Shakawe Mongongo Oil Producer
KELEBETSE Kabo	Senior Museum Assistant 73017451
KGABO L.	???, Department of Forestry and Rangeland Resources <a href="mailto:lesedikgabo@gmail.com">lesedikgabo@gmail.com</a> 6862455
KOBOTO Oduetse	MEWT Permanent Secretary, +26772646741
KOLAWOLE Toyin	Associate Professor, ORI – University of Botswana
KUPEPA Moronga	Tsodilo Development Trust Board Vice Chairman 73806505
LEEPILE Leungo	???, Department of Environmental Affairs <a href="mailto:kleepile@gov.bw">kleepile@gov.bw</a> 6801237
LEIPEGO Keolopile Killoe	North-West District Commissioner 6860431/2 <a href="mailto:kleipego@gov.bw">kleipego@gov.bw</a>
KOLAWOLE Oluwatoyin Dare	ORI Professor (Rural Development) 6817248 <a href="mailto:tkolawole@ub.ac.bw">tkolawole@ub.ac.bw</a>
MABUTHA Obert	District Agriculture Coordinator 71729503
MAGOBADI Kabelo	Senior Forestry and Range Resources Officer, DFRR 72751604 6862455 <a href="mailto:kbeemag@gmail.com">kbeemag@gmail.com</a>
MAGOLE Innocent	Project Coordinator <a href="mailto:innocent.magole@undp.org">innocent.magole@undp.org</a> 6840254 72115400
MALUMBELA Winani	???? Ministry of Agriculture - Department of Veterinary Services <a href="mailto:wmalumbela@gov.bw">wmalumbela@gov.bw</a> 6840469
MANDARA Mrs.	Shakawe Mongongo Oil Producer

MANGA Jobe	DEA Principal Natural Resource Officer and District Environmental Coordinator 73335028
MANGA Mr.	Makalamabedi Quarantine Husbandman Officer
MARUPING Amuchilane	North-West District Council Tourism Officer 72602632
MATALE Tsoloso	MEWT Principal Officer 1
MATSWIRI Gertrude	District Coordinator Office of National Museum and Monuments <a href="mailto:gertymatswiri@gmail.com">gertymatswiri@gmail.com</a> 6861852
MAUNDU Mogami	Tsodilo Village Development Committee member 76845427
MOGOROSI Bathusi	Poverty Eradication Assistant - Mugare Crop Production Department 72640317
MOKGOSI Katenya L.	Tsodilo Village Development Committee member 73073880
MOKGWATHI Sonny Walter	Chief Forest and Range Resources Officer 3954050 <a href="mailto:swmokgwathi@gov.bw">swmokgwathi@gov.bw</a>
MOSAMARIA Fernando	Gumare farmer
MOTSUMI Powell	Tsodilo Hills National Heritage Site Manager 71355427
NDARA Mr.	Shakawe Mongongo Oil Producer
NGANJONE Alpheus	Firefighter Crew Leader, DFRR
NTHAKA Mosimanejape	MWET Principal Natural Resources Officer 1 <a href="mailto:mnthaka@gov.bw">mnthaka@gov.bw</a>
NTSEPE Galefele	NAMA Public Relations Officer 73221188
OTISITSWE Thapelo	???? Ministry of Agriculture <a href="mailto:dtotisitsewe@gmail.com">dtotisitsewe@gmail.com</a> 71813464
OTUKILE Fanuel	??? NCONGO <a href="mailto:otukile@gmail.com">otukile@gmail.com</a> 72625343
PENGARI Agripah	Ex-Local Enterprise Authority Branch Manager 71635442
PHOKODJE Mrs.	Local Enterprise Authority Business administrator
PUSO Aldrin	Assistant Manager, Lake Ngami Trust <a href="mailto:simasisiku@gmail.com">simasisiku@gmail.com</a> 76027555
RAMALEFO Phemelo	Project Officer 72848225
RAMOTSHWARA Oabona	Plant Manager, BMC 6862782 <a href="mailto:oratshwara@bmc.bw">oratshwara@bmc.bw</a>
SAMOCHAO Kekaletse	Tsodilo Village Development Committee member 73152819
SEBITSE Mrs.	Makalamabedi Quarantine Procurement Officer
SEKORA James	Tsodilo Village Development Committee Chairman
SIMASIKU Siyoka	Director, NCONGO <a href="mailto:director@ncongo.info">director@ncongo.info</a> 6862851
THISHAKE Mrs.	Shakawe Mongongo Oil Producer
THOLOLWANE Dr. Odirileng	Veterinary Services Officer, Ministry of Agriculture – Department of Veterinary Services
TSHOLOFELO Chief	Senior Wildlife Specialist, Ngamiland Council – Department of Wildlife and National Parks <a href="mailto:chctsholofelo@gmail.com">chctsholofelo@gmail.com</a> 6860275
TJAVANGA Hureve	NAMA Secretary 73550237
TSAKO Duanga	Gumare farmer
VEKU Kabelo	Tsodilo Village Development Committee Secretary 73548842
XING Xomae	Tsodilo Development Trust Board member 73057353
XUMA Boo	Tsodilo Development Trust Board Chairman 75826281

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## *Annexe 6: List of Documents Consulted*

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- 2036 Presidential Task Team, Vision 2036 Achieving Prosperity for All, 2016
- Anne C. Woodfine, Mid-Term Review, November 2016
- Centre for Applied Research, 2016 Review of Community-Based Natural Resource Management in Botswana, USAID Southern Africa, 2016
- GEF, Project Appraisal Document
- GEF, Project Document “Mainstreaming SLM in Rangeland Areas of Ngamiland District Landscapes for Improved Livelihoods”, 2014
- GEF, Project Identification Form, January 2012
- GEF, Project Preparation Grand, February 2012
- GEF, Scientific and Technical Advisory Panel, January 2012
- Government of Botswana – United Nations, Programme Operational Plan 2010-2014, UNDAF Action Plan 2013-2014
- Innocent Lefatshe Magole, PPT to the Fire Conference Kasane
- Letamo Gobopamang, Gender Analysis Study on the Ngamiland Sustainable Land Management Project, July 2018
- NSLMP, 2018 ASL Request, 2018
- NSLMP, Annual Work Plan, 2017
- NSLMP, Annual Work Plan, 2018
- NSLMP, Annual Work Plan, 2019
- NSLMP, Lake Ngami Local Level Land Use Plan
- NSLMP, Progress Report 1<sup>st</sup> Quarter 2015
- NSLMP, Progress Report 3<sup>rd</sup> Quarter 2015, November 2015
- NSLMP, Progress Report 2<sup>nd</sup> Quarter 2018
- NSLMP, Project Identification Form, 2011
- NSLMP, Project Implementation Report, 2015, 2016, 2017, 2018, 2019
- NSLMP, Project Steering Committee Meeting, September, 2017
- NSLMP, Tsodilo Local Level Land Use Plan
- Phemelo Ramalefo, PPT on NSLMP 1<sup>st</sup> Quarter 2016 AWP, March 2016
- UNDP, Combined Delivery Report, 2014, 2015, 2016, 2017, 2018, 2019
- World Bank Group Poverty, Botswana Poverty Assessment, World Bank, March 2015

## Annexe 7: Evaluation questions matrix

Evaluative Criteria Questions	Indicators	Sources	Methodology
<b>Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?</b>			
<ul style="list-style-type: none"> <li>Is the project relevant and coherent with Botswana needs, policies, and strategies?</li> </ul>	<ul style="list-style-type: none"> <li>References in Botswana policies, strategies</li> </ul>	<ul style="list-style-type: none"> <li>Documents</li> </ul>	<ul style="list-style-type: none"> <li>Documentary review</li> </ul>
<ul style="list-style-type: none"> <li>Is the project reflects the needs of the beneficiary community?</li> </ul>	<ul style="list-style-type: none"> <li>Level of satisfaction/participation of beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Interviews</li> </ul>
<ul style="list-style-type: none"> <li>Is the project coherent with UNDP programming strategy for Botswana?</li> </ul>	<ul style="list-style-type: none"> <li>References of key thematic in relevant documents; perception of implementation by UN staff</li> </ul>	<ul style="list-style-type: none"> <li>UNDAF / UNDP country programme</li> </ul>	<ul style="list-style-type: none"> <li>UNDP staff interview, documentary review</li> </ul>
<ul style="list-style-type: none"> <li>To what extent is the project suited to local and national development priorities and policies?</li> </ul>	<ul style="list-style-type: none"> <li>Level of satisfaction/participation of institutions</li> </ul>	<ul style="list-style-type: none"> <li>Institution work plans, staff</li> </ul>	<ul style="list-style-type: none"> <li>Interviews (district/provinces) &amp; review of operational plans</li> </ul>
<ul style="list-style-type: none"> <li>To what extent is the project is in line with GEF operational programs?</li> </ul>	<ul style="list-style-type: none"> <li>Coherence with GEF focal areas</li> </ul>	<ul style="list-style-type: none"> <li>GEF web site &amp; GEF focal point</li> </ul>	<ul style="list-style-type: none"> <li>UNDP staff interview, documentary review</li> </ul>
<b>Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?</b>			
<ul style="list-style-type: none"> <li>To what extent the project did enhance capacities for local administrations to integrate climate risks into planning and financing of rural water infrastructures</li> </ul>	<ul style="list-style-type: none"> <li>New mechanisms in place at district level for consultation, implementation &amp; M&amp;E of infrastructures</li> <li>Review/degree of utilisation of guidelines</li> <li>Induced actions due to project's results; review of indicators</li> </ul>	<ul style="list-style-type: none"> <li>Botswana institutions at national, regional and district level</li> <li>Final beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Specific project documents (guidelines)</li> <li>Interviews</li> </ul>

<ul style="list-style-type: none"> <li>To what extent did the new SLM mechanisms/range management improve off-take, reduce degradation, and improve livelihoods?</li> </ul>	<ul style="list-style-type: none"> <li>Number of beneficiaries from rural water infrastructures</li> <li>Number of schemes planned/in place/disused</li> <li>Level of mainstreaming of incentives into local planning processes</li> <li>Review of indicators</li> </ul>	<ul style="list-style-type: none"> <li>Project sites</li> <li>Project staff</li> <li>Final beneficiaries</li> <li>District authorities</li> </ul>	<ul style="list-style-type: none"> <li>In situ verification; interviews</li> </ul>
<ul style="list-style-type: none"> <li>What is the level of competency of new rangeland / SLM techniques/mechanisms by final beneficiaries?</li> </ul>	<ul style="list-style-type: none"> <li>Communities' participation in trainings and degree of implementation of new mechanisms</li> <li>District authorities/community leadership</li> <li>Adoption of new practices</li> </ul>	<ul style="list-style-type: none"> <li>Annual report,</li> <li>Local project team</li> <li>District technical staff</li> <li>Community leaders and final beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Documentary review, interviews</li> </ul>
<ul style="list-style-type: none"> <li>What factors have led to the project (or parts of the project) outcomes/results' being successful, and what national lessons can be learned?</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of lessons learned / best &amp; worst practices</li> </ul>	<ul style="list-style-type: none"> <li>Specific technical documents; UNDP &amp; project staff</li> </ul>	<ul style="list-style-type: none"> <li>Documentary review, interviews</li> </ul>
<ul style="list-style-type: none"> <li>What factors were crucial for the achievement or failure of the project objectives (managerial, institutional, technical...)</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of hypothesis, risks</li> </ul>	<ul style="list-style-type: none"> <li>PIR</li> <li>Steering Committee minutes</li> <li>UNDP, regional/district &amp; project staff</li> </ul>	<ul style="list-style-type: none"> <li>Documentary review, interviews</li> </ul>
<b>Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?</b>			
<ul style="list-style-type: none"> <li>The extent to which the results have been achieved with the least costly resources possible, compared with alternative approaches to attain the same results.</li> </ul>	<ul style="list-style-type: none"> <li>Review of project costs</li> </ul>	<ul style="list-style-type: none"> <li>Project staff</li> <li>District/regional technical staff</li> <li>PIR &amp; annual reports</li> </ul>	<ul style="list-style-type: none"> <li>Interviews &amp; documentary review</li> </ul>
<ul style="list-style-type: none"> <li>To what extent the project was delivered on time and budget, and reasons/lessons for discrepancies - has the project been implemented efficiently, and cost-effectively?</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of implementation/activity delivery delays</li> </ul>	<ul style="list-style-type: none"> <li>Project staff</li> <li>District/Regional technical staff</li> <li>PIR &amp; annual reports</li> </ul>	<ul style="list-style-type: none"> <li>Interviews &amp; documentary review</li> </ul>
<ul style="list-style-type: none"> <li>Degree of operationalization of the project's M&amp;E system and effective leverage to induce changes of implementation/adaptation to change implementation conditions</li> </ul>	<ul style="list-style-type: none"> <li>Periodicity of meetings &amp; follow-up of meetings</li> <li>Feedback system review</li> <li>Effectiveness of steering committees</li> </ul>	<ul style="list-style-type: none"> <li>Project staff &amp; UNDP staff; steering committee minutes; PIR &amp; annual reports</li> <li>Regional staff</li> </ul>	<ul style="list-style-type: none"> <li>Interviews &amp; documentary review</li> </ul>

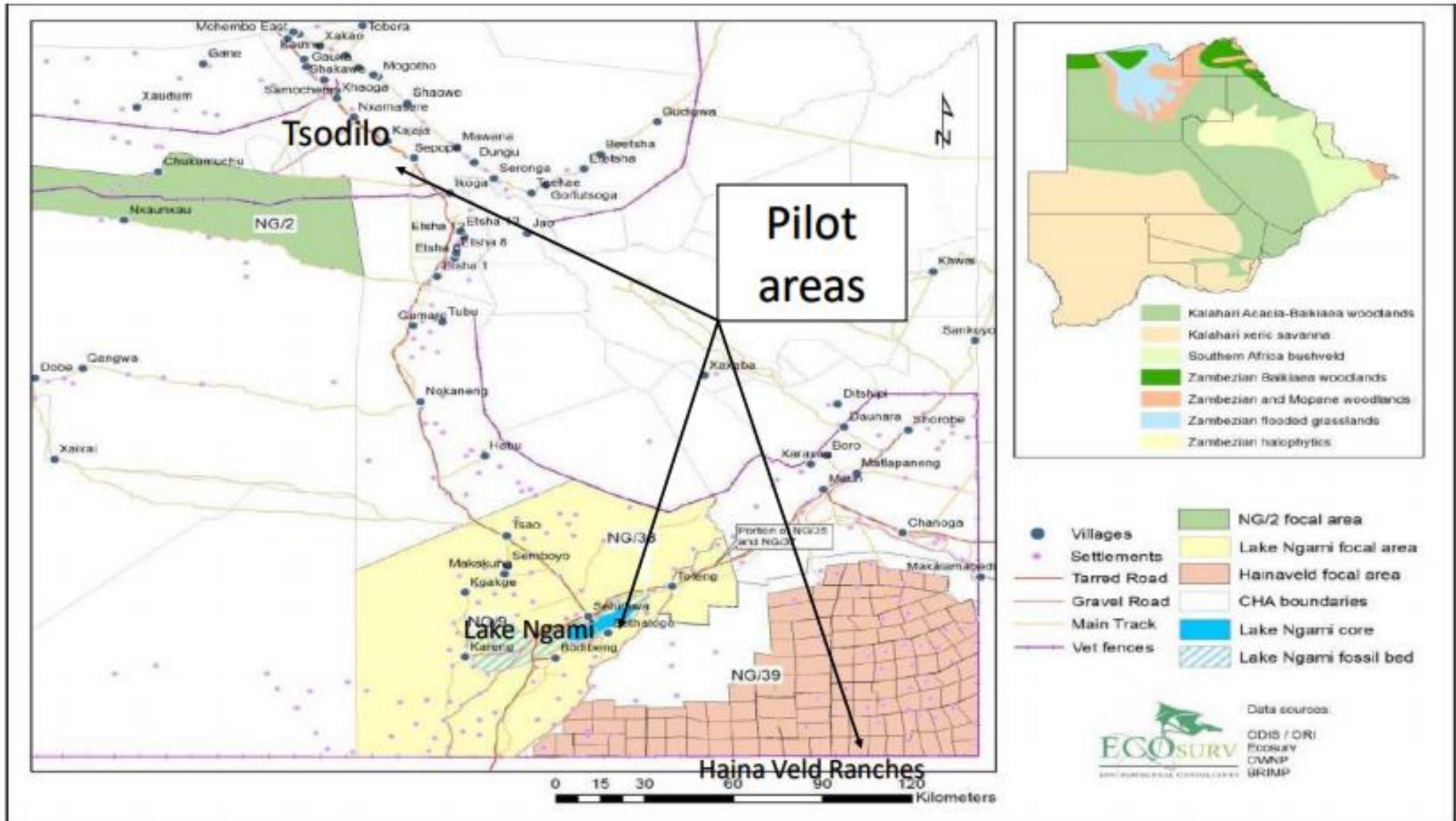
<ul style="list-style-type: none"> <li>• What is the project's exit strategy?</li> </ul>	<ul style="list-style-type: none"> <li>• Degree of ownership of results and anticipated level of (in)dependence after project completion</li> </ul>	<ul style="list-style-type: none"> <li>• Project staff &amp; UNDP staff, beneficiaries &amp; district administration; PIR &amp; annual reports</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews &amp; documentary review</li> </ul>
<b>Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?</b>			
<ul style="list-style-type: none"> <li>• To what extent were the originally intended, overriding objectives in terms of development policy (goals) realistic?</li> </ul>	<ul style="list-style-type: none"> <li>• Degree of achievement of primary objectives (indicators)</li> </ul>	<ul style="list-style-type: none"> <li>• Annual reports &amp; PIR, project &amp; UNDP staff</li> </ul>	<ul style="list-style-type: none"> <li>• Documents review, interviews</li> </ul>
<ul style="list-style-type: none"> <li>• What is the level of results' ownership by the final/institutional beneficiaries?</li> </ul>	<ul style="list-style-type: none"> <li>• Level of project results achievements and appropriation by relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Annual reports &amp; PIR, beneficiaries, project &amp; UNDP staff</li> </ul>	<ul style="list-style-type: none"> <li>• Documents review, interviews</li> </ul>
<ul style="list-style-type: none"> <li>• Did the project empower the beneficiaries to enhance the impact of project's results/outcomes?</li> </ul>	<ul style="list-style-type: none"> <li>• Level of independence of beneficiaries to pursue project related activities</li> </ul>	<ul style="list-style-type: none"> <li>• Annual report &amp; UNDP, project staff, beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Documents review, interviews</li> </ul>
<ul style="list-style-type: none"> <li>• What real changes (economic, social, institutional, environment, gender...) have the activities made to the beneficiaries as a result of the project interventions? How many people have been affected? (including gender)</li> </ul>	<ul style="list-style-type: none"> <li>• Change analysis of the beneficiary situation</li> </ul>	<ul style="list-style-type: none"> <li>• Final beneficiaries, Administration staff</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews</li> </ul>
<ul style="list-style-type: none"> <li>• (Non-) project-induced replication effect</li> </ul>	<ul style="list-style-type: none"> <li>• Number of replications (copy-paste effects)</li> </ul>	<ul style="list-style-type: none"> <li>• Project staff and local Administration</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews</li> </ul>
<b>Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?</b>			
<ul style="list-style-type: none"> <li>• How likely is the ability of the project to continue to deliver benefits for an extended period of time after completion in the project areas?</li> </ul>	<ul style="list-style-type: none"> <li>• Review of activities that will strengthen sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Annual reports, project staff</li> </ul>	<ul style="list-style-type: none"> <li>• Documentary review and interviews</li> </ul>
<ul style="list-style-type: none"> <li>• Did the project empower the final/institutional beneficiaries to increase the likelihood of sustainability of the project's results?</li> </ul>	<ul style="list-style-type: none"> <li>• Likelihood or evidence of off-project actions that will increase the sustainability of project results</li> <li>• Additional external support</li> <li>• Evidence of beneficiary taking over of project's results</li> </ul>	<ul style="list-style-type: none"> <li>• External stakeholders, Ministries &amp; Regional/District Administrations</li> <li>• Communities</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews</li> </ul>
<ul style="list-style-type: none"> <li>• To what extent is the project sustainable at technical, institutional, social and cultural, levels? Are results financially / economically sustainable?</li> </ul>	<ul style="list-style-type: none"> <li>• Review of risks &amp; mitigation measures</li> <li>• Level of satisfaction of beneficiaries</li> <li>• Mechanisms to ensure the maintenance of infrastructures</li> </ul>	<ul style="list-style-type: none"> <li>• PRODOC &amp; annual reports</li> <li>• District technical staff</li> <li>• Final beneficiaries/communities</li> </ul>	<ul style="list-style-type: none"> <li>• Documentary analysis</li> <li>• Interviews</li> </ul>

<ul style="list-style-type: none"> <li>• To what extent did the capacity building activities contribute to sustaining the project's objectives?</li> </ul>	<ul style="list-style-type: none"> <li>• Level of institutional ownership</li> </ul>	<ul style="list-style-type: none"> <li>• Ministries</li> <li>• Regional and District Administration; UNDP &amp; project staff</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews</li> </ul>
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# Annexe 8: Theory of Change



# Annexe 9: Project map



# Annexe 10: UNDP M&E tools

(i) Monthly delivery rate matrix:

Output Description	OUTPUT	FUND	RESOURCES (TRAC)	RESOURCES (NC)	BUDGET	COMMITMENT	DISBURSEMENT	EXPENDITURE	DELIVERY		
<b>ENVIRONMENTAL PORTFOLIO</b>											
Environment and Climate change	104661	4000	150.000,00	477.000,00	627.000,00	108.084,00	208.144,00	316.228,00	50%		
BIOFIN - GERMANY Phase 1	85254	23400		14.153,24	14.153,24	-	12.962,17	12.962,17	92%		
BIOFIN - GERMANY Phase 2	108633	28230	-	157.422,96	157.422,96	-	28.545,20	28.545,20	18%		
Sustainable Land Management in Ngamiland	88298	62000		300.000,00	300.000,00	24.424,32	191.230,12	215.654,44	72%		
Managing the human-wildlife in Nagoya Protocol	103617	62000		998.638,00	998.638,00	66.500,85	269.327,27	335.828,12	34%		
Botswana's Third National Comm	99240	62000		140.016,89	140.016,89	16.185,18	38.408,77	54.593,95	39%		
Okacom	100279	62000		105.500,00	222.168,78	33.099,25	28.961,12	62.060,37	28%		
Promoting production and utili	96121	62000		1.780.000,00	1.667.480,00	-	509.282,55	509.282,55	31%		
	101976	62000		618.150,00	618.150,00	827,30	189.272,14	190.099,44	31%		
<b>Subtotal of ongoing for Environment</b>			<b>150.000,00</b>	<b>4.590.881,09</b>	<b>4.745.029,87</b>	<b>249.120,90</b>	<b>1.476.133,34</b>	<b>1.725.254,24</b>	<b>36%</b>		
<b>GOVERNANCE PORTFOLIO</b>											
SUPPORT TO GOVERNANCE AND HUMA	104658	30071		300.000,00	1.359.629,07	1.659.629,07	42.065,14	339.149,00	381.214,14	23%	
<b>Subtotal of ongoing for Governance</b>				<b>300.000,00</b>	<b>1.359.629,07</b>	<b>1.659.629,07</b>	<b>42.065,14</b>	<b>339.149,00</b>	<b>381.214,14</b>	<b>23%</b>	
<b>ECONOMIC DIVERSIFICATION</b>											
SUPPORT TO ECONOMIC DIVERSIFIC	104645	30071			1.667.390,22	1.672.236,67	247.144,48	288.626,75	535.771,23	32%	
<b>Subtotal of ongoing for EDPR</b>					<b>1.667.390,22</b>	<b>1.672.236,67</b>	<b>247.144,48</b>	<b>288.626,75</b>	<b>535.771,23</b>	<b>32%</b>	
<b>OTHER</b>											
RBA Senior Economist Programme	11084	4210			243.914,17	243.914,17	-	118.729,73	118.729,73	49%	
<b>Subtotal of ongoing for EA</b>					<b>243.914,17</b>	<b>243.914,17</b>	<b>-</b>	<b>118.729,73</b>	<b>118.729,73</b>	<b>49%</b>	
Support to Ministry of Finance	108657	30071			68.603,00	270.871,00	339.474,00	-	55.808,00	55.808,00	16%
<b>Subtotal</b>					<b>68.603,00</b>	<b>270.871,00</b>	<b>339.474,00</b>	<b>-</b>	<b>55.808,00</b>	<b>55.808,00</b>	<b>16%</b>
<b>TOTAL DELIVERY RATE</b>			<b>518.603,00</b>	<b>8.132.685,55</b>	<b>8.660.283,78</b>	<b>538.330,52</b>	<b>2.278.446,82</b>	<b>2.816.777,34</b>	<b>33%</b>		

SUMMARY DELIVERY BY FUND						
FUND	DESCRIPTION	BUDGET	EXPENDITURE	DELIVERY RATE (%)	JUNE DELIVERY	VARIANCE
4000	TRAC( CORE)	218.603,00	68.652,00	31	24	7
23400	BIOFIN 1	14.153,24	12.962,17	92	91	1
30071	GOVT COST SHARING (NON -CORE)	3.779.736,74	1.221.589,00	32	26	6
4210	EA	243.914,17	118.729,73	49	41	8
28230	BIOFIN 2	71.593,00	28.545,20	40	29	11
62000	GEF	3.946.453,67	1.367.518,87	35	31	4
4010%	TRAC 2	300.000,00	(1.220,00)	0	(3)	2
<b>TOTAL</b>		<b>8.574.453,82</b>	<b>2.816.776,97</b>	<b>33</b>	<b>25</b>	<b>8</b>

(ii) Procurement matrix:

BOTSWANA CO PROCUREMENT PLAN 2017											
Description of the Procurement	If services, Individual/Firm	Expected Contract/PO start date	Estimated delivery of goods	Budget availability (yes/no)	Contract amount (estimated or final in USD)	Expected Date for TOR to be completed and approved	Procurement Method	AWP activity	SOP developed with dates: YES=y No=N	Comments?	
<b>SLM Ngamiland (Project No.88298)</b>											
Procurement of meeting venue (block booking) for quarterly psc meetings	Service	01-févr-17	15-déc-17	Yes	5.000	N/A	RFQ	Hold quarterly PSC meetings	Yes = Y		
Procurement of meeting venue (block booking)for trg meetings	Service	01-févr-17	15-déc-17	Yes	8.000	N/A	RFQ	Hold regular TRG meetings	Yes = Y		
Procurement of type-setting and publishing services for print media, on the project	Service	15-janv-17	15-déc-17	Yes	10.000	N/A	RFQ	Develop and disseminate knowledge products & information materials on	Yes = Y		
Procurement of air-play for radio and tv media to publicise information on the project	Service	15-janv-17	15-déc-17	Yes	5.000	N/A	RFQ	Develop and disseminate knowledge products & information materials on	No = N		
Procurement of meeting venue to conduct consultations for selection of control farms	Service	15-janv-17	01-févr-17	Yes	2.000	N/A	RFQ	Consultations for selection of three control farms.	Yes = Y		
Recruitment of consultant to prepare land use plans for control farms	Individual	01-juin-17	01-juil-17	Yes	20.000	01-avr-17	RFP	Prepare land use plan for control farms	No = N		Land use plan activities are mainly dependent on Govt
Procurement of meeting venue and catering to conduct consultations for preparations of	Service	30-mai-17	15-juin-17	Yes	5.000	30-avr-17	RFQ	Consultations for Sehithwa land use plan.	No = N		as above
Recruitment of a consultant to prepare land use plan for sehithwa village	Individual	01-juin-17	02-août-17	Yes	20.000	01-mai-17	RFP	Prepare land use plan for Sehithwa village	No = N		as above
Procurement of meeting venue and catering to conduct consultations for preparations of	Service	30-mai-17	15-juin-17	Yes	3.000	30-avr-17	RFQ	Consultations for Tsodilo village land use plan	No = N		as above
Recruitment of a consultant to prepare land use plan for tsodilo village	Individual	01-juin-17	02-août-17	Yes	10.000	01-mai-17	RFP	Prepare land use plan for Tsodilo village	No = N		as above
Procurement of training services (tuition), venue and catering services to offer short	Service	01-mars-17	01-avr-17	Yes	25.000	01-mars-17	RFQ	Capacity building on environment management principles by TRG	Yes = Y		
Procurement of transport for benchmarking trip to namibia to see charcoal and briquette making	Service	30-mai-17	01-juin-17	Yes	10.000	01-mai-17	RFQ	Benchmarking trip to Namibia to see charcoal and briquette making	No = N		
Processing of dsa for benchmarking trip to namibia to see charcoal and briquette making	Service	30-mai-17	01-juin-17	Yes	10.000	01-mai-17	RFQ	Benchmarking trip to Namibia to see charcoal and briquette making	No = N		
Procurement of training services to train lake ngami members in charcoal production	Service	30-juin-17	01-sept-17	Yes	20.000	01-juin-17	RFQ	Training of community members from Lake Ngami in charcoal making	No = N		
Purchase of wood harvesting and charcoal making equipment	Goods	30-juin-17	02-août-17	Yes	40.000	01-juin-17	ITB/RFQ	Purchase of wood harvesting and charcoal making equipment	No = N		Chain saws bought partly fulfil equipment purchase.Project

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(iii) Contracts' matrix:

Contract Type	Contract Number	Name	Gender (M / F)	Nationality	Assignment title	Project ID	Contract Start Date	Contract End Date	Contract Amount	Schedule of payment	PO #	Status	Action Required
<b>CO office and RCO</b>													
IC	2017/001	Dana Rawls	F	Australia	Consultnacy on Editing the UNSDF 2017-2021)		24/03/2017	30/04/2017	\$1.500	\$1.500	N/A		
IC	2017/002	Barbara Hall	F	Australia	Consultnacy on Editing the UNSDF 2017-2021)		13/03/2017	15/06/2017	\$3.500	\$3.500	N/A		
IC	2017/003	Happy Fidzani	M	Botswana	Preparation of the SDG Voluntary National Report for Botswana		18/04/2017	15/06/2017	\$14.000	\$1.400	0000007244		
										\$4.200	0000007244		
										\$4.200	0000007244		
										\$4.200	0000007244		
<b>Sub total</b>									<b>\$19.000</b>				
<b>Common Services</b>													
Professional Services	2016/00	Dollamaid	N/A	Botswana Registered	Cleaning Services	34994	\$42.741	31/12/2017	\$14.838	Monthly x 12	0000007110		Contract has been extended to end of Dec
Professional Services	2016/004	Molkam Security	N/A	Botswana Registered	Security Sevices	34994	\$42.736	30/06/2017	\$26.625	Monthly x 12	0000007092		The date on contract is 30 May 2017, it has expired
Professional Services	2013/002	Modern Refridgerato	N/A	Botswana Registered	Airconditioning Maintenance Services	34994	\$42.736	30/06/2017	\$5.739	Monthly x 12	0000007149		
Professional Services	2017/001	Outdistance	N/A	Botswana Registered	Generator Maintenance Services	34994	\$42.736	31/12/2017	\$2.401	Monthly x 12	2017/000000020		
Professional Services	2014/005	Leaf Enviroment	N/A	Botswana Registered	Refuse collection Services	34994	\$42.736	31/12/2017	\$1.326	Monthly x 12	2017/000000016		

...

(iv) AWP's matrix:

ANNUAL WORK PLAN - PROJECT TITLE:																	PROJECT No:				GENDER MARKER:				GMS:			
SDGs		Choose from the 17 Goals																										
NDP 11 Priorities		Choose from the 4 Thematic Areas																										
UNDP SP Signature Solution		Choose from the 6 Signature solutions																										
UNSD/CPD Outcome		Choose from the 3 CPD Outcome/Pillars																										
PROJECT OUTCOME/COMPONENT 1 [ATLAS ACTIVITY 1]: .....Statement as extracted from the PRODOC																												
Output statement	BIT	Planned Activities	Sub - Activities (if any)	Implementing Partner	Duration												Responsible UN Agency	Resources (USD)			Expenditure Tracking			Status	Coment			
					J	F	M	A	M	J	J	A	S	O	N	D		Funding source/code	ATLAS Budget description	ATLAS Account code	Budget amount	Expenditure	Balance remaining					
Output : Project Management Support	Baseline (BL): Indicator (I) Target (T):	Hold PSC meeting			X	X												e.g. 30071	Travel, Contractual Services	75700, 71400	20.000,00		20.000,00	D				
		Hold TRG meeting			X	X													Travel, Contractual Services	75700, 71400	15.000,00		15.000,00	D				
		Terminal Evaluation				X	X	X	X										International consultants	71205	40.000,00		40.000,00	N	Consultant engaged and started work in June, planned field mission in July/August			
																				75.000,00	0,00	75.000,00						
Output 1.1:	Baseline (BL): Indicator (I) Target (T):	Professional printing of Local level land use plans			X	X												Contractual services	72145, 71400	20.000,00		20.000,00	F	Delays in type setting				
																					0,00							
																				20.000,00	0,00	20.000,00						
Output 1.2:	Baseline (BL): Indicator (I) Target (T):	Equipping of Boreholes	DFRR Nursery Boreholes in Maun, Bothatogo & Tsodilo		X	X												Contractual services	72105, 71400	30.000,00		30.000,00	S	Shortcoming of Borehole records from DWA				
		Support Tsodilo Challenge	Camping equipment, refurbishment of ablutions and		X	X												Contractual services	72105, 71400	45.000,00		45.000,00	D					
		Support Lake Ngami Braai wood & Charcoal production	Design drawings for storage facility, Export permits, fumigation & phytosanitary		X	X												Contractual services	72105, 71400	40.000,00			D					
		Support Matute-A-Mongongo	Oil press Machine, Facility refurbishments and Branding material		X	X												Contractual services	72105, 71400	30.000,00		30.000,00	D					
										total for component 1 [ATLAS Activity 1]									145.000,00	0,00	145.000,00							
PROJECT OUTCOME/COMPONENT 2 [ATLAS ACTIVITY 2]: .....Statement as extracted from the PRODOC																												
Output statement	BIT	Planned Activities	Implementing Partner	Duration												Responsible UN Agency	Resources (USD)			Expenditure Tracking			Status	Coment				
				J	F	M	A	M	J	J	A	S	O	N	D		Funding source/code	ATLAS Budget description	ATLAS Account code	Budget amount	Expenditure	Balance remaining						
Outputs 2.1:	Baseline (BL): Indicator (I) Target (T):	Community dialogue	Gumare community dialogue		X													Travel, Contractual Services	75700, 71400	20.000,00		20.000,00	D					
			Maun regional dialogue		X													Travel, Contractual Services	75700, 71400	40.000,00		40.000,00	D					

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## ***Annexe 11: Brief Expertise of Consultant***

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Mr Vincent Lefebvre:

([lefebrevinc@gmail.com](mailto:lefebrevinc@gmail.com))

- Programme management & coordination / project formulation & implementation, M&E - knowledge of PCM, logical framework & ZOPP methodologies / equipment specifications.
- MA in tropical agriculture and post-graduation in business administration
- Programme & project evaluation / technical audit / institutional appraisal: analysis of relevance / effectiveness / efficiency / social, institutional & economic impact / political, social & cultural, technological, institutional & financial sustainability / cross cutting issues (gender, AIDS, environment & institutional capacity building); questionnaires design & interviews of beneficiaries.
- Data acquisition methods for evaluations: questionnaires drafting & interviews of beneficiaries; SWOT analysis; (semi-) structured interviews, focus groups.
- Knowledge of monitoring & evaluation methodologies (incl. Management Effectiveness Tracking Tool).
- Food security / Agronomy / agro-forestry / agro-industry / agro-climate and climate mitigation - adaptation / horticulture.
- Cartography / remote sensing / mapping / GIS (Arcinfo, Mapinfo, Ilwis) / Database management systems (MECOSIG, COONGO).
- Land & water resources evaluation / crop potential analysis / participatory rural appraisals / natural resources management / mountain agro-ecosystems.
- Soil survey / soil conservation / soil fertility.
- Statistics including programming in SAS & Delphi.
- Renewable energies (wind, bio-diesel, rape seed oil).

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## **Annexe 12: Evaluation Consultant Code of Conduct and Agreement Form**

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### **Evaluators:**

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

### **Evaluation Consultant Agreement Form<sup>37</sup>**

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

**Name of Consultant:** \_\_Vincent LEFEBVRE\_\_

**Name of Consultancy Organization** (where relevant): \_\_\_\_\_

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

Signed at .... on XX/09/2019

Signature: \_\_\_\_\_

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<sup>37</sup>[www.unevaluation.org/unegcodeofconduct](http://www.unevaluation.org/unegcodeofconduct)

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## ***Annexe 13: Evaluation Report Clearance Form***

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*(to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document)*

Evaluation Report Reviewed and Cleared by	
UNDP Country Office	
Name: _____	
Signature: _____	Date: _____
UNDP GEF RTA	
Name: _____	
Signature: _____	Date: _____