



Managing the Human-wildlife Interface to Sustain the Flow of Agro-ecosystem Services and Prevent Illegal Wildlife Trafficking in the Kgalagadi and Ghanzi Drylands

(KGDEP)

UNDP-GEF PIMS 5590 / GEF ID 9154

Terminal Evaluation

Final Report

TE timeframe: July - December

Date of final TE report: December 11th, 2024

Botswana, Africa

GEF Operational Focal Areas/Strategic programme: Biodiversity Land Degradation

GEF Agency: United Nations Development Programme (UNDP)

Implementing Agency: Ministry of Environment and Tourism (MET), Department of Environmental Protection (DEP)

Other project partners

Government:

Department of Wildlife and National Parks (DWNP)

Department of Forestry and Range Resources (DFRR),

Local Authorities (Land Boards and Councils).

Ministry of Land Management, Water and Sanitation Services

Non-governmental: BirdLife Botswana

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CONTENTS

Acronyms and Abbreviations	i
1 Executive Summary.....	3
2 Introduction	8
2.1 Purpose and objective of the TE	8
2.1.1 Scope of the TE.....	8
2.2 Methodology.....	8
2.2.1 Approach of TE Review	9
2.2.2 Field Visit.....	9
2.2.3 Data Collection and Analysis.....	9
2.2.4 Ethics	9
2.2.5 Limitations to the evaluation	10
2.2.6 Structure of the TE report.....	10
3 Project Description.....	10
3.1 Project start and duration, including milestones.....	10
3.2 Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope	11
3.2.1 Environmental Features.....	11
3.2.2 The Human Footprint.....	12
3.2.3 Land Use.....	12
3.3 Socio Economic Environment	12
3.3.1 Livelihoods, Employment, Health and Education	13
3.3.2 Agriculture.....	13
3.4 Cultural Heritage and Tourism.....	13
3.4.1 Community Based Natural Resource Management (CBNRM).....	13
3.5 Mining	14
3.6 Problems that the project sought to address, threats and barriers targeted	14
3.7 Immediate and development objectives of the project	16
3.8 Expected results.....	19
3.9 Summary of the main stakeholders	19
3.10 Theory of Change	19
4 Findings	21
4.1 Project Design/Formulation.....	21
4.1.1 Analysis of Results Framework:	21
4.1.2 Assumptions and Risks.....	22

4.1.3	Lessons from other relevant projects	22
4.1.4	Planned stakeholder participation.....	22
4.1.5	Linkages between project and other interventions within the sector	24
4.2	Project Implementation	24
4.2.1	Adaptive management - Project Reset	26
4.3	Project Finance and Co-finance	26
4.4	Monitoring and Evaluation:	28
4.5	UNDP implementation and oversight	28
4.5.1	Implementing Partner execution	31
4.5.2	Risk Management, including Social and Environmental Standards (Safeguards).....	31
4.6	Project Results and Impacts.....	32
4.6.1	Progress towards objective and expected outcomes	32
4.6.2	Relevance	48
4.6.3	Effectiveness	49
4.6.4	Efficiency	50
4.6.5	Overall Outcome	51
4.6.6	Sustainability	51
4.6.7	Country ownership.....	53
4.6.8	Gender equality and women’s empowerment.....	54
4.6.9	Cross-cutting Issues.....	55
4.6.10	GEF Additionality.....	55
4.6.11	Catalytic/Replication Effect.....	55
4.6.12	Progress to Impact	56
5	Main Findings, Conclusions, Recommendations and Lessons	57
5.1	Main Findings	57
5.2	Conclusions	63
5.3	Recommendations	64
5.4	Lessons Learned	64
6	Annexes.....	65
6.1	TE ToR (excluding ToR annexes)	65
6.2	TE Mission itinerary, including summary of field visits.....	72
6.3	List of persons interviewed	74
6.4	List of documents reviewed	76
6.5	Management Response to the MTR findings:	77
6.6	Risks identified in the KGDEP Project	86
6.7	Evaluation Question Matrix	93
6.8	Questionnaire used and summary of results.....	97

6.9	Co-financing tables.....	97
6.10	TE Rating scales.....	97
6.11	Signed Evaluation Consultant Agreement form	97
6.12	Signed UNEG Code of Conduct form.....	97
6.13	Signed TE Report Clearance form	98
6.14	Annexed in a separate file: TE Audit Trail.....	98
6.15	Annexed in a separate file: relevant terminal GEF/LDCF/SCCF Core Indicators or Tracking Tools, as applicable.....	99
Table 1: Summary of the budget allocation and expenditure per component.....		27
Table 2: Record of the co-financing support to KGDEP.....		27
Figure 1: The location of the KGDEP landscape and associated land use		11
Figure 2: Protected areas of Botswana.....		15
Figure 3: Changes to key proposed WMAs in the KGDEP Landscape (from Keeping, 2019).		15
Figure 4: Cumulative disbursements of KGDEP		27

ACRONYMS AND ABBREVIATIONS

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

LEA	Local Enterprise Authority
LOA	Letter of Agreement
LUCIS	Land Use Conflict Identification System
M&E	Monitoring and Evaluation
MET	Ministry of Environment and Tourism
MLWS	Ministry of Land Management water and Sanitation Service
MOA	Ministry of Agriculture
MOU	Memorandum of Understanding
MTR	Mid-term Review
NAC	National Anti-Poaching Committee
NBSAP	National Biodiversity Strategy and Action Plan
NC	National Consultant
NGO	Non-Government Organisation
NIM	National Implementation Modality
NPAD	National Policy on Agricultural Development
NRM	Natural Resources Management
NRMP	Natural Resource Management Project
PAC	Problem Animal Control
PB	Project Board
PFD	Project Formulation Document
PIMS	Project Information Management System
PM	Project Manager
PMU	Project Management Unit
Pro-doc	Project Document
PSC	Project Steering Committee
S&CD	Social and Community Development
SEMP	Strategic Environmental Management Plan
SESP	Social and Environmental Screening Procedure
SLM	Sustainable Land Management
SRF/LF	Strategic Results Framework/Logical Framework
TAC	Technical Advisory Committee
TBWP	Total Budgets and Work Plans
TFCA	Trans-Frontier Conservation Area
TOC	Theory of Change
ToR	Terms of Reference
UB	University of Botswana
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
VDC	Village Development Committees
VDC	Village Development Committee
VET	Village Extension Team
WHO	World Health Organisation
WMA	Wildlife Management Area

1 EXECUTIVE SUMMARY

Project Information Table		
Project Details	Project Milestones	
Project Title Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands	PIF Approval Date: 4 June 2015	
UNDP Project ID (PIMS #): 5590	CEO Endorsement Date (FSP) / Approval date (MSP): 21 June 2017	
GEF Project ID: 9154	ProDoc Signature Date: 1 November 2017	
UNDP Atlas Business Unit, Award ID, Project ID: 00100918	Date Project Manager hired: 1 November 2017	
Country/Countries: Botswana	Inception Workshop Date: 24 November 2017	
Region: RBA	Mid-Term Review Completion Date: 15 September 2022	
Focal Area: Biodiversity and Ecosystem management	Terminal Evaluation Completion date: 31 Dec 2024	
GEF Operational Programme or Strategic Priorities/Objectives: GEF-7 GWP Components 1.Coordinating capacity for combating wildlife crime/trafficking and enforcement of wildlife policies and regulations at district, national and international levels, 2. Integrated landscape management practices at community and resource-use levels to reduce competition between land-uses and increase agro-ecosystem productivity, 3. Development of Community based Natural Resource Management (CBNRM) for conservation and Sustainable Land Management (SLM) to secure livelihoods and biodiversity, 4. Gender mainstreaming, knowledge management, monitoring and evaluation.	Planned Operational Closure Date: 1 May 2025	
Trust Fund: GEF Trust Fund		
Implementing Partner (GEF Executing Entity): UNDP		
NGOs/CBOs involvement:	Birdlife Botswana Cheetah Conservation Botswana	
Private sector involvement:		
Geospatial coordinates of project sites:		
	At endorsement (US\$)	At TE(US\$)
GEF financing: [1]	\$5,996,789	\$5,996,789
IA/EA own (UNDP core): in-kind [2]	\$1,000,000	\$1,000,000
Government: in-kind [3]	\$21,000,000	\$2,397,215
Other: Birdlife Botswana [4]	\$500,000	\$555,928
Total co-financing: 5 [2+3+4]	\$22,500,000	\$3,953,143
Total Project Cost: [1+5]	\$28,496,789	\$9,949,932

Project Description

Natural resources management in the Kalahari landscape is characterized by competition and conflict between conservation goals, economic development and livelihoods. The landscape was dominated by low densities of wildlife, including desert adapted large migratory ungulates and predators, and remote hunter gatherer settlements. This landscape changed when boreholes were installed that facilitated cattle posts and livestock ranching a few decades ago that resulted in rangeland degradation and ecosystem fragmentation threatening wildlife and economic development. The proposed Wildlife Management Areas (WMAs) linking the Kgalagadi

Transfrontier Park and the Central Kalahari Game Reserve that were meant to support wildlife-based economic activities and secure migratory corridors were gradually lost to livestock encroachment due to delayed gazettement. In addition, wildlife was threatened by poaching, wildlife poisoning and illegal wildlife trade (IWT). Moreover, the ban on all hunting in 2014 in Botswana reduced benefits to communities who generated income through consumptive use which in turn reduced incentives for conservation of wildlife. The lack of planning tools, institutional coordination and operational capacities hindered stakeholders to balance competing land use needs and optimize environment, socio and economic outcomes. There is weak coordination in tackling poaching, wildlife poisoning and Illegal Wildlife Trade (IWT), weak capacities for improving rangeland management and limited incentives for local communities to protect wildlife. The project is designed to remove these barriers using the following strategies:

- Coordinating capacity for combating wildlife crime/trafficking and enforcement of wildlife policies and regulations at district, national and international levels (Component 1);
- Integrated landscape management practices at community and resource-use levels to reduce competition between land-uses and increase agro ecosystem productivity (Component 2);
- Development of Community based Natural Resource Management (CBNRM) for conservation and Sustainable Land Management (SLM) to secure livelihoods and biodiversity (Component 3); and,
- Gender mainstreaming, knowledge management, monitoring and evaluation (Component 4).

Evaluation Ratings Table for “Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands”. UNDP-GEF PIMS 5590 / GEF ID 9154.

Monitoring & Evaluation (M&E)	Rating¹
M&E design at entry	U
M&E Plan Implementation	MS
Overall Quality of M&E	S
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	MS
Quality of Implementing Partner Execution	MS
Overall quality of Implementation/Execution	MS
Assessment of Outcomes	Rating
Relevance	MS
Effectiveness	MU
Efficiency	MS
Overall Project Outcome Rating	MU
Sustainability	Rating
Financial resources	L
Socio-political/economic	ML
Institutional framework and governance	ML
Environmental	MU
Overall Likelihood of Sustainability	MU

Summary of Methodology and Approach to the TE

TE followed the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects and the performance of the KGDEP is assessed against the expectations set out in the project’s Logical Framework/Results Framework as provided in Annex A of the ToR. The TE team reviewed all the relevant information provided in the Project Information Package (listed in Annex B of the ToR) as well key documents that tracked the progress of the project (i.e. ProDoc, UNDP Social and Environmental Screening Procedure (SESP), PIRs, MTR report, project budget revisions, national strategic and legal documents etc.).

¹ Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

The TE team adopted a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts, Implementing Partners, the UNDP Country Office, the Regional Technical Advisor, direct beneficiaries and other stakeholders.

The field mission took place in two phases between 28th August and 6th September 2024. The Local Consultant (LC) conducted a field mission between 28th August and 2nd September 2024 and the International Consultant (IC) visited Gaborone from 3rd – 6th September 2024. The itinerary and the sites to be visited were selected in consultation with the Monitoring and Evaluation Analyst and the Project Manager.

Summary of findings, conclusions and lessons learned

FINDINGS

The TE Team used the key evaluation questions to assess the achievements of each of the four components and analysed the data to highlight the main findings of KGDEP. Regarding Component 1, the TE noted that the National Anti-Poaching Strategy to facilitate inter-agency collaboration and intelligence sharing for combatting wildlife crime was in place, although the NAPS is yet to be formally approved. A functioning JOC is coordinating several Intelligence Diffusion Centres across the country through the National Anti-Poaching Committee (NAPC) involving national and district inter-law enforcement agencies. A state-of the-art ICT system has been commissioned to closely monitor and report on country-wide law enforcement activities. Functioning Forward Operating Bases (FOBs) provided by the project has increased the footprint of DWNP on the ground to undertake day-to-day patrolling to combat IWC. Training in skills to enhance the capacity of 88 DWNP officers (47% females) has added to their capacity to combat IWT.

The expectation to develop 4 value chains/ecotourism businesses under Component 2 to increase financial benefits from biodiversity conservation for local communities has not yet led to an increase in financial benefits nor is it likely to encourage biodiversity conservation at a landscape scale given that the footprint of these initiatives is very localised and cannot influence the impact of negative land use practices occurring across the potential WMAs. The requirement to secure Free and Prior Informed Consent (FPIC) from all communities benefiting from these alternative livelihood initiatives delayed implementation until these were secured following a detailed consultation process.

Furthermore, there is no evidence to show that there are active collaborative strategies between communities, CSOs and academia to combat IWC and reduce HWC although there are provisions to establish multistakeholder forums under the National Human-Wildlife Conflict Strategy. The project has, however, supported the conclusion and launching of the National Human-Wildlife Conflict Strategy although this too has not yet been formally approved. Aspects of this national strategy are however being implemented under the KGDEP HWC management strategy, notably the construction of predator proof kraals, and training of local community members in the use of the HWC Tool Kit.

Two comprehensive District Integrated Land Use Plans were prepared and approved under Component 3 that potentially will lead to conserving approximately 500,000 ha of conservation area recognized as WMAs. These protected areas will secure wildlife migratory corridors and be managed in line with biodiversity conservation principles. Preparation of these plans adopted a robust consultative process at all levels of land-use management planning with a particular focus on raising awareness and capacity strengthening of DLUPUs and adhering to the revised ESIA and ESMP. The ILUMPs have been endorsed by the Project Steering Committee and all relevant communities and district institutions. The ILUMPs are now under final review by the Department of Town and Country Planning (DTCP) who have presented the draft plans to the Ministry Leadership, the Permanent Secretary and other Directors for final approval. However, at the time of the TE, the Integrated Land Use Management Plans are still to be endorsed by the Cabinet, and therefore WMAs remain ungazetted.

KGDEP has the potential to place a total of 551,400 hectares of community lands under Sustainable Land Management (SLM) practices (20,000ha under HRM, 31,400ha destined to be cleared of bush encroachment and 500,000ha protected through the implementation of the Kgalagadi Bush Fire Risk Management Plan). However, except for the Fire Risk Management Plan, none of the other areas have yet to be placed under improved community rangeland management and pastoral production practices around the Protected Areas east of KD1 and east of KD15/Bokspits. It has, however, initiated three activities to achieve this goal.

Training in Holistic Resource Management (HRM) has been provided to 22 men and 16 women from four communities to equip them with the skills necessary to apply HRM in 20,000ha in their communal areas, however there is no evidence to show that this has been put into practice as this depends on the successful completion of the bush clearing programme.

Two CBOs were engaged to selectively remove invasive trees and shrubs from 3km by 6km plots in Ukwi and East Hanahai and there are plans to clear a similar 3km x 6km plots in West Hanahai and Zutshwa. Once cleared all four plots will be seeded with palatable grass species to improve the range conditions of the treated areas. This exercise has not progressed as smoothly as planned with the result that smaller areas being cleared and, in some cases, poor quality of the work done.

Kgalagadi Bush Fire Risk Management Plan implemented by the Department of Forestry and Range Resources (DFRR) trained 376 community members (173 females and 203 males) in fire suppression techniques. Firefighting equipment procured by the project to roll out the Bush Fire Risk Management Plans in Kgalagadi and Ghanzi has made a significant impact in controlling wildfires.

Finally, the project was guided by a Gender Mainstreaming Strategy and Action Plan developed in 2020 under Component 4 that coordinated gender equality and women empowerment. The strategy focused on training in gender mainstreaming involving IPs, CBOs, Board of trustees, Community leadership, Community Development Officers, and RPs.

The records made available to the TE Team show that since 2022, the PM attended several GWP meetings and made power point presentations on the lessons learnt from the implementation of the KGDEP project.

CONCLUSIONS

The impact of KDFDEP will be gauged on whether it delivered three long term results: populations of threatened wildlife in the Kalahari landscape will stabilize or increase; wildlife migratory corridors in the Ghanzi and Kalahari landscapes will be secured to facilitate seasonal movements between CKGR and KTP; and Sustainable Land Management (SLM) and Holistic Range Management (HRM) principles will be used to enhance productivity of the communal lands and reduce pressure on the adjoining protected areas. The project has also supported several alternative livelihood initiatives e.g., curio production, ecotourism camps, salt mining.

KGDEP draws on the experiences and lessons learnt from previous programmes designed to resolve the livestock vs conservation conflict that has affected the Kalahari landscape for decades. Its ToC and component outcomes needed to achieve the objective are well-aligned with the national policy framework and the UNDP Country Programme, United Nations Sustainable Development Goals as well as with global outcome of GWP.

Initially, in the first 4 years, project implementation was poor when measured against annual delivery targets which was further interrupted by the COVID-19 pandemic. Swift action taken by the UNDP CO to reset the project in 2022, and by accepting most of the recommendations provided in the MTR, resulted in the project making significant progress in its remaining 2 years albeit that many of the planned activities are behind schedule and are not likely to be completed before project completion.

KGDEP has overcome many challenges to reach this stage at TE and has modified its management approach and adapted to the circumstances that have prevailed. By following a clear work programme with tight budgetary control and engaging widely with all stakeholders across this complex landscape, it has overcome the faults inherited at the design stage.

The Prodoc anticipated that KGDEP would be a NIM project, with the Ministry of Environment, Natural Resources and Tourism (MENT) designated as the government Implementing Partner. However, in practice the UNDP CO took the lead to implement most execution functions. No funds were transferred to the IP and the PMU staff are appointed on UNDP service contracts resulting in the PMU and the project having a strong UNDP institutional identity. Government (as an IP) interfaces with the project mainly through the PSC and technical working groups and although the PMU staff are managed directly by UNDP CO, they report to the PSC. This arrangement has been endorsed and an LOA approved where the UNDP CO provides limited execution-support services relating to procurement, setting up the PMU and securing services of other service providers under the project. Senior management in the MENT, the Department of Environment Affairs (DEA) and the Department of Wildlife and National Parks (DWNP) expressed willingness to take over the lead in executing the project and managing the PMU but acknowledged that there were concerns about existing levels of capacity to do this effectively. The UNDP CO was ready to transition full accountability for project execution to the IP in a phased process so that it could play a stronger oversight and capacity development role consistent with the functions that can be charged to the GEF Agency Fee. There was a notable improvement after the reset process to revert to NIM and for the IP to assume greater project ownership (see Annex 6.5). Nonetheless, it is understood that this implementation arrangement is not fully consistent with GEF or UNDP policy since the day-to-day involvement of the UNDP CO in running the project extends beyond execution-support and the firewall between oversight and execution services has become blurred. This impacts the UNDP CO capacity to perform its oversight roles and full Government ownership of the project.

Recommendation 4 of the MTR to review and adjust the project SRF/LF indicators and targets was partially accepted, however, this required a whole-of-project reset/redesign. This process was informed by the more comprehensive ESIA and ESMP, but it did lead to a delay in project implementation. Nonetheless, following the recruitment of an experienced and competent PM, and with strong support from the UNDP CO and government counterparts, it has been possible to turn the project around to the point where there is now a reasonable chance to meet its objective.

This, however, is contingent on whether the final ILUMPs are approved by central Government that will lead to the gazetting of the WMAs. Without this, it will not be possible to secure the environmental resilience and integrity of the Kalahari landscape, and the present trade-off between economic development (in the form of the cattle sector) versus conservation (CBNRM and a wildlife sector) will continue.

LESSONS LEARNED

Lesson 1: A clear distinction is made between rural development and conservation activities to avoid promoting conflicts of interest in projects designed to conserve and protect expansive landscapes to combat IWT and loss of biodiversity.

Lesson 2: There are no clear unequivocal signals from government that it prefers a wildlife-based land use scenario in the Kalahari landscape over livestock production. The apparent hesitation to gazette the WMAs and synergizing policies on issues such as curtailing the expansion of boreholes indicates that there is no hard evidence that political support is strong for the gazette of the WMAs.

Lesson 3: GEF GWP programmes focus on designing and implementing national strategies to improve wildlife and protected area management, enhance community livelihood benefits, strengthen law enforcement and reduce demand through changing behaviour. Implementing GWP programmes in landscapes that favour rural development over conservation is to be avoided unless there are clear policies to promote wildlife-based land use that is not eroded by reducing the relative land values in favour of conventional development and cattle rearing.

Lesson 4: Free and Prior Informed Consent consultation of the affected communities are undertaken at the project design stage.

Lesson 5: The NIM vs DIM scenario is to be avoided by adhering to the project implementation modalities identified in the Prodoc and (in this case) the reset report. This will ensure that the ownership of the outcomes and overall objectives are embedded at a national level, and that key implementing partners take on the leading roles to directly implement the project components.

Recommendations Table

Rec #	TE Recommendation	Entity Responsible	Time Frame
1	It is recommended that an extension is granted to extend the closure date of the project provided that there are unequivocal signals from government that it prefers a wildlife-based land use scenario in the Kalahari landscape over livestock production.	UNDP CO/IP	Immediate
2	The MENT/DEP should establish a forum for state and non-state actors involved in land use in the Kalahari landscape that provides a platform to discuss the land use options as laid out in the ILUMPs	MENT/DEP	Immediate
3	The DWNP needs to address the existing weaknesses and strengths of the Community Trusts in the project area and resuscitate a broader application of CBNRM than that proposed in the value chains of the project.	MENT/DWNP	Within 12 months
4	The co-financing frameworks that involve government and/or NGOs as the implementing partner are required to provide approved work plans and budgets that can be tracked through the project M&E process.	UNDP CO/IP	Future GEF Project design

2 INTRODUCTION

2.1 PURPOSE AND OBJECTIVE OF THE TE

1. The KGDEP is the largest UNDP country project, but it has experienced challenges since its inception in 2017. The Mid Term Review (MTR) in 2021 exposed its weaknesses that were addressed through a reset process to bring the project back on track in 2022. However, to achieve the project objective in the remaining 2.5 years of project implementation required that all the implementing partners accelerate activity implementation. The reset process has not altered the Results Framework in any significant way. No changes are proposed to the Project Objective which remains *“To promote an integrated landscape approach to managing Kgalagadi and Ghanzi drylands for ecosystem resilience, improved livelihoods and reduced conflicts between wildlife conservation and livestock production”* nor are there any changes to the wording and intention of the four Project Outcomes. Similarly, the project theory of change that relies on all three interconnected components and their outcomes to mutually support each other, remains intact as is the interrelated strategy to secure wildlife in Botswana and tackle land/rangeland degradation at the Kalahari Landscape level. There have been changes to four of the 15 original Outcome Indicators in the Project Results Framework, with one of them split into two Indicators, and one removed to correspond with streamlining of project activities planned to be carried out under the relevant output.
2. The purpose of the TE therefore is to critically assess the achievements of the project results against what was expected using the project objective and amended result indicators. Moreover, the TE assesses the extent to which the project has accomplished its objectives, and identifies lessons learned that can improve the sustainability of benefits from this project.

2.1.1 Scope of the TE

3. TE has followed the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects ‘Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects’. The performance of the KGDEP is assessed against the expectations set out in the project’s Logical Framework/Results Framework as provided in Annex A of the ToR. The ToR also identifies key areas of achievement that need to be reviewed (see Section 5 of the ToR in Annex 6.1).
4. The main findings, conclusions, recommendations and lessons learned are based on the critical analysis of these issues and the data made available through the documents and reports provided to the TE Team. Furthermore, the TE Team has also interacted with the key stakeholders and beneficiaries in the field to substantiate the evidence and key findings.
5. The TE Team is aware of the importance of this project, and the complexity of implementing a GEF project such as this where its success relies on the implementing partners completing activities expeditiously. In this regard, the strengths and weaknesses of the project are highlighted to provide insights into identifying important problems that are pertinent to the project beneficiaries, UNDP and the GEF. Above all, any recommendations emerging from the TE provide lessons that can be applied to other GEF and UNDP interventions.

2.2 METHODOLOGY

6. The methodology adopted by the TE team was to review all the relevant information provided in the Project Information Package (listed in Annex B of the ToR) as well as many project files that were shared with the TE Team. These sources of information have been used to provide evidence-based information that is credible, reliable and useful (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure (SESP), the Project Document, project reports including Annual Project Review/PIRs, project budget revisions, national strategic and legal documents etc.). The TE team has also reviewed the baseline GEF focal area Tracking Tool (The Global Wildlife Programme (GWP) GEF-6 Tracking Tool) submitted to the GEF at CEO endorsement.
7. The TE team adopted a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office, the Regional Technical Advisor, direct beneficiaries and other stakeholders. These include:
 - Department of Environmental Protection (DEP);
 - Department of Wildlife and National Parks (DWNP);
 - Department of Forest and Range Resources (DFRR);
 - Department of Animal Production (DAP);
 - Botswana Tourism Organization (BTO);

- Department of Town and Country Planning (DTCP);
- Department of Gender Affairs; and
- Respective CBOs and representatives

2.2.1 Approach of TE Review

8. Three sources of primary data and information are used in this TE:

Desk review: the documentation covering project design, implementation progress, monitoring and review studies, local and national development plans, policies and regulatory instruments.

Interviews, stakeholder consultations and field missions: additional information collection and validation was gathered using both remote and face-to-face consultations with a wide range of stakeholders (see Annex 6.3 for list of persons interviewed), using “semi-structured interviews” with a key set of structured questions in a conversational format aimed at providing answers to the points listed in the evaluation matrix in Annex 6.5.

Interviews and the information collected has been disaggregated to reflect the different stakeholders (e.g. Implementing Agency – Executing Agency – PMU – implementing partners – beneficiaries) and analysed to provide evidence-based conclusions on the overall performance and impact of the project.

Wherever possible direct observations of project results and activities from the project area were recorded, including consultations with local government and local agencies, local community representatives, project partners, CSOs and participants in field activities.

Gender equality and women’s empowerment was assessed through collecting gender-disaggregated results arising from project activities, inclusion of women participants and relevant women’s groups in the TE interviews and specific questions regarding the extent to which they were included in project implementation and/or benefited from the project. The TE team paid attention to analysing examples, best practices and lessons learned regarding women’s empowerment arising through the project’s scope of activities.

9. Following the data collection phase, the TE team has analysed the information according to the TE guidelines and the ToR to draw conclusions and propose recommendations. The initial findings from the field visit were conveyed to the PMU while a stakeholder validation meeting was held to present more in-depth feedback before a draft TE Report was circulated to key stakeholders for comments and feedback. The final TE Report submitted includes an audit trail documenting the feedback from stakeholders.

2.2.2 Field Visit

10. The field mission took place in two phases between 28th August and 6th September 2024. The Local Consultant (LC) of the TE team conducted a field mission between 28th August and 2nd September 2024 and the International Consultant (IC) visited Gaborone from 3rd – 6th September 2024². The itinerary for these visits is provided Annex 6.2. These sites and key stakeholders were selected in consultation with the Monitoring and Evaluation Analyst (Mr. Bame Mannathoko) with input from the Project Manager (Mr. Frederick Dipotso). The LC was accompanied by the Project Administration and Finance officer (Mr. Kagoetsile Motlokwa).

2.2.3 Data Collection and Analysis

11. The TE Team has reviewed numerous reports provided by the project that were made available through a shared folder that held data related to the audit, FPIC, PIR, ESIA, MTR, work plans and minutes of the PSC among others. Where needed, the PM was consulted to obtain clarification on the data. The TE Team used these data to cross reference the questions highlighted in the Evaluation Criteria Matrix (see Annex 6.5). The TE Team also verified data presented in the various files whilst in the field and while interviewing stakeholders and beneficiaries of the project. A list of all documents reviewed, and persons interviewed are included in Annex 6.3 and 6.4 respectively.

2.2.4 Ethics

12. The evaluators responsible for conducting this TE have acted to the highest ethical standards in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) Ethical Guidelines for Evaluations and signed a code of conduct upon acceptance of the assignment (see Annex 6.10).

13. The TE Team have taken all necessary steps to protect the rights and confidentiality of all people interviewed, and assured all stakeholders interviewed that their feedback and input will be confidential.

² Note that the International Consultant (IC) did not take part in this field trip which was brought forward from the previously agreed dates presented in the Inception Report.

2.2.5 Limitations to the evaluation

14. The TE Team did not encounter any limitations that would have significantly impacted on the evaluation process. All stakeholders and key project personnel provided their time and openly addressed all questions and requests expeditiously.

2.2.6 Structure of the TE report

15. This report is structured in line with the guidance given on conducting TEs of UNDP-GEF projects and in accordance with the TE ToR.

Section 1 provides an executive summary which provides basic information on the project, a brief description of the project and its progress to date, the TE ratings and achievement table, summary of conclusions and recommendations.

Section 2 provides a description of the review process and methodology.

Section 3 describes the background and context of the KGDEP including the problems that the project sought to address, the objectives, outcomes and means of monitoring and evaluation, the implementation arrangements, a timeline and key milestones as well as a summary of project stakeholders.

Section 4 presents the main findings of the TE on all aspects including the project's strategy, its progress towards results, the performance of its implementation and efficiency of adaptive management as well as assessing the sustainability of the project outcomes.

Section 5 provides the TE conclusions and recommendations.

3 PROJECT DESCRIPTION

3.1 PROJECT START AND DURATION, INCLUDING MILESTONES

16. The government of Botswana project titled 'Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands' was designed as a seven year-long project (2017-2024) funded to a sum of USD28,496,789.00 that includes GEF Grant of USD 5,996,789.00; co-financing (UNDP: \$1,000,000; Birdlife Botswana: \$500,000 and Government: \$21,000,000.00). The project consists of four components:

Component 1. Coordinating capacity for combating wildlife crime (including trafficking, poaching, and poisoning) and enforcement of wildlife policies and practices at district, national, and international levels

Component 2. Incentives and systems for wildlife protection by communities and increasing financial returns from natural resource exploitation and reducing human-wildlife-conflicts (HWC)

Component 3. Integrated land use planning (ILUP) in the conservation areas and sustainable land use management (SLM) in communal lands, securing wildlife migratory corridors, and increasing productivity or rangelands respectively, reducing competition between land uses and increasing ecosystem integrity of the Kalahari ecosystem.

Component 4. Gender mainstreaming, traditional ecological and scientific knowledge management, monitoring and evaluation (M&E), and ensuring the dissemination of project lessons.

17. Known as the Kgalagadi and Ghanzi Drylands Ecosystem Project (KGDEP), it operates across a landscape that extends from the Kgalagadi Transfrontier Park (KTP) in the south-west, to the Central Kalahari Game Reserve (CKGR) in the north-east and includes the intervening Wildlife Management Areas (WMAs) and communal lands that link the two protected areas (Figure 1). Natural resources management in this landscape is impacted by land-use conflicts arising from commercial cattle ranching and subsistence livestock-keeping, and the desire of Remote Area Dwellers (RADs) to pursue traditional livelihoods. The consequent rangeland degradation and ecosystem fragmentation that is taking place threatens the future of wildlife and economic development and impacts on the quality of life of rural communities. There are existing gazetted WMAs in the Ghanzi District (GH1, GH3, GH10, GH11 and GH13) while the WMAs in Kgalagadi and Hukuntsi Districts are not gazetted (KD15, KD12, KD1, KD2 and KD6). Communities in KD1 and KD2 are located within the WMA, whereas for KD6, 12 and 15 the settlements are located outside the WMAs. The respective Land Boards implement the regulations and guidelines governing WMAs, as per the Wildlife Conservation and National Parks Act of 1992, by not allocating any land uses in them, but rather leasing the entire areas to registered Community Trusts. The WMAs in Ghanzi and Kgalagadi and Hukuntsi Districts are migratory corridors for wildlife to move between KTP and the CKGR, and support nature-based economic activities for local communities.

18. Two integrated land use plans for Kgalagadi and Ghanzi have been developed and approved to facilitate the coordination of land use in this landscape under this project. Other key milestone documents prepared under this project include the National Antipoaching Strategy (NAPS), the National Human-Wildlife Conflict policy and a Gender Mainstreaming Strategy and Action Plan.

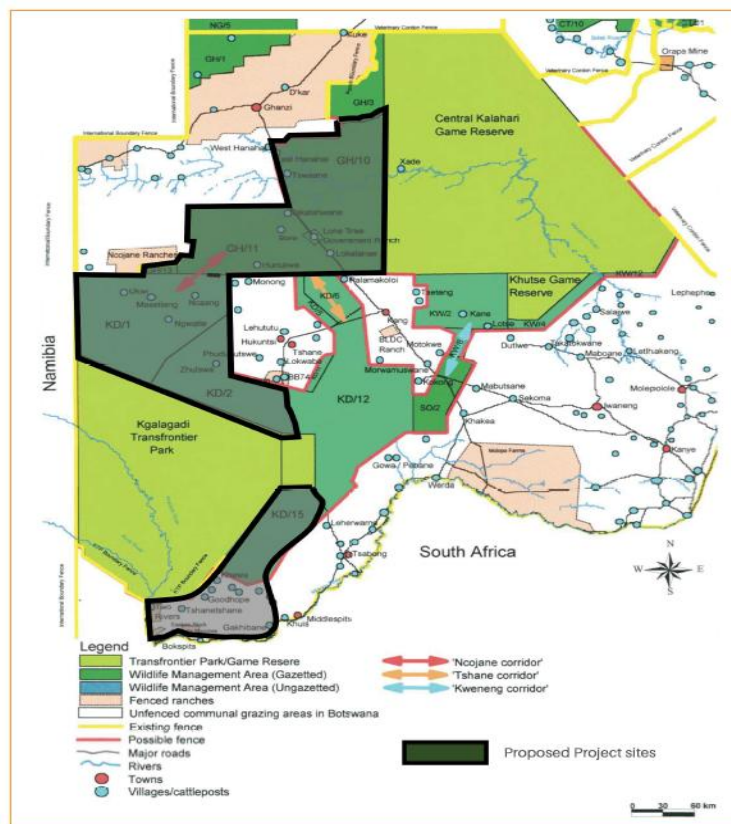


Figure 1: The location of the KGDEP landscape and associated land use

3.2 DEVELOPMENT CONTEXT: ENVIRONMENTAL, SOCIO-ECONOMIC, INSTITUTIONAL, AND POLICY FACTORS RELEVANT TO THE PROJECT OBJECTIVE AND SCOPE

19. In this section, we present a high-level overview of the project drawing on information presented in the various reports that have been made available to the TE Team.

3.2.1 Environmental Features

20. The KGDEP project is located within the geographical area commonly referred to as the Kalahari Desert that covers the western and central parts of Botswana. The area was recently divided into four Districts - Tsoabong, Hukuntsi, Ghanzi and Charleshill. Rainfall ranges from 250mm in the extreme south to more than 1000mm annually in the northern parts. The project area carries a low human population and therefore can still be regarded as a pristine natural ecosystem.
21. There have been several international donor-funded and Government interventions geared towards gaining a better understanding of this complex environmental and socio-economic landscape. KGDEP is the latest such intervention to understand the importance of the Kalahari and the ecosystem services that it provides to support the predominantly poor rural population.
22. The topography is mostly flat or slightly undulating and is broken by high sand dunes in the southwestern part of Tsoabong and Hukuntsi districts. The Kalahari Schwelle, consisting of seasonal pans, divides the landscape into two fossil drainage that is known to be an area supporting high densities of wildlife. These pans hold surface water for long periods after the rains, and thus influence settlement patterns.
23. The dry riverbeds of the Auob, Nossop, Molopo and Kuruman rivers to the south of the Schwelle define the boundary between Botswana and South Africa while to the north, the Okwa and Hanahai valleys are the ancient rivers beds that form the drainage pattern which have in most places turned into sandy depressions. The Ghanzi Ridge in Ghanzi district is characterized by sandstones and limestones covered by shallow deposits of sand and calcrete.

24. The landscape is home to a variety of desert adapted wildlife species that utilize the Kalahari Transfrontier Park (KTP), Central Kalahari Game Reserve (CKGR) and the intervening Wildlife Management Areas (WMA's). The Kalahari Wildlife Landscape Connectivity Analysis study (KWLCA) concluded that the loss of habitat to agricultural expansion impacted species such as eland, gemsbok and lion, concluding that these species relied on the connectivity between the core protected areas for their survival.

3.2.2 The Human Footprint

25. The human population of the four Districts is estimated at 114,924. Tsabong, Kang, and Hukuntsi in the south and Ghanzi and Charleshill in the north are the major population centres that function as regional economic hubs where public services (such as health) and government departments are located. The location of most settlements is along the axis of the Schwelle where water and fertile soils occur and where humans and wildlife compete for these resources. Cattle farming is the dominant economic activity across the landscape, and the demand for more grazing land by communities in communal areas is at the centre of all land management discussions. Encroachment of cattle farming activities towards and into WMAs is steadily increasing.
26. Climatically, the KGDEP landscape is regarded as semi-arid to arid. The soil is generally sandy and of low fertility and moisture retaining capacity that inhibits optimal arable agriculture.
27. Water availability for domestic, livestock and agricultural use is dependent on accessing non-renewable fossil ground water. There is limited surface runoff during rainy seasons hence no long-term surface water across the landscape. Consequently, all water for livestock is sourced from boreholes where the availability, amount and quality of groundwater are critical, limiting or enabling factors to the use of land. Communities rely entirely on boreholes for livestock watering, and in some cases, boreholes have been abandoned due to high salinity, while some produce saline water that is tolerable to livestock but not potable for humans.

3.2.3 Land Use

28. The Tsabong District (66,066km²) and Hukuntsi District (44,044km²) are equivalent to 10% of Botswana's total area. The Kgalagadi Transfrontier Park (KTP), and a sizeable number of WMAs collectively occupy 63% of the two districts. The freehold farms which lie in the south-eastern part of Tsabong district occupy 7%, ranches/farms (5%) and communal land (25%) make up the remainder. Land uses categories found in the Tsabong and Hukuntsi Districts include Communal, Tribal Grazing Land Ranches (TGLP), Wildlife Management Areas (WMAs), KTP and freehold farms.
29. Ghanzi District occupies 117,910km². Land uses categories are Communal, Tribal Grazing Land Ranches (TGLP), Wildlife Management Areas (WMAs), Central Kalahari Game Reserve (CKGR) and freehold farms.
30. Land use planning is the responsibility of the District Council, while the Land Board deals with land management aspect including land acclamation and administration. The Ministry of Local Government and Rural Development (MLGRD) is the local government agency mandated to provide policy direction and guidance for socio economic and rural development at local level. It also formulates and monitors implementation of policies related to local government.
31. There are 18 officially recognised villages in Ghanzi District and 38 officially recognised villages in the Tsabong and Hukuntsi Districts. There are also several smaller clusters where people live such that the population is widely distributed across the landscape in a range of settlement that vary from Urban villages, rural villages, lands, mixed lands + cattle posts, cattle posts, freehold farms, camps or other.
32. Most settlements are situated near pans of fossil river valleys or on rock outcrops which provide most of their water requirements through recharge of groundwater supplies. Permanent settlements have increased over time at locations that have the most favourable conditions of water supply, agricultural production, cattle rearing, or in areas close to hunting and gathering destinations as well as areas where there was trading. All existing settlements in the landscape are expanding without any contemporary spatial planning.
33. Ghanzi District has the most diverse spectrum of various ethnic and cultural groupings, and although the community coexists in the district, culturally most people of the same tribal root tend to associate together. Except for the indigenous Basarwa hunters and gatherers, most other groups live pastoral lifestyles in permanent settlements.

3.3 SOCIO ECONOMIC ENVIRONMENT

34. The 2022 Population and Housing Census shows that the overall population has been steadily increasing since 1981. The population of Tsabong and Hukuntsi districts has increased by 16.5% from the previous 2011 census while the overall population in the Ghanzi District has increased by 30% since 2011. This

growth rate of approximately 2.7%/annum means that there is an increased demand for land to accommodate agricultural activities and increased pressure and utilisation of natural resources.

3.3.1 Livelihoods, Employment, Health and Education

35. The high rate of unemployment is a major contributory factor to the high poverty level in many of the settlements. There are very limited employment opportunities in the landscape, and most of the people are engaged in informal agricultural activities. In general, more males are employed than females. Overall, the unemployment rate for males (in Ghanzi) was 14.9% for males and 20.0% for females. The consequence of this is that communities rely heavily on government handouts.
36. Levels of education among the population are below the national average. The likelihood of population migration from rural areas to urban areas if the share of population with higher qualification increases is low. It must be assumed therefore that the rural population will continue to rely more on the land resource for livelihoods, putting a strain on the capacity of the land to accommodate more cattle-based agricultural activities which in turn will lead to unsustainable conflicts and land use practices.

3.3.2 Agriculture

37. Subsistence agriculture is the basis for livelihoods for most communities in the project area, however, the semi-arid environment and poor arable soils are clear limitations. There is only limited arable farming of commercial crops but livestock farming of both cattle and small livestock is common. Communal grazing land occupies most of the land used by the collective community where vast areas of land outside the settlement built up areas are shared to graze livestock. There is no clear delineation of the boundaries of communal grazing land separate from settlements or arable land nor are there any guidelines for grazing management. Cattle are free to roam from cattle posts which leaves the herd vulnerable to predation, conflicts between communal grazers and with neighbouring communities.
38. Communities benefit from government programmes designed to improve livestock production and to uplift their livelihoods. These include boreholes and infrastructure development, animal husbandry and fodder support while RAD communities located within WMA's are supported through the Remote Area Dweller Program (RADP). The net result is that the livestock population is increasing which in turn is exerting pressure on the WMAs to cater for the expansion of the livestock industry.

3.4 CULTURAL HERITAGE AND TOURISM

39. Although it is widely considered that tourism has significant growth potential in the project area, it is generally underdeveloped and restricted to tourist attractions such as the Pans and the Kgalagadi Transfrontier Park.
40. Tourism facilities are a major source of employment after the public sector and farming in the district. The National Tourism Strategy and Tourism Development Master Plan for Botswana 2022-2032 promotes the development of two Tourism Development Areas (TDAs) with the aim of developing a diverse range of tourism products and experiences based on Botswana's cultural and natural assets. It is envisioned that these proposed TDAs will connect key tourism destinations across the landscape forming a tourism circuit network.
41. The Kgalagadi Transfrontier Park (KTP) has great potential for wildlife and wilderness-oriented tourism, but access (via Bokspits) and limited tourism infrastructure and accommodation are major challenges that need to be overcome to attract self-drives, tour groups and high-end clients.
42. The Greater Kgalagadi Heritage Trail intends to exploit prominent annual tourism activities (e.g. Khawa Dune Challenge, Cultural Festival, Polka Dance & Music festival, District Agricultural Show and the Western Kgalagadi Cultural Festival) that take place in the Tsabong and Hukunsi Districts.

3.4.1 Community Based Natural Resource Management (CBNRM)

43. Botswana adopted Community Based Natural Resources Management (CBNRM) in the 1990's as a strategy for devolving greater responsibility to local authorities and communities for management and use of natural resources and thereby arresting declines in biodiversity. The CBNRM Policy of 2007 is intended to guide and facilitate the strengthening of, and support to, existing and future CBNRM activities. It targets communities living with and/or adjacent to wildlife areas to sustainably use and derive economic benefits from natural resources. It is needed to safeguard the interest of communities in natural resources management and to attract investment in natural resources-based enterprises.
44. CBNRM is carried out in WMAs that are further sub-divided into Controlled Hunting Areas (CHAs) that are leased to a Trust by the government. Communities are provisionally allocated user-rights through a Representative and Accountable Legal Entity (RALE) that facilitates the formation of a Community Trust

with a Board of Trustees. Three government bodies play a role in this process: Department of Wildlife and National Parks (DWNP) who allocate wildlife quotas; Land authorities who allocate land leases; the Tourism Department who allocate tourism licenses. The CBNRM office within DWNP plays a central coordination role in the CBNRM programme.

45. There are four registered CBOs in the Tsabong District, five in Hukuntsi District and six in the Ghanzi District. These CBOs represent between one and five villages depending on where they are located. The CBOs in Tsabong and Hukuntsi Districts are involved with a range of income generating activities (e.g. renting office accommodation, livestock farming, tourism activities, hunting, veld products, charcoal and salt production) while those in Ghanzi are almost entirely reliant on hunting as their primary source of income.
46. Some CBNRM projects have been successful while others have failed because the CBOs lack marketing and entrepreneurial skills in tourism development, and capacity constraints that give rise to mismanagement of funds.
47. The use of wild plants offers a limited opportunity for some rural communities to benefit from the sale of veld products both for consumption and medical use, fuel wood/energy supply and for building material. It is anticipated that under KGDEP, the veld product market and processing centre planned for Bere will open opportunities for better market outreach and increased income for communities in the Kalahari.

3.5 MINING

48. The small-scale salt mining venture in the Zutshwa settlement is located inside the KD2 WMA. This salt project was initiated by Rural Industrial Innovation Centre (RICC) around 1989 and started operating in 1991. Basic technology is used during the salt production process, with much of the work done manually. Annual salt production has increased over the years, with much of it sold to Government through Livestock Advisory Centres as well as individuals. This project receives support from KGDEP.

3.6 PROBLEMS THAT THE PROJECT SOUGHT TO ADDRESS, THREATS AND BARRIERS TARGETED

49. In a country covering 582,000km² and a low population of approximately 2.5 million people growing at ~2.5%/annum, Botswana has set aside 18% of its land mass as national parks and game reserves and a further 22% as Wildlife Management Areas, although several of these proposed WMAs have never been officially gazetted despite being listed for more than 15 years (Figure 2).
50. The primary threats to this conservation network include habitat loss, habitat degradation from overgrazing, fire, wind erosion, loss of ecosystem services from excessive water extraction, disruption of migratory routes, and poaching for wildlife products and bushmeat. Moreover, the region is under the influence of climate change as well as changing flora composition from bush encroachment and invasive species that threaten the productivity of pastoral areas.
51. Referring specifically to the KGDEP landscape, the Project Document identified the following threats:
 - Illegal wildlife use, including international wildlife trade.
 - Illegal hunting for local and national consumption.
 - Killing of wildlife as a response to HWC.
 - Lack of livelihood opportunities and inequalities in access to natural resources for poor and marginalised rural communities resulting in over-exploitation of natural resources.
 - Conflicting and competitive land use practices are because of inefficiencies and inequalities within the agencies tasked with different sector management exacerbated by the absence of a unified and coherent land use policy and planning.
52. The principal barriers to resolving these inequalities and inefficiencies were:
 - Poor coordination and communications amongst the different agencies tasked with combatting wildlife crimes.
 - Low capacities of local communities to access and benefit from alternative livelihoods and support for livelihood development.
 - The absence of a unified, multi-sector, integrated land use plan (ILUP).
 - Gender inequalities in accessing resources and services.

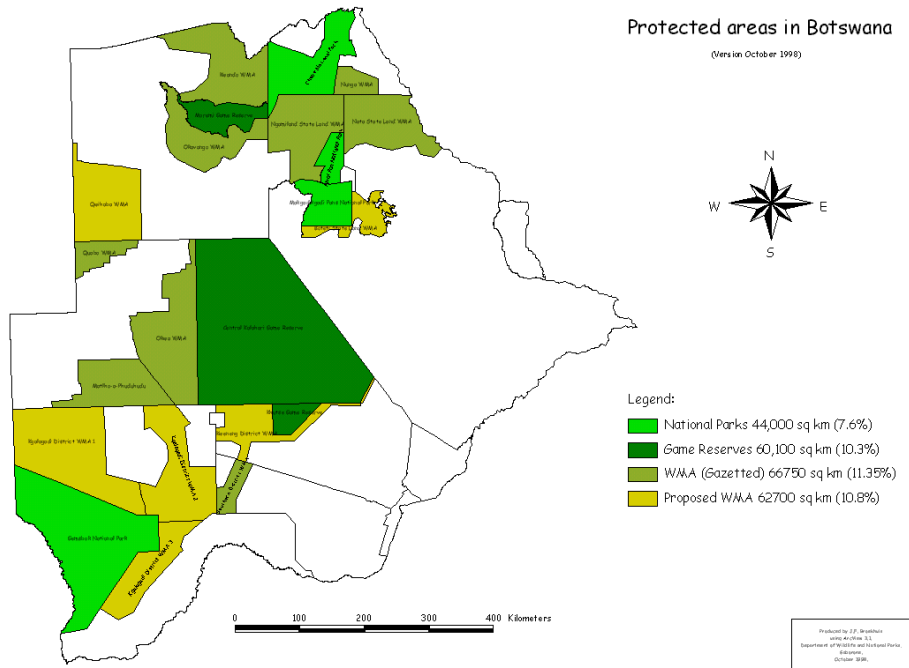


Figure 2: Protected areas of Botswana

53. Changing climatic patterns have also impacted on the integrity of the diverse ecosystems threatening livelihoods while the non-gazettement of the key WMAs connecting CKGR and KTP are threatened wildlife migratory corridors. This state of flux has encouraged encroachment and expansion of livestock into the potential WMAs, which in turn has placed pressure on rangelands leading to land and range degradation and escalating human-wildlife conflict. Most recently the government has authorized changes to key WMA boundaries (GH10, GH11, SO2, and KW6). These rezoned areas are being converted into communal grazing land, ranches, and commercial developments (Figure 3).

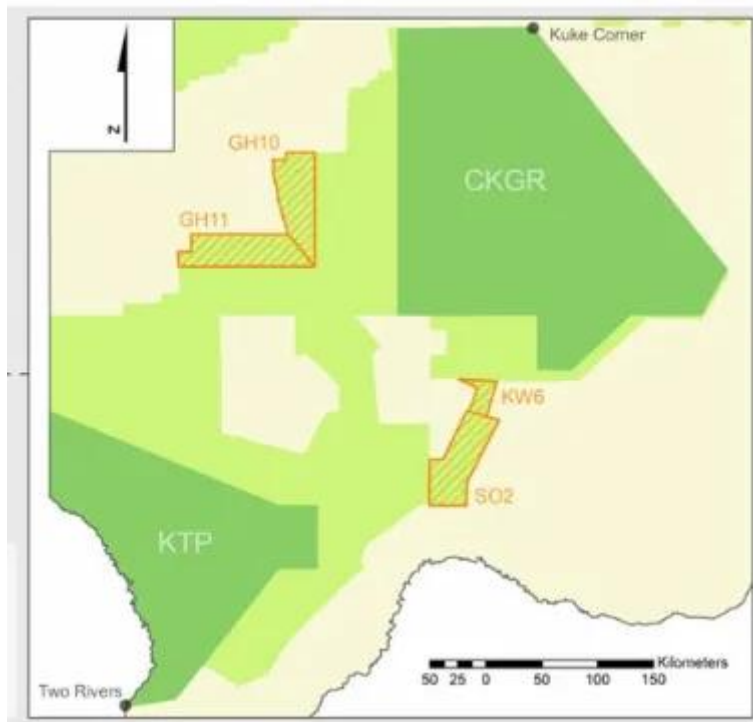


Figure 3: Changes to key proposed WMAs in the KGDEP Landscape (from Keeping, 2019).

54. This landscape captured by KGDEP is characterized by a complex dynamic between livestock production and wildlife conservation. Moreover, the interplay between commercial livestock production and subsistence livestock rearing, including within the restricted areas of the WMAs introduced a further dynamic that conflicts with critical wildlife movements in the area between two extensive protected areas.
55. Furthermore, there is a social dynamic that needs to be factored in where powerful livestock owners, often from outside the area, are displacing residents in the WMAs and communal lands who constitute some of the poorest in the country.
56. The semi-arid landscape of the Kalahari offers very limited viable economic options centred on wildlife consumptive and non-consumptive utilisation and livestock production. To accommodate regional wet and dry season migrations of wildlife (eland, wildebeest, gemsbok, springbok) and to create a wildlife buffer between the two protected areas (Central Kalahari Game Reserve (CKGR) and Kalahari Transfrontier National Park (KTNP), a series of WMAs were established under the 1986 Wildlife Conservation Policy. These WMAs serve as protected corridors between the CKGR and KTNP with administration being deferred to local community trusts to apply for annual hunting quotas and to develop non-consumptive tourism (camps, lodges etc.). The ban on hunting in 2014 and the COVID-19 epidemic effectively closed these options for community trusts until 2022, and although these tourism activities are being revived, there has been a loss of institutional memory and a slow uptake of self-drive tourism.
57. In the interim, Land Boards have come under pressure to allocate cattle posts and develop water points to ease the growing expansion of the cattle industry. This was achieved to a certain degree by de-zoning parts of the existing WMAs and delaying the formal proclamation of the proposed WMAs. These actions may have relieved the socio-economic demands of pastoralists, but it did not address the livelihood needs of communities reliant on veld products and other natural resources. It also triggered subtle long-term actions that impacted biodiversity conservation brought on through a combination of interrelated factors including overstocking, bush encroachment (particularly by *Acacia mellifera* and *Dichrostachys cinerea*), and invasion by alien species of flora (e.g. *Prosopis* and *Cenchrus biflorus*), unsustainable harvesting of natural resources, and unmanaged wildfires. It also brought into focus the issue of human-wildlife conflict (HWC) in the WMAs and on communal lands, which fuels retaliatory killing of predators following stock losses, and increased incidents of illegal live capture of animals (mostly large predators), which are trafficked to neighbouring countries. Subsistence poaching has transformed into commercial poaching for bushmeat across the landscape threatening the viability of the diverse ungulate population that exists.
58. Overlaying this scenario is the intrinsic ecological value of this vast semi-arid Kalahari ecosystem that can only exist if it remains intact. Recent studies have shown that the ungulate populations in this landscape are some of the largest free-ranging populations in Africa outside of strictly protected national parks and game reserves³. Herds of eland exceeding 1000 animals will move across the landscape to take advantage of favourable habitats over short periods. Any changes brought on by livestock encroachment and fenced ranches will destroy this "total free ranging" Kalahari landscape.
59. This set of circumstances is in essence what the KGDEP is attempting to address. It is attempting to balance the provision of social, economic and ecological benefits and strengthen the socio-ecosystem resilience of this complex Kalahari System before it is eroded further through human induced fragmentation.

3.7 IMMEDIATE AND DEVELOPMENT OBJECTIVES OF THE PROJECT

60. The KGDEP was conceptualized from a premise that the Wildlife Management Areas (WMAs) linking the Kgalagadi Transfrontier Park and the Central Kalahari Game Reserve that are meant to support wildlife-based economic activities and secure migratory corridors, continue to be lost to livestock and human encroachment. The KGDEP is therefore seeking interventions that will enhance the management of the natural resources in the Kalahari landscape and mitigate the competition and conflict between conservation goals, economic development and livelihoods.
61. The project framework envisages that KGDEP will contribute to the following Sustainable Development Goal 15 (*Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and biodiversity loss*); SDG5 (*Achieve gender equality and empower all women and girls*), SDG 8 (*Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all*).

³ Eland in Botswana's Kalahari: now the largest free-ranging population in Africa?. Available from: https://www.researchgate.net/publication/327561011_Eland_in_Botswana's_Kalahari_now_the_largest_free-ranging_population_in_Africa [accessed Oct 15 2024].

62. KDGEF sought to remove the barriers using the following strategies⁴:
- Component 1. Coordinating capacity for combating wildlife crime/trafficking and enforcement of wildlife policies and regulations at district, national and international levels.
 - Component 2. Incentives and systems for wildlife protection by communities increase financial returns from natural resources exploitation and reduce human wildlife conflicts, securing livelihoods and biodiversity in the Kalahari landscape;
 - Component 3. Integrated landscape planning in the conservation areas and SLM practices in communal lands securing wildlife migratory corridors and increase productivity of rangelands respectively, reducing competition between land-uses and increasing ecosystem the integrity of the Kalahari ecosystem; and,
 - Component 4. Gender mainstreaming, knowledge management, monitoring and evaluation.
63. The KGDEF project Objective as stated in the Project Document is to “***promote an integrated landscape approach to managing Kgalagadi and Ghanzi drylands for ecosystem resilience, improved livelihoods and reduced conflicts between wildlife conservation and livestock production***”. This is anticipated to be achieved through four expected Outcomes and 9 Outputs:
- Outcome 1:** Increased National and District level capacity to tackle wildlife crime (including poaching, wildlife poisoning and illegal trafficking and trade).
Output 1.1 National strategy on inter-agency collaboration and intelligence sharing for combatting wildlife crime is developed and implementation started.
Output 1.2 District level wildlife management and law enforcement agencies provided with capacity to implement provisions of the National Strategy to combat wildlife crimes in Kgalagadi and Ghanzi Districts (support to COBRA and clean-up campaigns).
- Outcome 2:** Incentives and systems for wildlife protection by communities increase financial returns from natural resources exploitation and reduce human wildlife conflicts, securing livelihoods and biodiversity in the Kalahari landscape.
Output 2.1 At least 4 value chains and 3 ecotourism businesses established to increase financial benefits from biodiversity conservation for local communities.
Output 2.2 Strategies for communities, CSOs and academia to collaborate with law enforcement agencies are established and applied to reduce HWC and increase local level participation in combatting wildlife crimes in the two districts.
- Outcome 3:** Integrated landscape planning in the conservation areas and SLM practices in communal lands secures wildlife migratory corridors and increased productivity of rangelands, reducing competition between land-uses and increasing ecosystem integrity of the Kalahari ecosystem.
Output 3.1 Two fully integrated District Integrated Land Use Plans prepared, with well capacitated DLUPUs, leading to approximately 500,000 ha of conservation area recognized as WMAs protecting wildlife migratory corridors and managed in line with biodiversity conservation principles (KD1/KD2 and GH10/GH11).
Output 3.2 Approximately 100,000 ha of community lands around the Protected Areas (east of KD1 and east of KD15/Bokspits) put under improved community rangeland management and pastoral production practices (such as Holistic Range Management, bush clearance, rehabilitation of degraded pastures and community-based fire management). This integrates SLM into livelihood activities and reduces threats to wildlife from the productive landscape outside the PAs.
- Outcome 4:** Gender mainstreaming, Lessons learned by the project through participatory M&E are used to guide adaptive management, collate and share lessons, in support of upscaling.
Output 4.1 Gender strategy developed and used to guide project implementation, monitoring and reporting.
Output 4.2 Participatory project monitoring, evaluation and learning strategy developed and implemented to support project management, collate and disseminate lessons,
Output 4.3 Lessons learned from the project are shared with GWP and other wildlife conservation and sustainable land management programmes.
- Progress, performance and impact of the project is measured by 15 indicators, two core GEF 6 programme indicators (for the objective) and sixteen project specific indicators (for the four expected outcomes). Their values at the TE are assessed against the baselines provided in the Project Document and at the MTR or added/revised during the Reset phase. The project’s performance against these indicators is discussed in section 4.6.1.

⁴ Source: Project Document

Objective indicators:

Mandatory Indicator 1 (for Output 2.5): Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems

Mandatory Indicator 2 (for Output 1.3⁵): Number of additional people (f/m) benefitting from i) supply chains, ecotourism ventures ii) mainstreaming SLM practices in the communal areas

Indicator 3: Rates/Levels of Human-Wildlife Conflict (especially wildlife-livestock predation) in the project sites

Outcome 1 indicators:

Indicator 4: Rates of seizures and arrests, and wildlife poisonings

Indicator 5: Tracking system for wildlife crime prosecutions in place

Indicator 6: Capacity of wildlife management institutions and law enforcement agencies to tackle IWT (UNDP Capacity Scorecard)

Outcome 2 indicators:

Indicator 7: Number of value chains and ecotourism ventures operationalized

Indicator 8: Percentage increase in incomes derived from ecotourism and value chains

Indicator 9: Number of CSO, community and academia members actively engaged in wildlife crime monitoring and mitigating human wildlife conflict

Outcome 3 indicators:

Indicator 10: Area of landscape/ecosystem being managed as wildlife corridors (WMAs formally established) KD1, 2⁶, GH10, 11⁷)⁸

Indicator 11: Area of community lands integrating SLM practices⁹

Indicator 12: Existence of functional integrated landscape land use planning and management framework in project districts

Indicator 13: Capacity scores for NRM institutions (DWNP, DFRR, DEA)

Outcome 4 indicators:

Indicator 14: Percentage of women participating in and benefiting from the project activities

Indicator 15: Number of the project lessons used in development and implementation of other IWT and landscape management and conservation projects

64. In addition to these indicators there is the GWP 6 Tracking Tool, since KGDEP is a Child Project under the larger Global Wildlife Programme¹⁰ and must report on mandatory indicators correctly reflected from the overall programme indicators. In this instance:

1. Number of law enforcement and judicial activities at program sites (Select priority activities):

a. # of patrol person-days/month.

b. # of arrests/patrol month.

c. # of wildlife/wildlife product seizures at program sites.

d. # of investigations that lead to arrests of wildlife/wildlife products smugglers.

e. # of prosecutions of wildlife/wildlife product smugglers.

2. Number of people supported by Global Wildlife Program activities at program sites (Select priority activities):

a. # of people directly employed by the ecotourism sector within vicinity of program site

b. # of people directly employed as staff dedicated to wildlife management.

c. # of people employed in new enterprises within vicinity of program site.

⁵ Incorrectly numbered in the ToR Annex A: Project Logical/Results Framework Revised Project Results Framework post reset – clean version (7 April 2022). This should read Output 2.1

⁶ Potentially also the northern part of KD15

⁷ The Ghanzi blocks are WMAs, but a Cabinet directive in 2012 recommended rezoning parts of SO2, KW6, the western section of GH10, and northern section of GH11 comprising 826,800 hectares to allow privatized fenced livestock expansion.

⁸ An update on the assumptions here is that although the mid-term target has not been met, rapid progress will be made in the last 2,5 years of implementation, with two seamlessly integrated District Integrated Land Use Plans timeously completed and approved (based on the situation and landscape connectivity analyses), as the basis for the WMA gazettelement and WMA management plans, enabling the management of 500,000 hectares as an effective wildlife corridor linking KTP and CKGR.

⁹ An update on the assumptions here is that project interventions with communities in Sustainable Land Management, i.e. a) rangeland rehabilitation programme; b) holistic range management programme; and c) community-based fire management strategies, are successful in leading to sustained changes in practices on the ground.

¹⁰ <https://www.thegef.org/sites/default/files/publications/GWPBrochureWEB.pdf>

- d. # of formal agreements with local communities on wildlife monitoring and conservation established.
 - e. # of registered members of community-based organizations and cooperatives.
3. Number of target species poached at program sites (Select priority species):
- a. # of big cats.

3.8 EXPECTED RESULTS

65. The principal results expected from the project includes:
1. A revised National Strategy on Anti-poaching, a coordinating mechanism and better resource agencies leading to reduced illegal hunting and wildlife crime.
 2. Several non-wildlife livelihood value chains and community-based enterprises established and provide alternative livelihoods to hunting.
 3. A comprehensive and unified ILUMP and better capacitated land management agencies coordinating land use practices within the KGDEP including increased areas of land under SLM and reduced land degradation.
 4. Greater equality of access to resources and services for women and disadvantaged groups.
66. In the long term, the project will deliver impacts in three key areas:
1. Populations of threatened wildlife in the Kalahari landscape will stabilize or increase.
 2. Wildlife migratory corridors in the Ghanzi and Kalahari landscapes will be secured to allow seasonal movements between CKGR and KTP.
 3. Sustainable Land Management (SLM) and Holistic Range Management (HRM) principles will be used to enhance productivity of the communal lands and reduce pressure on the adjoining protected areas thereby increasing livelihood options and reducing HWC.

3.9 SUMMARY OF THE MAIN STAKEHOLDERS

67. The main stakeholders identified during the design of the project and by the MTR are stratified as follows:
- 1. Primary Stakeholders at the Landscape level:** NRM Priority: Sustainable livelihoods, access to natural resources
 - a. Individual resource users (Pastoral, arable and commercial farmers, game ranchers, and communities (as harvesters of veld products)
 - b. Local institutions (Trusts (CBOs), farmers' committees and associations, Dikgosi (chieftainship), Village Development Committees (VDC), Kgalagadi and Ghanzi District Councils, Local level women's associations.
 - c. Local businesses (Butcheries, shop keepers, traders etc.)
 - 2. Secondary Stakeholders:** NRM Priority: System sustainability, efficiency in service delivery, conservation
 - a. Wildlife Management and law enforcement agencies
 - b. Technical service providers
 - 3. Tertiary stakeholder:** NRM Priority: System sustainability, economic growth (profit)
 - a. Experts (academics, private researchers)
 - b. Private sector or business community
 - c. International and national NGOs
 - d. Politicians and local leaders

3.10 THEORY OF CHANGE

68. The project theory of change relies on all three interconnected components and their outcomes to mutually support each other, using three interrelated strategies to secure wildlife in Botswana and tackle land/rangeland degradation at the Kalahari Landscape level. As stated in the Project Document, the major outcome of the project will be:
- i. Increase capacities of wildlife management and law enforcement agencies to collaborate and effectively tackle wildlife crimes nationally, while simultaneously increasing capacities for tackling poaching, wildlife poisoning and other wildlife crimes within the Kgalagadi and Ghanzi Districts.
 - ii. It will reduce negative impacts of competing land uses (that threaten wildlife and livelihoods) at the Kalahari landscape level by applying integrated land use planning, securing migratory corridors that provide connectivity between KTP and CKGR, and integrate sustainable land management practices within the communal areas (to increase productivity of these communal areas and reduce pressure

on the conservation areas). This will also rehabilitate degraded rangelands and contain human wildlife conflicts.

- iii. It will provide income-generating avenues that are not based on wildlife consumption, in order to provide incentives for wildlife conservation.

69. The outputs to achieve these outcomes are:

Component 1: Coordinating capacity for combating wildlife crime/trafficking and enforcement of wildlife policies and regulations at district, national and international levels

- i. National strategy on inter-agency collaboration and intelligence sharing for combatting wildlife crime is developed
- ii. Capacity for inter-agency collaboration enhanced via training workshops and intra-agency agreements.
- iii. Capacity for CSO, communities and academia to collaborate with law enforcement agencies in tracking wildlife crime is established and applied.
- iv. Training modules for the agencies are developed and implemented.
- v. Local enforcement agencies and veterinary laboratories are provided with hardware, software and training to undertake wildlife forensics

Component 2: Integrated landscape management practices at community and resource-use levels to reduce competition between land-uses and increase agro-ecosystem production

- i. At least 4 value chains increasing benefit from sustainable harvesting of natural resource products.
- ii. Communities are capacitated to engage in community-based tourism (development of tourist facilities in the project area) which includes the establishment of a community-owned game farm.
- iii. Capacity building programme for the technical institutions (DWNP, DFRR) on integrated NRM and planning is developed and implemented.
- iv. HWC reduction strategies based on wildlife behavioural science and advanced livestock management are developed.
- v. Programmes for control of bush and IAS and rehabilitation of degraded pastures are developed.

Component 3: Development of CBNRM for conservation and SLM to secure livelihoods and biodiversity

- i. Integrated landscape management plan is developed.
- ii. SLM/NRM coordination mechanism to facilitate collaborative adaptive management by multi-institutions at the landscape level are developed
- iii. Communities in 20 villages are provided with skills (training, extension services) and integrate SLM into livelihood activities
- iv. Climate change adaptation strategies for local communities are developed using Community-Based Resilience Assessment (CoBRA)
- v. Community-based fire management strategy formulated and implemented

Component 4: Knowledge management, M&E and gender mainstreaming

- i. Gender strategy developed and used to guide project implementation, monitoring and reporting
- ii. Participatory project monitoring, evaluation and learning strategy developed and implemented
- iii. Lessons learned from the project are shared with GWP and other wildlife conservation programmes

70. If implemented successfully, the long-term impact of the project will see:

- i. Populations of threatened wildlife in Botswana are stable or increasing (Elephants, Rhinos, Lions, Cheetahs and Leopards)
- ii. Wildlife migratory corridors are continuous and support seasonal animal movements
- iii. Rangeland areas and productivity are stable

4 FINDINGS

4.1 PROJECT DESIGN/FORMULATION

4.1.1 Analysis of Results Framework:

71. KGDEP was designed and formulated under the umbrella of the GWP that addresses combatting international wildlife crime (IWC) i.e. the illegal killing of wildlife and international wildlife trafficking. It also addresses the human-wildlife interface which, if left unchecked, results in the loss of biodiversity. Both these factors (IWC and human-wildlife conflict) were the key challenges at the time of design which was further impacted by a nationwide ban on hunting in 2014 that affected the community-based natural resources management (CBNRM) programme which has been based upon “consumptive” wildlife utilization since its inception.
72. Component 1 therefore relates to protection and law enforcement (which is a key focal area under the GEF 6 Strategy) while Components 2 and 3 relate more directly to the human-wildlife interface objectives of the GWP.
73. Component 1 speaks to the core issues of the GWP with a range of measures to improve coordination and enforcement activities against wildlife crime and the illegal international trade in wildlife. At the time of the project’s design there was an increasing effort in antipoaching enforcement. Anti-poaching enforcement was considered a highly sensitive and classified operation and was largely given over to the DWNP to design, and relates to better coordination and communication between agencies, capacity building and provision of equipment.
74. Component 2 was designed to address poverty and vulnerability of communities in the project domain by: (i) development and implementation of sustainable nature-based livelihoods under the auspices of a rejuvenated CBNRM programme; (ii) empowering people to participate meaningfully in local-level platforms for collaboration with law enforcement and NRM-management authorities; and (iii) implementation of effective strategies and technologies to reduce, mitigate and manage human-wildlife conflict.
75. However, although the national hunting ban was lifted in 2019 (after the project had commenced) it did play a part in shaping the progress of Component 2. The hunting ban did not necessarily preclude a CBNRM approach but instead of taking this on board after the ban was lifted, the project continued to be guided by the Prodoc and focused on developing value chains based on the non-consumptive aspects of CBNRM i.e. crafts, veld products and eco-tourism. It is important to note that at the time of the project design, the government expected Trusts to convert to non-consumptive forms of tourism development, such as photographic safaris and tourist camps, as an alternative to hunting. Taking on board hunting as a form of income generation was never a project requirement. However, many of the Trusts were unprepared for this change in paradigm that essentially removed the value of the wildlife resources gained through consumptive use and replaced it with an alternative livelihoods approach that promoted untried and untested tourism markets that were unfamiliar to the Trusts. Even though there is a large body of evidence to show that photographic safari tourism is very often not profitable in areas of low wildlife numbers, species composition or monotonous scenery. Nonetheless, the imposition of the hunting ban in effect left the project design with no alternative but to adopt a non-consumptive approach. This strategy has tested the governance and decision-making capacity of the Trusts to adopt this strategy in the face of uncertainty and their inability to make rational decisions regarding the cost-benefits of non-consumptive tourism vs livestock production. This was further affected by the lock-down imposed by the COVID-19 pandemic which further eroded the institutional memory and capacity of the Trusts.
76. Component 3 is aligned with those of GEF Focal Areas such as sustainable land management, but it also speaks directly to the GWP objectives in terms of addressing inefficiencies in land use that result in HWC. Component 3 is designed therefore to reduce land use conflicts and address land degradation and align the SLM activities with the CBNRM programme. Component 3 was specifically intended to address inequalities and inefficiencies in the land management system that was leading to competing land uses which were negatively affecting the connectivity of the entire Kalahari-Kgalagadi system particularly KD1, 2, GH 10, 11 through the development of an Integrated Land-Use Management Plan (ILMP) which would bring a cohesive and rational approach to conflicting land use sectors and agencies. Critically, the acceptance of the ILUMPs would lay the foundation to secure the wildlife corridors by formally gazetted the proposed WMAs.

77. Component 4 concerned itself with ensuring that gender equality was mainstreamed throughout the project and that there is a two-way process of knowledge and experience transfer, especially between other projects under the GWP.

4.1.2 Assumptions and Risks

78. While the project design recognises the issue of HWC, the focus on alternative livelihood strategies and value chains in Component 2 assumes that by developing value chains and enterprises, the “community” will be motivated to address issues negatively impacting on the sustainable management of the natural resource as a common pool property. Issues related to HWC are addressed through the development and implementation of the HWC Management strategy.
79. Component 2 therefore focuses on the development of enterprises that provide incentives for communities to participate in conservation and fight IWT. This is with the belief that they would see benefits/value from natural resource and therefore see the need to protect and conserve these resources. This strategy did not necessarily provide incentive to mitigate HWC.
80. The unstated risk in focusing on the development and promotion of enterprises or value chains is that there are limited livelihood options for communities living in the WMAs which in turn increases the vulnerability of these communities. The intervention does not, however, change the human-wildlife interface (specifically connectivity within the landscape) and it does not address the degradation of the resource base itself (NRM/SLM). This manifests itself in the selection of projects which, even if successful in income-generation and employment, do not contribute to the project’s intended outcomes – reducing IWT and HWC, reducing rangeland degradation and ensuring continuity within the greater KGDEP system. One of the examples is salt production in Zutshwa which benefits from Component 2. In this instance, it is hard to see any links with NRM, SLM, IWT and HWC. It is difficult to comprehend how the procurement of a front-loading machine for lifting salt resolves the broad HWC/IWT issues facing the Kalahari landscape even if individuals in the community are offered employment.
81. The assumptions declared under Mandatory indicator 2 (for UNDP SP Output 1.3.) that people (both male and female) will benefit from supply chains, ecotourism ventures and mainstream SLM practices in the communal areas are not grounded: value chains not based on wildlife consumption cannot be quickly operationalized, and ecotourism ventures will be viable and truly involve local communities (in planning and execution, management and ownership of businesses). The likelihood of the value chains providing increased returns from CBNRM that will reduce the current levels of animosity towards wildlife and community perception that the government is prioritizing wildlife conservation and beef industry over their livelihood needs is low.
82. Furthermore, even though the project has facilitated the ILUMP process, and these plans are at an advanced stage in formal government approval (incorporated in the next National Development Plan (NDP12)), there is no certainty that the proposed WMAs will be formally gazetted without assurances that the livestock vs wildlife interface can be resolved.

4.1.3 Lessons from other relevant projects

83. The KGDEP is not the first project of its kind to address the tensions of competing land uses in the Kalahari landscape. The Western Kalahari Conservation Corridor (WKCC) project, undertaken by Conservation International (CI) in 2009, had generally the same objectives as KGDEP, and despite the wealth of research, knowledge, and recommendations from the WKCC, it was not able to influence changes in land use or deflate the conflict between livestock and human activity that continues to chip away at core wildlife areas.
84. KGDEP has taken these lessons on board and designed strategies to overcome these shortcomings, however, it is too early to gauge whether KGDEP will achieve its objectives.
85. It is worth mentioning that there is a proposed \$38.6 million project to be financed by the Green Climate Fund and executed by Conservation International (CI) Botswana in partnership with the Ministry of Agricultural Development and Food Security (MoA)¹¹ in three areas of Botswana’s communal rangelands, including those in the Kgalagadi District. This project was due to start in 2022 but has been put on hold.

4.1.4 Planned stakeholder participation

86. The Communications/Stakeholder Engagement Plan is provided in Annex 12 of the ProDoc (page 147). In addition, a detailed Stakeholder Engagement Plan (SEP) was developed by the KGDEP project management team and UNDP Botswana, as part of the Environmental and Social Impact Assessment (ESIA) that describes the stakeholder engagement procedure in detail. This SEP was regarded as a “living document” that would

¹¹ <https://www.conservation.org/botswana/projects/botswana-gcf-project>

be continuously revised and updated by the PMU throughout the project's lifetime to ensure that all direct and indirect stakeholders, including the implementing partners, were involved in the project to get adequate buy-in and that all stakeholders can contribute meaningfully to the process, raise questions, concerns, and request clarifications whenever necessary throughout the project life cycle.

87. This SEP was deemed to be inadequate by the MTR as it made assumptions about the communities and about the Trusts which were not supported by evidence. Although the MTR concludes that stakeholder engagement at the institutional level was adequate, it called for a more detailed stakeholder engagement process. It also drew attention to the lack of a Grievance Redress Mechanism (GRM) and that the value chain study did not secure Free and Prior Informed Consent (FPIC) for most of the proposed activities¹². This raised concerns that some of the activities under Component 2, if implemented, “would create new, or exacerbate existing, community tensions which are themselves the result of historical inequalities and inefficiencies in the ways that these communities have interacted with agencies tasked with wildlife conservation and land management”.
88. Furthermore, during the project development phase (both at Project Identification and Project Grant Preparation stages), the risks were assessed as ‘low’ when applying the Social and Environmental Screening Procedure (SESP) to the Project. However, the MTR upgraded the risks to substantial.
89. The project responded to these concerns by suspending implementation of activities and commissioned a consultant to undertake an Environmental and Social Impact Assessment (ESIA) and to develop an Environmental and Social Management Framework (ESMF) and Environmental and Social Management Plan (ESMP), including a Grievance Redress Mechanism and incorporating any other activity-specific management plans such as a Livelihoods Action Plan, Indigenous People’s Plan (IPP) and an Indigenous Peoples Plan Framework (IPPF).
90. After applying the UNDP Social and Environmental Screening Procedure (SESP), 17 potential social and environmental risks associated with the project were identified. Seven of these risks were ranked as Substantial and ten are rated as Moderate. The overall rating of the project from a UNDP and Government of Botswana standpoint is Substantial.
91. The project and the implementing partners have undertaken various measures to mitigate the identified risks throughout the project implementation period. The interventions to mitigate each of these risks have been compiled by the PMU and Implementing Partners as part of the ongoing project implementation of the activities across the four components. The PMU regularly monitors and evaluates the risks and tracks the changes that occur in the project over time. The latest assessment of these risks (in June 2024) is provided in Annex 6.6.
92. Risks 12 – 15 remain relevant while the WMAs remain ungazetted and the value chain project are not fully functional. The project has adopted the Stakeholder Engagement Plan (Risk 1) and this is evidenced in the numerous multi-stakeholder forums that were held, involving communities, academics and NGOs, in all four districts (Ghanzi, Tsabong, Hukuntsi and Kang), that unpacked human-wildlife conflict, biodiversity conservation, ILUMP, participatory workshops to develop the strategies (HWC, anti-poaching and gender).
93. The FPIC survey was conducted in 15 of the 30 settlements in Ghanzi and Kgalagadi Districts in June-July 2022. All but three of the 15 communities agreed with the project’s goals and objectives. West Hanahai, Kacgae and Monong asked for further information before they agreed to the project’s objectives¹³. All 15 communities consented for project activities to be implemented in their respective villages in August 2023.
94. However, as described in the Project Document and in the UNDP Social and Environmental Assessment documents, the project was required to prepare a project-level Grievance Redress Mechanism (GRM) during the first year of implementation to provide an effective avenue for expressing concerns and achieving remedies for complaints by communities, and to promote a mutually constructive relationship to enhance the achievement of project development objectives. This has not been formally set up as per the guidelines provided in the ESMF (see Chapter 6, page 33 of the ESMF for the full details of the GRM).
95. The GRM should be overseen by the Project Management Unit (PMU) and its purpose is to help all stakeholders involved in the project, be they affected groups and/or UNDP’s partners, to jointly address

¹² The FPIC is an ad hoc protocol to be used throughout the project to seek and obtain consent on any activity linked with the identified risks includes key measures to ensure effective and meaningful participation. Project activities that may adversely affect the existence, value, use or enjoyment of indigenous lands, resources or territories will not be implemented unless agreement has been achieved through the FPIC process

¹³ The TE Team was provided with the signed consent forms for all 12 villages, including a mission report (FPIC Consultations and Community Feedback on Community Projects), Date 12th to 16th September 2022, that described the consultation process.

grievances or disputes related to the social and/or environmental impacts of KGDEP. In terms of the UNDP SEP guidelines, this is important since the project is being implemented in areas which are home to indigenous/marginalized people. Aggrieved stakeholders can approach either the PMU, Implementing Partner or the Ministry of Environment, Natural Resources, and Tourism to register their grievances. The PMU has, however, identified individuals within the PSC, the project TRG and focal people within the Ministry of Environment, Natural Resources, and Tourism who would be the local point of contact for community grievances¹⁴. Nonetheless, Risk 17 is still valid despite the assurances given to the TE Team that the GRM has been developed, and that members of the law enforcement are part of the GRM, and that the project intends to continue to roll out and publicize the GRM so that all affected and interested stakeholders can be made aware of the GRM, no reports have been submitted by any aggrieved parties¹⁵.

96. Finally, the project has maintained a low-key communication and information sharing platform using a variety of social and printed media including television and radio. This has maintained an open and transparent communication channel with local communities. In addition, the PMU has provided regular updates on project activities, progress, and any changes to the project plan with the PSC and TRG, as well as attending international meetings where feedback on KGDEP has been presented.

4.1.5 Linkages between project and other interventions within the sector

97. This project is a Child Project under the Global Wildlife Programme covering the SADC and EAST Africa region. The Project Management Unit (PMU) continued to scan for new and existing projects addressing similar issues and seek collaborations to learn lessons and build synergies. The project would where possible, develop collaborative agreements with relevant NGOs, national and international research institutions to support the implementation of selected project activities (e.g., advancing research on strategies for reducing depredation, value chain development, managing invasive and economic exploitation of bush clearance, etc.). The project will, within the framework of these collaborative agreements, then assist in reimbursing the costs of NGOs and academic institutions in the direct implementation of activities that fall directly within the ambit of the project outputs.

4.2 PROJECT IMPLEMENTATION

98. UNDP is the GEF Implementing Agency, and the Ministry of Environment and Tourism (MET) is the project Implementing Partner (Executing Agency) through the Department of Environmental Affairs (DEA). There are several departments/parastatals within MET that are directly involved with project implementation viz. Department of Range and Forest Resources (DFRR), Department of Wildlife and National Parks (DWNP), Botswana Tourism Organisation (BTO), Local Enterprise Association (LEA), Cheetah Conservation Botswana (CCB), BirdLife Botswana, University of Botswana (UB), and Botswana University of Agriculture and Natural Resources (BUAN).
99. According to the Project Document the KGDEP is a National Implementation Modality (NIM) project, with the UNDP CO providing execution-support functions and the Ministry of Environment, Natural Resources and Tourism (MENT) designated as the government Implementing Partner. This arrangement is detailed in the Letter of Agreement (LOA) between Government and the UNDP CO and as outlined in the Delegation of Authority Letter that was issued by the UNDP BPPS Environmental Finance Unit's Executive Director and signed by the UNDP CO. However, in practice the UNDP CO initially took the lead to implement most execution functions. No funds were transferred to the IP and the PMU staff are appointed on UNDP service contracts resulting in the PMU and the project having a strong UNDP institutional identity. Government (as an IP) interfaces with the project mainly through the PSC and technical working groups and although the PMU staff are managed directly by UNDP CO, they report to the PSC. This arrangement has been endorsed and an LOA approved where the UNDP CO provides limited execution-support services relating to procurement, setting up the PMU and securing services of other service providers under the project. Senior management in the MENT, the Department of Environment Affairs (DEA) and the Department of Wildlife and National Parks (DWNP) expressed willingness to take over the lead in executing the project and managing the PMU but acknowledged that their limitations in the existing levels of capacity to do this effectively. The UNDP CO was ready to transition full accountability for project execution to the IP in a phased process so that it could play a stronger oversight and capacity development role consistent with the functions that can be charged to the GEF Agency Fee.

¹⁴ Terms of Reference (ToRs) KGDEP: PROJECT-LEVEL GRIEVANCE REDRESS MECHANISM, 29th May 2023

¹⁵ It must be noted that there are alternative established options in Botswana where aggrieved persons are able to lodge formal complaints. These include the Office of the Ombudsman, which promotes and protects human rights of all Batswana, while some human rights monitoring is also done by Ditshwanelo, the Botswana Centre for Human Rights.

100. There was a notable improvement after the reset process to revert to NIM and for the IP to assume greater project ownership (see Annex 6.5). The IP had requested that the CO be granted approval to provide execution support services to NIM (encompassing procurement of goods and services; Identification and recruitment of national and international consultants; Engagement of Responsible Parties; and direct payments), justified by the identified comparative advantage. Full decision-making over the use of the GEF resources to deliver the project outputs remained the sole responsibility of Government while the CO ensured effective and efficient mechanisms were in place for successful implementation of the project. Nonetheless, it is understood that this implementation arrangement is not fully consistent with GEF or UNDP policy since the day-to-day involvement of the UNDP CO in running the project extends beyond execution-support and the firewall between oversight and execution services has become blurred¹⁶.
101. The response of government (Implementing Partner, IP) to this recommendation is that *“senior management in the MENT, the Department of Environment Affairs (DEA) and the Department of Wildlife and National Parks (DWNP) - as representatives of the MENT - have expressed willingness to take over the lead in executing the project and managing the PMU, though there are some concerns about existing levels of capacity to do this effectively”*.
102. The UNDP CO has repeatedly encouraged the IP to assume this responsibility and to a certain extent this has happened. Firstly, the DWNP has taken a lead role for execution under Component 1 (wildlife crime law enforcement) and secondly, the TORs and contract of the current Project Manager (PM), appointed by UNDP CO with effect from 16 June 2021, requires that the PM reports to the Director of the DEA at the Ministry of Environment, Natural Resources Conservation and Tourism (MENT) in close collaboration with DWNP and UNDP RR for all of the project’s substantive and administrative issues.
103. The Project Steering Committee (PSC) which is responsible, through consensus, for making management decisions when guidance is required by the Project Manager, including recommendations for UNDP/Implementing Partner approval of project plans and revisions, has functioned throughout the tenure of KGDEP. The PSC membership is comprised of representatives from the Ministry of Environment, Natural Resources Conservation and Tourism (MENT), Department of Environmental Affairs (DEA), Department of Forestry and Range Resources. The minutes of these meetings show that the PSC has tracked the progress of the four components and has reached consensus to resolve issues and challenges that have been brought to its attention.
104. Nonetheless, although the PSC is responsible for approving the project plans and revisions, the UNDP CO is still the de facto partner responsible for procurement and overseeing the implementation of activities via the PMU. Currently DWNP has assumed ownership of Component 1, and although DEP, DFRR, BTO and DAP take leading roles in the implementation of their respective project activities, it is not clear who is directly responsible for Components 2 and 3. UNDP CO (as de facto DIM) ensures compliance with the GEFs monitoring and accountability framework, but it is not obvious whether there is high-level national ownership of the objective. As KGDEP ends, UNDP CO is performing both an oversight and quality assurance function, as the GEF Agency, and is dealing with potential conflicts of interest and confused lines of responsibility and accountability that arise in the implementation of project activities. Secondly, as is the case in all GWP projects (due to their focus on combatting wildlife crime) carry an inherent human rights risk. The ESIA identified substantial and moderate risks that could potentially impact on the project. Mitigation measures have been identified for most of these risks, nonetheless, there remains the potential for human rights-related risks to materialize. UNDP CO, as a de facto implementor, needs to be able to distance itself from such a risk and rely on the processes, protocols and procedures of the Botswana Government to address this in line with UN safeguards policies. UNDP CO cannot be both Implementor and Executor without a clear “firewall” in between.

¹⁶ The Draft PSC Report (date 19th June 2023) states that *KGDEP is a Government of Botswana Project, with MET as the overall accountable project Implementing Partner on behalf of the various Implementing Partners (IPs), which are currently Government Departments, across the four project components. The United Nations Development Programme Country Office (UNDP CO), as the Global Environmental Fund (GEF) Implementing Agency, plays an oversight role to the project implementation, and support the KGDEP with procurement, as per the agreed support to NIM at the project conceptualization, through a Letter of Agreement. The Project National Coordination role has been placed under the Director, Department of Environmental Affairs (DEA). A Project Management Unit (PMU) has been set up to facilitate and coordinate the day-to-day project implementation activities working with the DEA District Coordinators, as the Project Coordination offices, at District level.*

4.2.1 Adaptive management - Project Reset

105. In the second quarter of 2021 the majority of KGDEP project activities were paused by UNDP CO and the Government of Botswana. Subsequently the independent Mid-Term Review (MTR) in July 2021 highlighted that overall performance of the project was behind target for several reasons. The most significant of these related to the impact of the COVID-19 pandemic that effectively delayed many planned activities in 2020 and 2021. Several additional reasons were identified for the slow pace of delivery, key amongst these was the operational model that relied on a small Project Management Unit (PMU) to support seven different government agencies to undertake a complex set of tasks over a large geographical area. The MTR provided several recommendations to address the operational and risk management issues, and to formulate longer-term, activity-specific and cross-Component adaptive management solutions to enable the project to cost-effectively deliver the anticipated results in the last 28 months of its remaining lifespan. The Management Response to the MTR identified that to achieve this, a whole-of-project technical, financial and institutional 're-set' was required and that this should take priority as part of the broader Management Response to the MTR (see Annex 6.5).
106. The KGDEP project 're-set' process was undertaken between February to March 2022 with input from representatives of relevant government ministries and departments, civil society stakeholders and community trusts. This process included meetings with Directors of the key government agencies, as well as informal meetings with three non-governmental organizations (NGOs) active in the project area in the six main project sites (GH10, GH11, KD1, KD2, KD15 and the Boravast Trust area). A separate process was undertaken to engage 15 of the 30 villages in the project landscape to seek their Free, Prior and Informed Consent (FPIC) for all project activities planned for 2022-2024. The reset process provided a revised series of timelines, implementation structures, results framework and project activities to be implemented or facilitated by the KGDEP project in relation to the stipulated project outputs.
107. No changes were proposed to the Project Objective (*"To promote an integrated landscape approach to managing Kgalagadi and Ghanzi drylands for ecosystem resilience, improved livelihoods and reduced conflicts between wildlife conservation and livestock production"*) and no changes were proposed to the wording and intention of the four Project Outcomes.
108. However, changes were proposed to four of the 15 original Outcome Indicators in the Project Results Framework, with one of them split into two Indicators, and one removed to correspond with streamlining of project activities planned to be carried out under the relevant output. Furthermore, Output Indicators are added to and tracked through the project's Monitoring and Evaluation Plan as part of the completion of the project's reset process.
109. In addition to these indicators, and since KGDEP is a Child Project under the larger Global Wildlife Programme, the GWP 6 Tracking Tool has been included to report on the following mandatory indicators:
1. Number of law enforcement and judicial activities at program sites;
 2. Number of people supported by Global Wildlife Program activities at program sites;
 3. Number of target species poached at program sites (selected priority species: big cats).
110. Changes were made to the three outputs of Component 3, to reflect:
1. The importance of the development of two District Integrated Land Use Plans (ILUPS) as the basis for formalizing wildlife migratory corridors through the gazettement of WMAs.
 2. The streamlining of activities in sustainable land management, excluding climate smart agriculture, which is not essential to the project logic.
 3. The removal of planned activities under Output 3 on the expansion of the role and mandate of District Land Use Planning Units (DLUPUs), with additional capacity development of DLUPUs retained.

4.3 PROJECT FINANCE AND CO-FINANCE

111. The cumulative disbursements (up to July 31st, 2024) are shown in Figure 4. The slow progress of the project is reflected in the low levels of expenditure between 2017 and 2021 when the "burn" rate was less than 50% of the approved budget. However, following the Reset process, the rate of expenditure greatly increased reflecting an increase in project activities. Table 2 provides a summary of the budgets per component and the financial status at the time of the TE. Table 3 is a record of the co-financing that supported this GEF project.

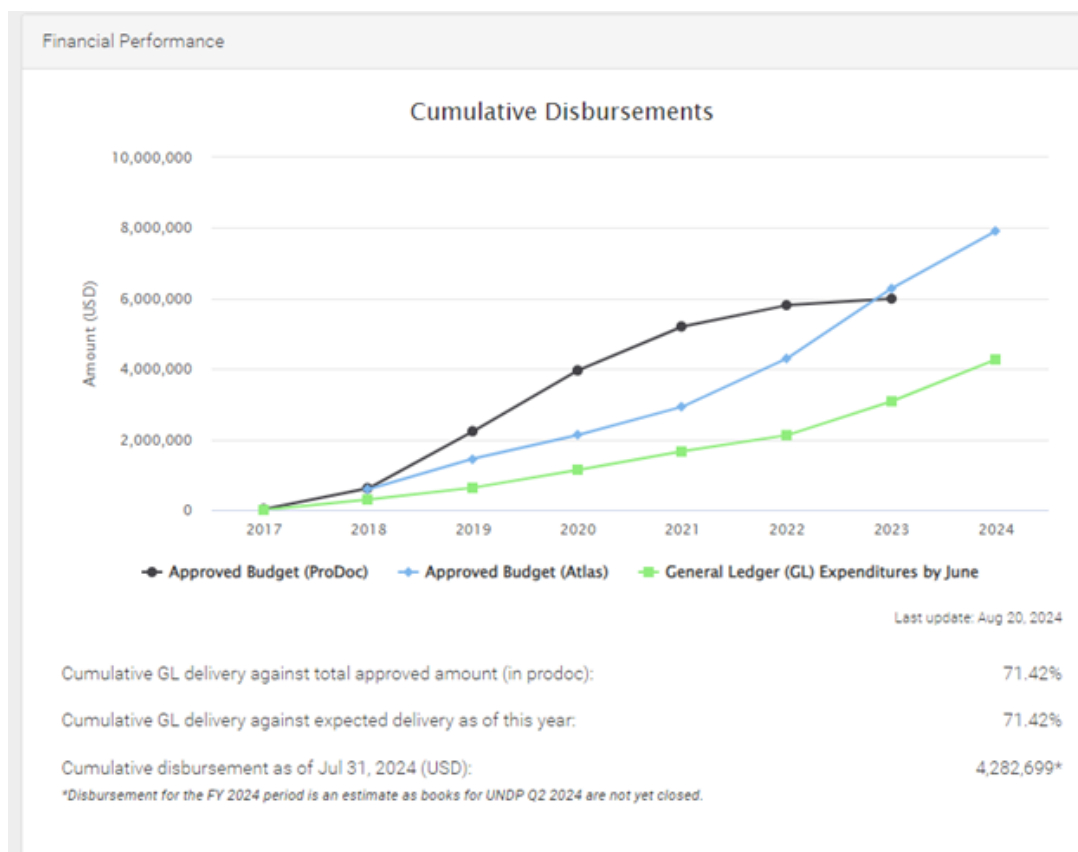


Figure 4: Cumulative disbursements of KGDEP

Table 1: Summary of the budget allocation and expenditure per component

Quantum Award	Component Level 2 (Atlas Activity Code)	O = Approved Budget (as per ProDoc)	W = U + V = Total Consumption	X = O - U = Project Balance (based on GL Expenses)	Y = O - U - V = Resource Balance (based on GL Expenses including Obligations)	Percentage of budget	Percentage expenditure
00103617.1	COMPONENT 1	1,664,278.00	1,297,272.53	459,001.36	367,005.47	28%	78%
00103617.1	COMPONENT 2	1,850,000.00	1,345,139.66	806,743.88	504,860.34	31%	73%
00103617.1	COMPONENT 3	2,000,000.00	1,744,189.59	384,563.51	255,810.41	33%	87%
00103617.1	COMPONENT 4	196,950.00	198,111.98	34,302.96	-1,161.98	3%	101%
00103617.1	PROJECT MANAGEM	285,561.00	213,808.39	75,752.61	71,752.61	5%	75%
Project Total -		5,996,789.00	5,022,145.40	1,536,741.07	974,643.60	100%	84%
Project Total - including Undepreciated		5,996,789.00	5,250,855.76	1,308,030.71	745,933.24		88%

Table 2: Record of the co-financing support to KGDEP

Sources of Co-financing	Name of Co-financer	Type of Co-financing	Co-financing amount confirmed at CEO Endorsement (US\$)	Actual Amount Contributed at stage of Midterm Review (US\$)	Actual % of Expected Amount
Government	MENT, MoA	In-kind	21,000,000	1,873,547	2,397,215.34
GEF Agency	UNDP	Cash	1,000,000	250,000	750,000
NGO	Birdlife Botswana	In-kind	500,000	118,252	437,776
TOTAL			22,500,000	2,241,799	3,584,911

- 84% of the overall budget (\$5.9 million) is likely to be spent by project closure on 1st May 2025
- All four components will have achieved a burn rate of approximately 73% -87% (Comp1 - 3). Comp 4 is slightly over budget (101%).
- Comp 3 was allocated 33% (\$2 million) of the overall budget while Comp 4 received 3% (\$196,950).
- The Government (\$21 million), UNDP (\$1 million) and Birdlife Botswana (\$500,000) were committed to provide in kind and cash co-financing (salaries, office space, transport etc) however there are no data to show whether any of these agencies “burnt” this level of funding.
- The TE Team was given to believe that Government probably spent more than \$21 million during the life of project but was not provided with any evidence to support this¹⁷.
- No detailed analysis of the budget has been undertaken to verify the magnitude of expenditure on administration, operational costs and direct project activities.

4.4 MONITORING AND EVALUATION:

112. The Monitoring and Evaluation Plan presented in the Prodoc (Page 71) lays out the responsibilities of the PM, PSC, IP, UNDP CO and UNDP-GEG Unit. The budget to undertake M&E was set at 3.4% of the overall GEF budget and included both the MTR and TE. The MTR acknowledges that initially M&E did take place but not at a level sufficient to track the progress of the project to achieving its objectives. This is reflected in the data provided in the PIRs prepared for 2019 - 2021 that show that monitoring, reporting and evaluation is weak and at times unrealistic given the number of different agencies involved in the project implementation across the four components.
113. This position changed following the project reset process and the restructuring of the PMU This is reflected in the quality and timeliness of the PIR reports for 2022 – 2024 that were tabled at the annual PSC meetings. Data was gathered in a more systematic manner to monitor changes in (for example) effectiveness of law enforcement and reduction of incidents in HWC to demonstrate the impact of the project interventions. Furthermore, training in M&E was provided to the DWNP and to implementing partners such as Birdlife Botswana and Cheetah Conservation Botswana.
114. Attention was given to the involvement of men and women affected by the project following the gender strategy prepared for KGDEP. Detailed data are provided of the numbers of people trained and/or benefited from the project activities
115. Overall quality of M&E is presented in the table using the six-point scale described in the TE Guidelines¹⁸.

Monitoring & Evaluation (M&E)	Rating
M&E design at entry	3 = Moderately Unsatisfactory (MU) There were significant shortcomings; quality of M&E design/implementation was somewhat lower than expected
M&E Plan Implementation	4 = Moderately Satisfactory (MS) There were moderate shortcomings; quality of M&E design/implementation more or less met expectations
Overall Quality	4 = Moderately Satisfactory (MS) There were moderate shortcomings; quality of M&E design/implementation more or less met expectations

4.5 UNDP IMPLEMENTATION AND OVERSIGHT

116. This project is designed to resolve the conflict between wildlife conservation and livestock production. Four components were identified that would achieve the overall project objectives. However, as discussed in

¹⁷ The 2024 PIR reported co-financing of \$2,090,3819. This is far below expectation of the committed \$22,500,000 at CEO endorsement. The low co-finance mobilisation constrains the potential of GEF investment sustainability and scale-up to realize global environmental benefits in the long term. This is an issue that needs to be further investigated and discussed with national partners to inform future programming.

¹⁸ U = Unsatisfactory: There were major shortcomings. Quality of M&E design/implementation was substantially lower than expected.

MS = Moderately satisfactory: There were moderate shortcomings. Quality of M&E design/implementation more or less met expectations.

S = Satisfactory: There were minor shortcomings. Quality of M&E design/implementation met expectations

Section 4.2 and highlighted in the MTR, KGDEP was set up in the initial stages as a DIM and not a NIM project with UNDO providing execution support. Initially government showed little appetite to take on the responsibility of implementing KGDEP with the result that the UNDP CO became the de facto implementing partner.

117. Moreover, there has been a high turnover of key staff during the lifecycle of KGDEP that influenced its performance, especially in the initial stages. The first PIR is the first to draw attention that KGDEP was offtrack highlighting Component 2 was straying towards rural development rather than promoting community livelihood strategies as outlined in its activities. This led to the replacement of the PM in 2019. The project was operated without a Project Manager and Chief Technical Advisor for the first six (6) months of 2019 and although the IP showed a commitment and willingness to take up ownership of the project with regards to components related to their relevant departments, this did not materialize since the PMU remained within UNDP CO. The second PM was recruited from the government, and although familiar with GEF, the project continued to pursue a rural development agenda even though Component 2 was not designed for this purpose.
118. Four PIRs were prepared during the project all of which were reviewed by the BPPS RTA and SES Technical Advisor who provided regular oversight support through weekly meetings with the CO. The PMU established clear lines of communication with the different government line Ministries and Departments and reported back to the PSC on a regular basis. The PSC met on three occasions in the last year, and based on the minutes reviewed, the PSC provided effective oversight and strategic direction to project implementation in its critical final year. The CO and PMU also responded timeously to challenges and implementation problems, seeking common ground and adapting its approach to solve technical issues as and when they arose.
119. The slow progress of the project is reflected in the low budget “burn” rate (10% of approved budget) while progress with Component 3 was stalled. This was seen as a serious setback for the project since the preparation of the Integrated Landscape Management Plan (ILUMP) would provide the framework for other project interventions like (for example) community value chains, ecotourism ventures and general land use designations, which included gazettelement of WMAs.
120. UNDP CO recognized that if the ILUMP was delayed, it could jeopardize a whole array of outcomes in the different components of the project. The decision was then taken to replace the second PM with a CTA whose mandate was to bring KGDEP back on track. Two events occurred that prevented this from happening. First, KGDEP was exposed to potential human rights issues in Ghanzi that triggered high risks under the ESIA that were not flagged by the project, and secondly, the project area was locked down under the COVID 19 pandemic which effectively stalled most project activities.
121. This presented the UNDP CO with the opportunity to suspend KGDEP and to regroup. The MTR conducted in 2021 highlighted the most crucial challenges affecting the overall implementation of the project which triggered the decision to restructure and reset the project. However, even though the MTR provided sound recommendations to recover KGDEP, there was a prolonged period before a conclusion was made to institute a project reset. This was because the need for the Implementing Partner (Ministry of Environment and Tourism) to endorse key project decisions was stalled since many of the senior officers in the government departments who were expected to take decisions were in acting roles. This caused a delayed response from the IP in most of the stages of the MTR recommendations and the project reset which subsequently affected the commencement, completion, and endorsement of the proposed directions recommended by the project reset.
122. The project recruited a 3rd PM in June 2021 with credentials and experience in managing large scale donor projects in Botswana to resuscitate KGDEP. Under the guidance of the PMU and taking into consideration the recommendations of the MTR and reset process, the results framework was reviewed and revised to align with the theory of change. Work programs were developed with the approval of the PSC and TRG that focused on project interventions that would deliver the development objective and outcomes over the remaining 28 months. Changes were made to improve monitoring and evaluation while a concerted effort was made to:
 - Finalise the National Anti-poaching and Human Wildlife Conflict strategies
 - Re-aligned the Anti-poaching strategy to ensure ownership, institutionalization and that potential negative impact on indigenous peoples and local communities were addressed in line with UNDP social and environmental standards.
 - Promote and develop new approaches to complete the Integrated Land Use Plans

- Provided momentum to completing activities under Component 2 albeit under challenging circumstances.
123. Under this new management structure, the project has gained implementation momentum and can be considered as being on track to achieve its end of project targets by closure with minor shortcomings.
124. The close cohesion of the CO – PMU after the reset process ensured that adaptive measures were undertaken to ensure effective delivery of project results within the allocated time and resources identified. Adequate oversight of the management of environmental and social risks as identified through the UNDP SESP was provided by the CO who also held the government counterparts accountable to these requirements. The PMU is now focused on the timely completion of the outstanding deliverables (ecotourism and value chains, predator proof kraals) and preparing an exit strategy and sustainability plan.

4.5.1 Implementing Partner execution

125. The Implementing Partner assumed direct responsibility for the execution of KGDEP under a supported NIM.

126. Budget management has been tight and remained within the approved project allocations with minor variations. Budget reallocations and project management costs have been maintained within approved thresholds. Grant project management cost (PMC) expenditure is at approximately 84% at the time of the TE. However, there are no data or financial records regarding the committed \$22,500,000 at CEO endorsement. The 2024 PIR quotes co-financing expenditure of \$2,090,381 (9.3%) which is far below expectations. Moreover, the project co-financing partners (government and BirdLife Botswana) provided no annual workplans or allocated budgets to support their contributions. This potentially constrains future GEF investment sustainability and scale-up to realize global environmental benefits in the long term. This issue needs to be addressed to inform future programmes.

UNDP Implementation/Oversight & Implementing Partner Execution	Rating
Quality of UNDP Implementation/Oversight	4 = Moderately Satisfactory (MS) There were some shortcomings; quality of implementation/execution more or less met expectations
Quality of Implementing Partner Execution	4 = Moderately Satisfactory (MS) There were some shortcomings; quality of implementation/execution more or less met expectations
Overall quality of Implementation/Oversight and Execution	4 = Moderately Satisfactory (MS) There were some shortcomings; quality of implementation/execution more or less met expectations

4.5.2 Risk Management, including Social and Environmental Standards (Safeguards)

127. The MTR noted that the original SESP did not identify all relevant risks and underrated the significance of most of the risks that were identified. Consequently, the project risk assessment was revised from one that was deemed to be low risk to be a high-risk project. Two safeguards' experts were recruited by the project to review the SESP and undertaken a comprehensive ESIA together with Free Prior Informed Consent (FPIC) to inform the preparation of a comprehensive ESMP. Detailed social and environmental assessments, including field level stakeholder consultations to obtain Free Prior Informed Consent, were undertaken before implementation of the community related activities in line with UNDP social and environment standards. Based on the assessments, an Environmental and Social Management Plan (ESMP) and Environmental and Social Management Framework (ESMF) were developed.

4.6 PROJECT RESULTS AND IMPACTS

128. The successful outcome of these components will mitigate the competition and conflict between conservation goals, economic development and livelihoods that impact negatively on the natural resources management in the Kalahari landscape. Home to large herds of ungulates and iconic predators, the landscape was dominated by low density wildlife with hunter gatherer livelihoods until a few decades ago when borehole farming enabled cattle ranching. The consequent rangeland degradation and ecosystem fragmentation threatens wildlife habitats and economic development. The delay in proclaiming Wildlife Management Areas (WMAs), meant to support wildlife-based economic activities and secure migratory corridors linking the Kgalagadi Transfrontier Park and the Central Kalahari Game Reserve, continue to be eroded through livestock encroachment while wildlife is under threat from poaching, wildlife poisoning and illegal wildlife trade (IWT). Options to benefit from CBNRM were disrupted by the ban on hunting which in turn has reduced incentives for conservation. The lack of planning tools, institutional coordination and operational capacities to balance the competing land use needs and optimize the environment, socio and economic outcomes for stakeholder's place further pressure on the landscape. To remove these barriers the project will strive to improve capacity to address the weak coordination in tackling poaching, wildlife poisoning and IWT, weak capacities for improving rangeland management and support livelihood options that encourage local communities to protect wildlife.

4.6.1 Progress towards objective and expected outcomes

129. KGDEP is designed to promote an integrated landscape approach to managing the Kgalagadi and Ghanzi drylands for ecosystem resilience, improved livelihoods and reduced conflicts between wildlife conservation and livestock production by implementing four loosely interrelated components:

Component 1: Coordinating capacity for combating wildlife crime/trafficking and enforcement of wildlife policies and regulations at district, national and international levels.

Component 2: Integrated landscape management practices at community and resource-use levels to reduce competition between land-uses and increase agro-ecosystem productivity

Component 3: Development of CBNRM for conservation and SLM to secure livelihoods and biodiversity.

Component 4: Gender mainstreaming, knowledge management, monitoring and evaluation.

130. Three mandatory indicators are provided to measure the outcome of the project objective:

Project Objective: *To promote an integrated landscape approach to managing Kgalagadi and Ghanzi drylands for ecosystem resilience, improved livelihoods and reduced conflicts between wildlife conservation and livestock production*

Indicator	End of project target level	Status at TE
Mandatory Indicator 1 (for UNDP SP Output 2.5): Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems (national strategy, inter-agency forums, JOC, district forums; capacity scorecard)	1.National strategy on inter-agency collaboration 2. Inter-agency fora fully functional 3.Joint operations Centre (JOC) fully functional 4. District fora fully functional 5.Capacity scorecards for wildlife management >50%	Both National Anti-Poaching Strategy and the Human-Wildlife Conflict Management Strategy have been completed but neither had been officially launched at the time of the TE. KGDEP has, however, provided support to the DWNP to set up the inter-law enforcement agencies at the National Anti-Poaching Committee (NAPC) and four inter-agency District fora (District Antipoaching Committee) in Ghanzi, Kgakagadi Maun and Bobirwa that meet regularly to address illegal wildlife trade. The project has also assisted to establish a fully functional Joint Operation Centre (JOC) and associated ICT system, the Intelligence Diffusion Centres (IDCs), and Forward Operating Bases (FOBs). Similarly key strategies identified for halting HWC are being supported through RPs.

Indicator	End of project target level	Status at TE																																				
		<p>The COVID-19 pandemic and the requirement to secure FPIC delayed the tourism and value chain projects as did the need for additional technical capacity required for quality assurance and oversight of Civil and construction works.</p> <p>The project contribution to the improved performance capacity of these institutions as reflected in the capacity score rating which has increased from 28 at baseline to 52.3% against the end of project score or 50%.</p>																																				
<p>Mandatory indicator 2 (for UNDP SP Output 1.3.): Number of additional people (f/m) benefitting from i) supply chains, ecotourism ventures ii) mainstreaming SLM practices in the communal areas (1,500 male and 500 female beneficiaries)</p>	<p>500 (250 male/ 250 female) 1500 (male: 750/female: 750)</p>	<p>Cumulatively, a total of 1854 people (46.32% females) have benefited directly from the project through engagement in value chains and ecotourism activities, and from mainstreaming sustainable land management practices across the project landscape. The communities in the project area will also benefit indirectly from the resultant outcomes of the sustainable land management activities.</p> <table border="1" data-bbox="1227 687 1892 1348"> <thead> <tr> <th data-bbox="1227 687 1496 722">Intervention</th> <th data-bbox="1496 687 1621 722">Total</th> <th data-bbox="1621 687 1747 722">% Male</th> <th data-bbox="1747 687 1892 722">% Female</th> </tr> </thead> <tbody> <tr> <td data-bbox="1227 722 1496 758">Supply Chains</td> <td data-bbox="1496 722 1621 758">1043</td> <td data-bbox="1621 722 1747 758"></td> <td data-bbox="1747 722 1892 758"></td> </tr> <tr> <td data-bbox="1227 758 1496 802">Charcoal production</td> <td data-bbox="1496 758 1621 802">112</td> <td data-bbox="1621 758 1747 802">56</td> <td data-bbox="1747 758 1892 802">44</td> </tr> <tr> <td data-bbox="1227 802 1496 906">capacity development on craft, and veld products production</td> <td data-bbox="1496 802 1621 906">312</td> <td data-bbox="1621 802 1747 906">35</td> <td data-bbox="1747 802 1892 906">65</td> </tr> <tr> <td data-bbox="1227 906 1496 1010">Community Based Entrepreneurship Development</td> <td data-bbox="1496 906 1621 1010">62</td> <td data-bbox="1621 906 1747 1010">57</td> <td data-bbox="1747 906 1892 1010">43</td> </tr> <tr> <td data-bbox="1227 1010 1496 1114">Veld products processing and development</td> <td data-bbox="1496 1010 1621 1114">557</td> <td data-bbox="1621 1010 1747 1114">60</td> <td data-bbox="1747 1010 1892 1114">40</td> </tr> <tr> <td data-bbox="1227 1114 1496 1182">Sustainable Land Management</td> <td data-bbox="1496 1114 1621 1182">811</td> <td data-bbox="1621 1114 1747 1182"></td> <td data-bbox="1747 1114 1892 1182"></td> </tr> <tr> <td data-bbox="1227 1182 1496 1251">Trained in Bushfire fighting</td> <td data-bbox="1496 1182 1621 1251">239</td> <td data-bbox="1621 1182 1747 1251">34</td> <td data-bbox="1747 1182 1892 1251">66</td> </tr> <tr> <td data-bbox="1227 1251 1496 1348">Trained in Holistic Rangeland Management (HRM)</td> <td data-bbox="1496 1251 1621 1348">96</td> <td data-bbox="1621 1251 1747 1348">54</td> <td data-bbox="1747 1251 1892 1348">46</td> </tr> </tbody> </table>	Intervention	Total	% Male	% Female	Supply Chains	1043			Charcoal production	112	56	44	capacity development on craft, and veld products production	312	35	65	Community Based Entrepreneurship Development	62	57	43	Veld products processing and development	557	60	40	Sustainable Land Management	811			Trained in Bushfire fighting	239	34	66	Trained in Holistic Rangeland Management (HRM)	96	54	46
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Indicator	End of project target level	Status at TE			
		Trained in Bush Encroacher treatment	100	74	26
		Fire suppression training	376	54	46
		Total	1854	54	46
Indicator 3: Rates/levels of Human-Wildlife Conflict (especially wildlife-livestock predation) in the project sites (average annual number of incidents)	Annual average incidents reduced by 50% (Baseline = 404 incidents: Ghanzi = 165 Kgalagadi = 239)	<p>A cumulative total of 3668 HWC incidents were recorded across the project landscape from 2020 to 2024 (733 HWC incident per year). The reduction of the HWC incidents by 50% across the project landscape was therefore not achieved (baseline 404 incidents across the project landscape). However, there has been an improvement in the data collection and digitization by DWNP compared to the previous reporting periods that has improved the accuracy in record keeping.</p> <p>Kgalagadi District recorded 2481 HWC (average 496 that is higher than the baseline data of 239). Ghanzi District recorded 1187 incidents (average 237 incidents that is above the baseline data of 165).</p> <p>BirdLife Botswana (a co-financing partner) entered a Responsible Party (RP) agreement to implement components of the HWC mitigation strategy that should reduce incidents of HWC going forward. BirdLife Botswana has:</p> <ul style="list-style-type: none"> • Procured equipment and materials to support HWC mitigation by DWNP. • Training 21 community members in 6 areas on predator proof kraal construction. • Commenced with a pilot programme to test innovative HWC interventions (tracking cattle using satellite collars). • Developing an HWC tool kit to assist pastoralists to protect their livestock against predators. <p>36 predator proof kraals have been installed in 6 communities (6 beneficiaries/village). Each kraal designed to protect approximately 50 cattle/kraal. The concept is well received by livestock owners who have benefited from this, however, there are still challenges to overcome:</p> <ul style="list-style-type: none"> • Cannot serve all affected communities. • Water for livestock is a limiting factor. 			

Indicator	End of project target level	Status at TE
		<ul style="list-style-type: none"> • Kraals are isolated from the villages. • Herders are expected to remain at the kraal but often return to the village. • Livestock not always herded into the kraal at night.

131. On the evidence available to the TE Team, the project has succeeded in meeting the targets set for these three indicators. Progress to achieving this objective can be **rated as satisfactory**, however this is conditional upon the activities identified under each of the four components being concluded. The critical risks here are:

- The WMAs are formally gazetted.
- The continued expansion of boreholes is halted.
- NAPS is formally accepted.
- Risks identified in the social and environmental safeguard report relating to indigenous communities in the area are addressed.

132. Unless the indicators shaping the four components are achieved, there is the possibility that the objective will not be achieved. The following sector assesses the status of each of the four components and the respective activities. Data from reports made available to the TE Team are used to cross check and verify the indicators in addition to using information gathered from the field and from interviews with key stakeholders.

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

Indicator	End of project target level	Status at TE
Indicator 4: 4.1. Rates of inspections, arrests, cases, seizures 4.2. Coordination system in place to track prosecutions and convictions as a percentage of arrests	I. Seizures/Arrests - Reduce by 80% II. Wildlife deaths from poisoning reduce by 75%	<p>The TE Team was provided with records to show that 203 cases were reported in the project area from 2018 to June 2024 (159 cases for Kgalagadi District, and 44 cases in Ghanzi District) averaging 29 cases/year. This is down from the baseline level of 65/year at project inception, representing an overall reduction of 55%. There is no evidence to show that there is a reliable system to track prosecutions and convictions as a percentage of arrests (see Indicator 6) although the TE Team was provided with an incomplete record for Kgalagadi district (Poaching Reports – Kgalagadi, 2018 to JUNE 2024) that recorded a) year, b) Date of arrest, c) Species involved, d) Exhibits, e) Nationality of offender, f) Offence and g) Case status.</p> <p>No records of poisoning were reported. This was confirmed in interviews with BirdLife Botswana, Cheetah Conservation Botswana and the DWNP.</p>
Indicator 5: Capacity of wildlife management institutions and law enforcement agencies to tackle IWT (UNDP Capacity Scorecard)	Improvement of 28% to 50% based on based on UNDP Capacity Scorecard	The capacity of DWNP (and other law enforcement agencies) to tackle IWT have been facilitated by the project through procurement of office accommodation and furniture for Kgalagadi and Ghanzi Districts (aka Porta Cabins delivered in August 2023. The TE Team was provided with signed records of hand over certificates). DWNP confirmed that these assets have

Indicator	End of project target level	Status at TE
		<p>greatly enhanced their capability to deploy law enforcement staff in the field and improve response and efficiency in tackling IWT (facilitate patrols, mount roadblocks etc.).</p> <p>The TE Team was able to see a demonstration of the state-of-the art ICT system developed for the JOC that will be deployed in Intelligence Diffusion Centres in key centres across the country. This system is designed to provide the DWNP and other law enforcement agencies with real time information on location of patrols, team compositions, records of illegal activity etc.</p> <p>The project has supported several training programmes aimed at increasing capacities to combat IWT involving DWNP officers. Records show that 88 officers (47.72 % females) received training in:</p> <ul style="list-style-type: none"> • Public relations training • Advanced investigation skills • Advance intelligence management skills • Advanced tracking and trailing skills <p>The UNDP Capacity Scorecard, when measured after MTR, showed an increased capacity score of 52.3%.</p>
<p>Indicator 6: Coordination system in place to track successful prosecutions of wildlife cases</p>	<p>A new electronic tracking system is established and operational in DWNP, tracking successful prosecutions of wildlife crime</p>	<p>There is no electronic tracking system in place facilitating case management between DWNP and Directorate of Public Prosecutions (DPP), however, the TE Team was informed that it is possible to include this data capture module in the JOC ICT data capture and management system that was being commissioned at the time of the TE.</p>

133. Based on the evidence provided to the TE Team, Component 1 is **rated satisfactory (S)** i.e., there were no, or minor shortcomings and quality of implementation/execution met expectations. The PMU is to be congratulated on overseeing the commissioning of the JOC ICT system and improving the law enforcement capabilities of DWNP in the landscape. It is a concern though that the National Anti-Poaching Strategy (NAPS) is yet to be approved (at the time of the TE). Moreover, the JOC ICT is coming online just as the project is ending. Whether and how effective this will be in combatting IWT is yet to be determined.

Outcome 2: Incentives and systems for wildlife protection by communities increase financial returns from natural resources exploitation and reduce human wildlife conflicts, securing livelihoods and biodiversity in the Kalahari landscape

Indicator	End of project target level	Status at TE
Indicator 7: Number of value chains and ecotourism ventures operationalized	4	<p>This outcome is the weakest and fails to link the component to the objectives of the project.</p> <p>Note: Indicator 7 is modified in the ToR Log frame to read: “Number of value chains and ecotourism ventures operationalized” with a target of 2 at MTR and 4 at TE. It is not specific on which one.</p> <p>The expectation of Output 2.1 is therefore to establish at least 4 value chain/ecotourism businesses to increase financial benefits from biodiversity conservation for local communities. The project design assumes that by establishing alternative livelihoods and value chains, local communities will be encouraged to conserve the biodiversity in the Kalahari landscape.</p> <p>The 2014 hunting ban partly derailed this component since the community Trusts lacked capacity to adapt to new approaches such as ecotourism ventures. This outcome also suffered from the requirement to secure Free and Prior Informed Consent (FPIC) from all communities before alternative livelihood initiatives could be initiated.</p> <p>The project is now attempting to complete two ecotourism and four value chain projects:</p> <ul style="list-style-type: none"> • Khawa Village Campsite for KD14 WMA • Wilderness campsite in Masetlheng Pan in KD1 WMA) • Charcoal and Fodder production for BORAVAST Communities • Craft production value chain in three community settlements and a Highway Craft Centre in GH10 WMA • Veld product production and processing centre in GH11 WMA • Support to a community salt mine project in Zutshwa in KD2 WMA. <p>To fast-track implementation of community value chain projects, the project engaged Cheetah Conservation Botswana through a Responsible Party</p>

Indicator	End of project target level	Status at TE
		<p>Agreement (RPA) to develop the community craft centre in GH 10 and refurbishment of three small craft centres in each of the three villages that make up the Xwiskurusa Trust. It is also overseeing the construction of a processing and sales areas in GH11 at Bere settlement.</p> <p>Support provided to the Zutshwa salt mine is restricted to the procurement of equipment and expansion of the infrastructure. The salt mine also receives support from other donor agencies such as the SADC TFCA Financing Facility, through IUCN, who are currently increasing the number of ponds on site. There are no data to show the production levels, or the magnitude of revenues generated from this community project or how the community benefits other than through employment.</p> <p>During the field visit, the TE Team found that the charcoal production project at BORAVEST had stopped operations.</p> <p>Overall, the ecotourism and value chain projects are still work in progress and not yet fully operational (except for the salt mine).</p>
Indicator 8: Percentage increase in incomes derived from ecotourism and value chains	25 % increase over baseline in number of households	<p>The project undertook a Household income baseline survey in 2023. The TE Team has reviewed this report to determine the level of poverty in the 15 villages that potentially will benefit from the ecotourism and value chain projects once they are fully operationalized.</p> <p>Key factors to emerge from this report are:</p> <ul style="list-style-type: none"> • The survey was conducted in fifteen villages of the Hukuntsi, Tsabong and Ghanzi districts • Out of 3292 households, 601 households were sampled (256 from Bere, East Hanahai, Kacgae, New Xade and West Hanahai of the Ghanzi district, 135 from Monong, Ncaang, Ngwatle, Ukhwi, Zutshwa in Hukuntsi district and 210 households from Bokspits, Khawa, Rappelspan, Struizendam and Vaalhoek in Tsabong district). • The study capturing information on 1875 individuals, of which 1866 individuals were aged 15 years and above. The population is dominated by females (55% to 45% males)

Indicator	End of project target level	Status at TE
		<ul style="list-style-type: none"> • Average household size across all the fifteen villages is estimated at 5.6 persons per household. • 28.1% of 1,866 surveyed individuals did not complete primary school education. • 1340 people were economically active, and the unemployment rate was estimated at 59.5%. • Income levels indicates that the median income in the past year (2022) was around BWP850.00 • Income from the drought relief program, social grants and wages and salaries were the most common sources of income for households <p>Benefits from KGDEP related projects such as fodder production, crafts production, campsites development, and veld products processing were found to be minimal with only 15.0% of total households in Zutshwa reporting that they obtain income from salt production while a negligible number of households have reported charcoal and veld products as their sources of income.</p> <p>Percentage increase in incomes derived from ecotourism and value chains promoted by KGDEP are therefore tenuous and indicators provided in the PIRs rely on existing projects (e.g. the Khawa Development Trust reported increase in financial return during the 2 days of the annual Khawa Dune Challenge) or from part time labour. Indirectly, the communities are benefiting from the numerous training programmes conducted by KGDEP (capacity development in the form of training in charcoal production, training in craft development, training on veld product processing, and training on business plans and Entrepreneurship development). However, these have yet to be translated to increasing income.</p> <p>The BORAVAST charcoal production project did not provide any significant benefits (other than employment) despite the BORAVAST Trust receiving training. The project has previously employed 20 community members (12 females, and 8 males) per village as charcoal producers. However, the project faced operational challenges (salaries, fuel etc.) such that without support</p>

Indicator	End of project target level	Status at TE
		<p>from the Local Economic Development Program and other Government development programmes, this project is unlikely to be revived and benefit the community.</p> <p>In contrast, the Zutshwa ecotourism project is supported by the Local Enterprise Authority (water survey and drilling and equipping of boreholes) and assisting it in its business development and expansion (including beyond project closure). LEA is seen as a critical partner in ensuring project sustainability beyond the life of the KGDEP as they have a role to play in all value chain projects development support and continued training from a national entrepreneurship development responsibility mandate.</p> <p>KGDEP has also injected income into four the communities that were engaged during the Sustainable Land Management (SLM) activities (East Hanahai and Ukwi, and Zutshwa and West Hanahai). The project engaged CBOs in these localities for the bush encroacher treatment by employing 100 community members (26 females; and 74 males). Over USD 21,845 was used for this activity. At the end of the project a total of USD 43,690 will go towards direct benefit of community members in SLM activities.</p>
Indicator 9: Number of CSOs, community and academia members actively engaged in multi-stakeholder forums to mitigate human wildlife conflict.	At least 200 (equal numbers of male and female)	<p>The Human-Wildlife Conflict Strategy was developed and completed in July 2020, with its roll out planned for September 2021. However, this was delayed first by the COVID-19 lockdown, and then further affected by suspension of all community related project activities, pending the completion of the Environmental and Social Impact Assessment (ESIA), Environmental and Social Safeguards Management Plan (ESMP), and securing of Free Prior and Informed Consent (FPIC). No record of the magnitude of Human-Wildlife Conflict, especially wildlife-livestock predation, existed in the project sites since this was not systematically gathered and analyzed by DWNP. However, several meetings were held with affected communities in Tsabong, Ghanzi, Hukuntsi and Kang to sensitise them on community contributions to biodiversity conservation and HWC.</p> <p>Better record keeping by DWNP in 2023 exposed the scale of HWC that showed that 1,155 incidents were recorded across the project from 2021 to February 2023 (and this increased further to 3668 HWC incidents from 2020 to 2024) which is higher than the baseline of 404 incidents/year.</p>

Indicator	End of project target level	Status at TE
		<p>An increase in HWC and retaliatory killings was noted for Ghanzi District where 210 incidents were recorded from July 2022 to February 2023 involving:</p> <ul style="list-style-type: none"> ○ Wild dog- 77 incidents ○ Leopard - 49 incidents ○ Elephant- 22 incidents ○ Lion -36 incidents ○ Cheetah 24 incidents ○ Hyena -2 incidents <p>157 cattle, 17 donkeys, 69 goats, 4 horses, 30 sheep and 7 elephants were killed. There is no record of the number retaliatory killings, which species were involved or the number of animals killed.</p> <p>442 incidents were recorded (which is higher than the baseline 239 and the targeted 50% reduction) for Kgalagadi District July 2022 -February 2023 involving:</p> <ul style="list-style-type: none"> ○ Wild dog- 271 incidents ○ Leopard - 76 incidents ○ Lion -56 incidents ○ Cheetah - 20 incidents ○ Hyena -7 incidents ○ Elephant- 4 incidents ○ Jackal – 8 incidents <p>364 Cattle; 10 donkeys; 90 goats; and 49 sheep were killed and 51 horses injured.</p> <p>The project supported a National Human-Wildlife Conflict multi-stakeholder forum in October 2023. 179 participants from various entities across the country attended the forum organized in collaboration with Ministry of Environment and Tourism. The KGDEP HWC management strategy was proposed as a launching pad for the development of an overarching National HWC management Strategy, however this has not taken place.</p> <p>To implement components of the HWC Management Strategy, the project signed a Responsible Party Agreement (RP) with BirdLife Botswana. Selected project activities in some of the HWC hotspot areas/settlements are targeted. Under this agreement the RP has:</p> <ul style="list-style-type: none"> • Procured equipment to support HWC mitigation by DWNP

Indicator	End of project target level	Status at TE
		<ul style="list-style-type: none"> Completed training 21 community members from six HWC hot spot areas on predator proof kraal construction. Started the pilot run on innovative HWC interventions. Developed an HWC toolkit which will be used by members of the community to protect their livestock against predators. <p>Six (6) beneficiaries in each of the six (6) communities have benefited from the ongoing kraal construction. Altogether 36 kraals will be constructed, each capable of holding approximately 50 head/kraal.</p> <p>The TE Team was not provided with any reports prepared by BirdLife Botswana describing the progress of these initiatives. The TE Team cannot therefore gauge whether this initiative was having any significant impact although DWNP representative in Tsabong responsible for the construction of the kraals believed that there had been a reduction in HWC, and attacks were less frequent.</p>

134. Overall, Outcome 2 is **rated as Unsatisfactory (U)** as the results are substantially lower than expected and/or there were major shortcomings although some progress has been made to install predator proof kraals. Nonetheless, the project has continued to pursue a rural development agenda (e.g. developing predator proof kraals) and it has not fully grasped the concept of CBNRM to advance community conservation across the landscape. There are ambitions that benefits will be reaped from the campsite at the new entrance gate to Kalahari Trans frontier Park (KTP) close to Khawa Village, but it is not clear whether tourists visiting the KTP will patronize this village campsite nor is the magnitude of this tourism trade known.

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

Indicator	End of project target level	Status at TE
Indicator 10: Area of landscape/ecosystem being managed as wildlife corridors (WMAs formally established) KD1, 2, GH 10, 11)	Nomination files for 500,000 hectares of WMAs covering wildlife corridors submitted for gazettelement	The successful implementation of Component 3 lies at the heart of the KGDEP project. Without securing the proposed WMAs, the competition between land-uses will continue and the integrity of the Kalahari ecosystem will be increasingly threatened. To address this threat, the project commissioned two integrated land use plans covering Ghanzi (now subdivided into Ghanzi and Charleshill Districts) and Kalahari Districts (now subdivided into Tsabong and Hukuntsi Districts). This planning process was informed by a comprehensive wildlife connectivity study to demonstrate the importance of securing the migratory routes between the two protected areas as well as incorporating sustainable land management (SLM) practices

Indicator	End of project target level	Status at TE
		<p>in the communal lands (holistic range management, clearing bush encroachment and fire management).</p> <p>The project adopted a robust consultative process at all levels of land-use management planning with a particular focus on raising awareness, capacity strengthening, and leveraging additional resources from other partners to facilitate some of the initiatives in the landscape.</p> <p>The final ILUMPs have been presented to and endorsed by the project steering committee and all the relevant communities and district institutions (District Development Committee, the Land Board; and the Full Council in all the four districts).</p> <p>The Department of Town and Country Planning (DTCP) have presented the draft plans to the Ministry Leadership, the Permanent Secretary and other Directors who have requested that further consultations are held with all individuals who will be affected by the proposed land use re-alignment before the final plans are presented to the Minister for approval.</p> <p>At the time of the TE, the WMAs remain ungazetted, and thus securing the 599,000 ha of WMAs is still pending.</p>
Indicator 11: Area of community lands integrating SLM practices	100,000 hectares	<p>Three key activities have been initiated towards achievement of this indicator:</p> <ol style="list-style-type: none"> 1. Holistic Range Management (HRM) – 20,000ha 2. Dry Season Range Assessment in Four Selected Communities – 31,400ha 3. Implementation of the Kgalagadi Bush Fire Risk Management Plan – 500,000ha <p>At face value, 551,400ha of community lands have been integrated into SLM practices, however it is not possible to assess the impact of these interventions at the time of the TE.</p> <p><u>HRM</u>: KGDEP collaborated with the Department of Crop Production, Department of Animal Production (DAP) and Department of Forestry and Range Resources (DFRR) equipped farmers (22 men and 16 women from two</p>

Indicator	End of project target level	Status at TE
		<p>villages) with the skills necessary to apply HRM in their communal areas, including information on ongoing government initiatives and subsidies, on seeds and fodder crops.</p> <p>There is no evidence that this has been put into practice as this depends on the successful completion of the bush clearing programme (see below). Other challenges facing this activity include the delayed supply of appropriate food seed (the seed arrived on 18/9/2024); encouraging the livestock owners to practice intensive herding, overcome the scepticism that HRM works (the Animal Production Unit do not have a demonstration plot where this form of herding is practiced) and the aspects of animal health have been overlooked.</p> <p><u>Bush Encroachment</u>: Two CBOs were engaged to clear 3km by 6 km plots in Ukwi and East Hanahai of trees and shrubs. There are also plans to clear a similar 3km x 6km plots in West Hanahai and Zutshwa. Once cleared of the bush encroachment, all four plots will be seeded with palatable grass species to improve the range conditions of the treated areas.</p> <p>This exercise has not progressed as planned:</p> <ul style="list-style-type: none"> • The CBO contracted to complete the 6 x 3km block only cleared a 3 x 3km block. • Communities employed to clear the blocks were not enthusiastic in undertaking the arduous work. • There was mismanagement of the funds allocated for the assignment (e.g. P9000 was spent on food in 2 weeks instead of one month). • There were misunderstandings on the quotes leading to delays. • The quality of the work done was poor. In some cases the thinning treatment will have to be repeated. <p><u>Kgalagadi Bush Fire Risk Management Plan</u>: KGDEP supported the Department of Forestry and Range Resources (DFRR) to train 376 community members (173 females and 203 males) in fire suppression techniques. The project also procured firefighting equipment that facilitated the roll out of</p>

Indicator	End of project target level	Status at TE
		the Bush Fire Risk Management Plans in Kgalagadi and Ghanzi. These plans potentially cover more than 500, 000ha. The Feedback to the TE Team from DFRR is that the equipment has made a significant impact in controlling wildfires, although there are no data to show the number or extent of these fires.
Indicator 12: Yield of three lead/most commonly grown crops	N/A	Output 3.2 was removed during the project reset. Justification was that at this late stage of the project with only two growing seasons remaining, it was not seen to be worth investing in CSA as the intervention will not be able to deliver significant results against the investment.
Indicator 13: Existence of Functional integrated landscape land use planning and management framework in project districts	Two integrated District Integrated Land Use Plans for Ghanzi and Kgalagadi Districts developed following multi-stakeholder consultation process, and approved by district authorities	<p>The TE Team has reviewed the two draft ILUMPs for Tsabong and Hukunsi, and for Ghanzi and Charles Hill. Both documents are comprehensive and followed a detailed consultation process. The evidence of this process is available in the form of minutes and reports made available to the TE Team. Communities were given time to review the proposed plans (although it is not clear whether there was capacity within the communities to critically comment on the content). Draft plans were presented to the PSC in August 2023 which also provided the opportunity for the CCB to present their concerns (and those of the local communities) regarding the potential negative impacts of the proposed developments on the Okwa valley in GH10. The GH10 communities believe the current land allocation in the Okwa valley (done before the KGDEP), were infringing on their ancestral and heritage land and rights, and they requested that the ILUMP address these concerns which they felt aggrieved by the ongoing waterhole allocations in the valley.</p> <p>The draft plans were endorsed at the Special PSC meeting (as seen in the minutes) and further community consultations were initiated as per the recommendations of this meeting. The DTCP also initiated engagement with the district structures after these consultations who were in broad agreement with the proposed strategic development objectives and associated intervention. Land board was however concerned about the cost of land use re-alignment, and alternative land sites.</p> <p>No comments were received after the drafts were made available for public scrutiny, however, after the DTCP consulted with the Ministry Executive, they were advised to consult the individuals who will be affected by the proposed</p>

Indicator	End of project target level	Status at TE
		<p>land use re-alignment and seek their approval before the Minister would consider the final approval.</p> <p>At the time of the TE, these consultations were still in progress. The consensus was that all affected parties (local communities, district institutions etc.) were in broad agreement with the draft plans and appreciated that their concerns had been accommodated in the planning process. Nonetheless, there is still a high probability that the formal approval process will continue to be delayed due to circumstances beyond the control of the project.</p>
Indicator 14: Capacity scores for NRM institutions (DWNP, DFRR, DEA)	Aggregate Scores on UNDP capacity Score Card of at least 50%	<p>The capacity of Natural Resources Management institutions when measured after MTR, show 53.2% based on UNDP Capacity Scorecard.</p> <p>It should be noted, however, that over the last 3 years, the project (and UNDP CO) has witnessed 5 permanent secretaries and 3 Ministers. This very high turnover of key government positions has introduced delays that have impacted on decisions needed to expedite the project as these key decision makers get up to speed.</p>

135. Component 3 is **rated as Moderately Satisfactory (MS)**. The outcome is expected to achieve most of its end-of-project targets but with significant shortcomings. The production of the ILUMPs provides the platform to inform the decision makers on whether to formally approve the potential WMAs and thus secure the ecological integrity of the Kalahari landscape. However, it is unclear whether these plans have fully satisfied the socio-economic needs of the pastoralists who are the majority community and who wheel the most political clout. The SLM interventions reflect the rural development agenda that has plagued KGDEP implementation since its inception. Two interventions (HRM and bush clearing) are unfamiliar to local communities and thus there is little confidence that these will achieve their objectives. There is also a high probability that the bush clearing exercise will be negated if there is regeneration in the coming years.

Component/ Outcome 4: Gender mainstreaming, Lessons learned by the project through participatory M&E are used to guide adaptive management, collate and share lessons, in support of up scaling.

Indicator	End of project target level	Status at TE
Indicator 15: % of women participating in and benefiting from the project activities	50%	A review of the attendance records by the TE Team confirms that approximately 45% of the people benefiting from the project (in the value chain and ecotourism projects, and from mainstreaming sustainable land management practices) were female. Similarly, the attendance registers recorded at the ILUMP meetings indicate that many attendees were also

		<p>females. The records also confirm that 40 – 50% of the people attending training courses were women:</p> <ul style="list-style-type: none"> • Gender mainstreaming: 131 (29 males 62 females-47% females) • DWNP: 88 officers (47.72 % female in: public relations, advanced Intelligence, advanced investigations, and advanced tracking skills) • District Land Use Planning Units: 30 (10 females and 20 males) trained on Land Use Conflict Identification Strategy (LUCIS)
Indicator 16: Number of the project lessons used in development and implementation of other IWT and landscape management and conservation projects	5	<p>The records made available to the TE Team show that since 2022, the PM attended several GWP meetings and made power point presentations on the lessons learnt from the implementation of the KGDEP project. These include:</p> <ul style="list-style-type: none"> • Study Tour on GWP Counter-Illegal Wildlife Trade (IWT) Best Practices, on 11-14 October 2022 in Mombasa Kenya. • GWP Annual Conference 31 October -4 November 22, Nairobi, Kenya • GWP Annual Conference-2023. • Participation in GWP webinars and shared experiences in the development objectives focusing on the uplifting the rural livelihoods.

136. The component outcome has achieved most of its end-of-project targets and therefore **rated as satisfactory (S)**.

4.6.2 Relevance

137. **4 = Moderately Satisfactory (MS):** Level of outcomes achieved more or less as expected and/or there were moderate shortcomings.
138. The following questions have guided determining how the project relates to the main objectives of the GEF Focal area, and to the environment and development priorities at the local, regional and national level?¹⁹
- Does the project's objective align with the priorities of the local government and local communities?
 - Does the project's objective fit within the national environment and development priorities?
 - Did the project concept originate from local or national stakeholders, and/or were relevant stakeholders sufficiently involved in project development?
 - How strong is the country's ownership?
 - How relevant is the project strategy to the situation in the project area?
139. The relevance of KGDEP is embedded in the national development priorities of Botswana. The migratory corridors or buffer zones that accommodate the movement of wildlife between KTP and CKGR are in an area interspersed with communal grazing land that constitutes the Kalahari ecosystem which is one of the world's largest remaining wilderness areas, largely undisturbed by humans and acting as a critical wildlife refuge. To maintain this wilderness area requires that there are appropriate responses to the political, socio-economic and institutional framework to accommodate the diverse cultural and traditional values of the communities that reside in this semi-arid landscape.
140. The challenge therefore is creating an enabling environment where planning and management decisions will continue to facilitate the continued seasonal migration of wildlife outside of KTP and CKGR to access important wet season breeding areas, such as the Schwelle, while catering for communal grazing lands and associated cattle posts on degraded land surrounding both existing and proposed WMAs. Furthermore, to accommodate an expanding human population with few options to exploit and benefit from natural resource utilization, cattle are allowed access to neighbouring portions of WMAs which in turn is reducing the land available for wildlife corridors and increasing human-wildlife conflict threats including illegal trade in wildlife.
141. The Global Wildlife Programme (GWP), funded by the Global Environment Facility (GEF) and led by the World Bank Group, seeks to address the illegal wildlife trade (IWT) by serving as a platform for knowledge exchange and coordination and supporting on-the-ground actions. KGDEP, regarded as a "Child Project" under GWP, is therefore in line with the national policy framework and the United Nations Sustainable Development Goals, in particular: (SDG 1), improve food security (SDG 2), improve economic growth and promote decent work (SDG 8), protect, restore and promote sustainable use of terrestrial ecosystems, sustainable manage forests, halt or reverse land degradation and biodiversity loss (SDG 15), and promote peaceful and inclusive development (SDG 16). It is aligned with the GWP Outcome 1: Reduction in elephants, rhinos, and big cat poaching rates. (Baseline established per participating country) and Outcome 4: Enhanced institutional capacity to fight trans-national organized wildlife crime by supporting initiatives that target.
142. To secure a stable landscape that promotes biodiversity conservation and ensures the viability of the WMAs as functional wildlife corridors requires that broad consultation occurs with numerous stakeholders (conservationists, subsistence livestock keepers, commercial farmers, government institutions) to formulate appropriate actions to mitigate the threats to the landscape.
143. Understanding interactions between wildlife using these corridors and surrounding communal grazing areas is therefore crucial. If the encroachment of cattle posts into the WMAs is allowed to continue and worsen, this could result in the complete blockage of the corridors for certain species of wildlife, disrupting movements between KTP and CKGR. It also may lead to foreclosure of consumptive and non-consumptive tourism (including cultural tourism) options that could potentially diversify the economy to support sustainable livelihoods in the long term.
144. This is not the first time that there has been a programme designed to resolve these contentious issues. There already exists a comprehensive policy and legislative framework to inform the planning process, including technical officers from relevant government sectors who understand the implications of these policy and legislative frameworks. The lessons learnt from previous programmes are incorporated in the

¹⁹ The TE Team has consulted the questions outlined in the Evaluation Matrix (Annex 6.4) and those provided in the Guidance for Conducting Terminal Evaluations of UNDP Supported, GEF-Financed Projects

project design that identifies the components necessary to achieve, thereby forming an integral part of that identifies the components necessary to achieve the objective of KGDEP.

4.6.3 Effectiveness

145. **3 = Moderately Unsatisfactory (MU):** Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings
146. The effectiveness of KGDEP is determined by what extent have the expected outcomes and objectives of the project been achieved? The following questions are considered:
- Was an integrated landscape approach promoted to manage the Kgalagadi and Ghanzi drylands for ecosystem resilience? Are the project objectives likely to be met? To what extent are they likely to be met?
 - Have the livelihoods of the local communities been improved?
 - Has the conflict between wildlife conservation and livestock production been resolved? What are the key factors contributing to project success or underachievement? What progress has the project made in each component against the start of project baselines?
 - What are the key risks and barriers that remain to achieve the project objective and generate Global Environmental Benefits?
 - What barriers, if any, have delayed progress towards results?
 - Are the key assumptions and impact drivers relevant to the achievement of Global Environmental Benefits likely to be met?
 - Have changes made to the project's management (as described in the Reset document) been effective?
 - Are responsibilities and reporting lines clear?
 - Is decision-making transparent and undertaken in a timely manner?
147. Had KGDEP resulted in the gazettement of the WMAs, it would be considered as highly effective, however, despite promoting a vigorous and well executed integrated landscape planning approach (albeit late in the project lifecycle), the gazettement of the WMAs is still pending. Furthermore, there is no certainty that this is a *fate accompli* even though there are assurances given at a high level that following some specific community consultations, this will be approved. Without this, it will not be possible to develop clear management plans for each of the WMAs that define their specific objective and actions that will result in mitigating wildlife vs livestock conflicts. The situation therefore at the TE stage is that the status quo prevails. Plans to de-zone parts of the WMAs (KD12, KD15, GH10 and GH11) are on hold pending the outcome of the ILUMP approvals while the land boards in Kalahari are under pressure to establish additional boreholes or cattle posts.
- Overriding these issues, KGDEP has not made any significant progress to improve the livelihood of local communities. Most of the ecotourism interventions are still work in progress, and there have been notable failures, such as the BORAVEST Charcoal Production project. KGDEP has also avoided re-engaging with the Trusts to revert to hunting as a source of income after the ban was lifted in 2019. Furthermore, the SLM programme is encouraging livestock producers to adopt HRM and bush encroachment treatment without any assurances that this will achieve the intended objectives resulting in long term benefits. Moreover, experience from the region (notably Zimbabwe and South Africa) suggests that HRM is unlikely to demonstrate positive outcome even after decades. Post KGDEP must accept that there is a high probability that this will fail, and with it, the confidence of communities to adopt this practice will be eroded.
148. At the time of the MTR, KGDEP was performing poorly against the targets defined in the Project Results Framework. Two factors contributed to this. First, there was poor guidance in project execution resulting in the replacement of two PMs and a CTA. Secondly, the COVID-19 lockdown stalled many of the planned activities, especially those related to Component 2. This changed following the reset process in 2022, and project implementation picked up significantly. Successes after the reset included:
- The preparation of a comprehensive ESIA that strengthened all components (except the Grievance Redress Mechanism was not put in place).
 - The conclusion of the National Anti-poaching Strategy and the establishment of functioning FOBs in the landscape. In addition, the project facilitated the formulation of an effective JOC involving all law enforcement agencies (DWNP, the Botswana Police Service; the Botswana Defence Force; and the Directorate of Intelligence Services). This is now supported by a state-of-the-art ICT system for the JOC.
 - Completion of two comprehensive ILUMPs.
 - Numerous training programmes that included at least 40% women.

149. The fewest achievements were, in general, confined to Component 2. Factors contributing to this were the failure to adapt to CBNRM focused interventions and rather pursue a rural development agenda. In addition, the implementation of several planned activities, especially those related to ecotourism, were delayed by not securing FPIC agreements with the target communities.

150. The MTR identified the weaknesses of KGDEP and highlighted that there was a considerable risk that the project would not achieve its outcomes and objectives. The prompt action by the UNDP CO averted this scenario and although there is still the possibility that some outcomes will not be achieved, there is a fair chance that most of the objectives will be.

4.6.4 Efficiency

151. **4 = Moderately Satisfactory (MS):** Level of outcomes achieved more or less as expected and/or here were moderate shortcomings.

152. The following questions guide the determination of efficiency of KGDEP:

Is the project cost-effective?	Yes. The expenses were largely as budgeted.
Is the project implementation approach efficient for delivering the planned project results?	Given the short time post reset, it would appear the approach adopted delivered the most optimal results possible.
What is the impact of the delay on project implementation delayed?	<ol style="list-style-type: none"> 1. There will be no time to deal with defects and hold the contractors accountable. 2. The community feels shortchanged that GEF over promised and under delivered. 3. The Government has lost some confidence/faith in UNDP.
Has that affected cost-effectiveness?	No.
What is the contribution of cash and in-kind co-financing to project implementation?	The only information obtained pertained to the BORAVAST project where the NC witnessed the assets procured by LEA. These comprised a kiln, trailers, cutters and logging tools as well as a van. The reported cost of +/-P 800,000 for the furnish; P 300,000 for logging /cutting equipment; and +/-200,000 appeared possible and reasonable.
Has the MEWT and the DEA provided support, facilitation, personnel, financial and material support in a timely manner and according to the Project Document, the LOA and co-financing agreements?	The participation of MET and DEA staff in project activities including TRG and PSC is evidence for this.
Have the other partners involved in implementation (DFRR, DWNP, BTO, LEA, CCB and BirdLife, UB and BUAN) provided support, facilitation, personnel, financial and material support in a timely manner and according to the Project Document and co-financing letters?	DFRR, DWNP, BTO, LEA, CCB and BirdLife have participated in project activities, including the participation in the TRG and PSC. The operationalisation of JOC is a clear testimony to support and facilitation.
Has UNDP CO provided support, facilitation, personnel, financial and material support in a timely manner and according to the Project Document those set out in the Project Document?	Yes.
What lessons can be learnt from the project regarding efficiency?	<ol style="list-style-type: none"> 1. Community Based Organisations (CBOs) in Botswana, as currently managed, are not ideal for delivery of these kind of interventions. 2. Stakeholder roles, in this case UNDP, Government and CBOs should be clearly spelt out and adhered to. 3. Committed contributions should be paid out upfront. 4. UNDP procurement processes and the inherent delays should be factored in the scheduling of activities.

	5. The PMU should be located within the IP and not under the CO
Could the project have more efficiently carried out implementation (in terms of management structures and procedures, partnerships arrangements)?	Difficult to tell.
How has the project's results framework/ logframe been used as a management tool and what changes have been made to it since project started?	From information and explanations received, the framework was adhered to. Changes in government personnel affected delivery though as there were occasional losses of institutional memory. By and large, the log frame worked.

4.6.5 Overall Outcome

Assessment of outcomes	Rating
Relevance	4 = Moderately Satisfactory (MS)
Effectiveness	3 = Moderately Unsatisfactory (MU)
Efficiency	4 = Moderately Satisfactory (MS)
Overall Project Outcome	3 = Moderately Unsatisfactory (MU)

4.6.6 Sustainability

153. The following questions are considered to determine to what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?

Financial Resources:

4 = Likely (L): There are little or no risks to sustainability

To what extent are project results likely to be dependent on continued financial support?	All results will be dependent on continued financial support. Component 1: DWNP, through its annual operational budgets, will continue to support the law enforcement and combatting IWT. Component 2: BTO is mandated to support CBOs in community ecotourism development. LEA is seen as a critical partner in ensuring project sustainability beyond the life of the KGDEP as they have a role to play in all value chain projects development support and continued training from a national entrepreneurship development responsibility mandate. Continued support to construct and maintain predator proof cattle kraals is dependent on donors such as CCB and other NGOs. Component 3: DTCP is mandated to oversee the finalisation and approval of the WMA gazettelements in collaboration with DWNP and MENT
What is the likelihood that any required financial resources will be available to sustain the project results once the GEF assistance ends?	Many of the project results will depend on receiving government interventions.
Do relevant stakeholders have or are likely to achieve an adequate level of "ownership" of results, to have the interest in ensuring that project benefits are maintained?	There is a high level of "ownership" of the law enforcement results (FOBs, JOC ITC etc), fire management systems under DFFR and the ILUMP. It is unlikely that the results under the SLM programme will continue to be supported without significant input from Ministry of Agriculture. Similarly, the

	charcoal production value chain is unlikely to continue.
Has there been the establishment of financial and economic instruments and mechanisms to ensure the ongoing flow of benefits once the GEF assistance ends (i.e. from the public and private sectors, income generating activities, and market transformations to promote the project's objectives)?	Government is committed to providing operational budgets to the relevant departments and institutions. The possibility of the Trusts receiving substantial income from the ecotourism and sale of craft and veld products is low.

Socio-economic:

3 = Moderately Likely (ML): There are moderate risks to sustainability

Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained?	The Trusts will require continued technical and financial support after the project closes.
What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow?	There is a low level of risk associated with the government led project outcomes, however, this could change if the communities are reluctant to continue with certain livelihood activities e.g. kraaling cattle at night or accepting HRM.
Is there sufficient public/ stakeholder awareness in support of the long-term objectives of the project?	Yes
Are lessons learned being documented by the Project Team on a continual basis?	Yes
Are the project's successful aspects being transferred to appropriate parties, potential future beneficiaries, and others who could learn from the project and potentially replicate and/or scale it in the future?	The PM has attended several GWP meetings and made power point presentations on the lessons learnt from the implementation of the KGDEP project

Institutional framework and Governance

3 = Moderately Likely (ML) There are moderate risks to sustainability

Do the legal frameworks, policies, governance structures and processes pose any threat to the continuation of project benefits?	Currently there are no foreseen threats posed the existing legal frameworks, policies, governance structures. However, it is not inconceivable that government could change its position regarding the WMAs. There have already been attempts to de-zone some of these to accommodate the expanding livestock industry.
Has the project put in place frameworks, policies, governance structures and processes that will create mechanisms for accountability, transparency, and technical knowledge transfer after the project's closure?	There are clear frameworks, policies and governance structures driving law enforcement and combatting IWT. Equally the DCTP follow processed the determine land allocations etc.
How has the project developed appropriate institutional capacity (systems, structures, staff, expertise, etc.) that will be self-sufficient after the project closure date?	KGDEP has undertaken extensive training in all aspects of the projects results. However, the issue of high staff turnover could undermine the institutional capacity after the project closes.
How has the project identified and involved champions (i.e. individuals in government and civil society) who can promote sustainability of project outcomes?	Although the government elected to operate this project as a DIM and preferred that it remained as a NIM (for project procurement), it did identify individuals in government and NGOs who were responsible for specific project activities under the guidance of the PMU.

Has the project achieved stakeholders' (including government stakeholders') consensus regarding courses of action on project activities after the project's closure date?	Yes. The ILUMPs have been approved at district level and await ministerial conformation.
Does the project leadership have the ability to respond to future institutional and governance changes (i.e. foreseeable changes to local or national political leadership)? Can the project strategies effectively be incorporated/mainstreamed into future planning?	The two ILUMPs are incorporated into the next national development planning framework (NDP12-NSP). This planning framework has been approved by the Cabinet which effectively embed these into the national governments future planning framework. The failure to incorporate the PMU in government will unfortunately result in the loss of capacity once the current PM leaves the project.
Is the institutional change conducive to systematically addressing gender equality and human rights concerns?	Only to a certain degree. HR issues have been incorporated into the NAPs but the project failed to set up the GRM.
To what extent are the project results dependent on socio-political factors?	The powerful livestock owners, especially those from outside the Kalahari landscape, can influence the project results.

Environmental:

2 = Moderately Unlikely (MU): There are significant risks to sustainability

Are there environmental factors that could undermine the future flow of project environmental benefits?	KGDEP is located into a semi-arid environment. The risk of prolonged droughts is high. Coupled with overstocking of livestock, this could lead to increasing bush encroachment and diminishing ground water supplies.
Will certain activities in the project area pose a threat to the sustainability of project outcomes?	Uncontrolled expansion of cattle posts into the potential WMAs will foreclose options to secure the biodiversity of the landscape. Retaliatory killing of predators will escalate if the programme to install predator proof kraals stalls or they are not maintained,

Overall likelihood²⁰:

2 = Moderately Unlikely (MU): There are significant risks to sustainability

Sustainability	Rating
Financial resources	4 = <i>Likely (L): There are little or no risks to sustainability</i>
Socio-political	3 = <i>Moderately Likely (ML): There are moderate risks to sustainability</i>
Institutional framework and governance	3 = <i>Moderately Likely (ML): There are moderate risks to sustainability</i>
Environmental	2 = <i>Moderately Unlikely (MU): There are significant risks to sustainability</i>
Overall Likelihood of Sustainability	2 = <i>Moderately Unlikely (MU): There are significant risks to sustainability</i>

4.6.7 Country ownership

154. KGDEP was originally designed to be implemented as a Nationally Implemented Modality (NIM) i.e., the government (IP) would be directly involved with all aspects of implementation and assume responsibility

²⁰ All the risk dimensions of sustainability are critical. Therefore, the overall rating for sustainability cannot be higher than the lowest rated dimension. For example, if a project has an 'Unlikely' rating in any dimension, its overall rating for sustainability cannot be higher than 'Unlikely'.

for the risks. The role of the UNDP CO, as the Global Environmental Fund (GEF) Implementing Agency, is to provide Project Assurance and oversight. However, the project has operated under a CO support to National Implementation where the UNDP CO is responsible for procurement and overseeing the implementation of activities via the PMU (see Section 4.2)²¹. The government has assumed indirect ownership of the project through a mutually agreed arrangement where specific government officials are actively involved in implementation while UNDP CO serves primarily as a conduit for procurement requirements that are driven by the needs of the government departments and the communities in accordance with specifications provided and approved by the implementing partners.

155. Usually, direct execution support is only required when the HACT²² micro-assessment of the IP indicates significant or high risks. In this case, no HACT micro-assessment was performed, and the macro-assessment that was available at the time of the Project Document development indicated low risk.
156. This is not to say that government, as the implementing partner, did not assume ownership and responsibility for some components. DWNP took on the role of driving component 1, relying on the PMU to procure equipment and services that it had identified. Similarly, in late 2020, UNDP, guided by MENT-DEA, concluded a Memorandum of Understanding (MoU) with the Ministry of Land Management Water and Sanitation Service (MLWS) and its Department of Town and Country Planning (DTCP) for the development of the ILUMPs, aiming to foster government ownership and building capacity of government technical officers and other stakeholders for long-term sustainability of the plan and its implementation after project closure. However, after the reset process, an independent consultant was engaged to complete these plans to avoid delays.
157. The members of the PSC are drawn almost exclusively from government, and although this is a cumbersome forum, it has exercised its authority as an executive body to make decisions on behalf of the project. In this way, the IP has assumed indirect ownership of the project albeit at a cost. The UNDP CO, as the de facto DIM, is not able to expedite delivery rates and struggled to assert its authority in this regard. The PMU equally was answerable to the UNDP CO and to the PSC requiring that excellent lines of communication were maintained between it and the numerous project partners.
158. The TE was not provided with clear reasons as to why the government was reluctant to accept full responsibility for project implementation, apart from it lacking capacity. However, despite the strong support for the project across a range of stakeholders who almost universally agree on the project objective, and the high-level advocacy driven by the UNDP CO, it is strongly suspected that the involvement of several different line ministries each with clear and sometimes opposing sector policies could have resulted in high-level conflicts especially concerning which way to promote the long term development of the WMAs: to expand the cattle rearing sector into the WMAs or promote wildlife based land use as dictated by the wildlife policy and Act.

4.6.8 Gender equality and women's empowerment

159. The project was guided by a Gender Mainstreaming Strategy and Action Plan developed in 2020 that coordinated gender equality and women empowerment. The strategy focused on training in gender mainstreaming involving IPs, CBOs Board of trustees, Community leadership, Community development officers, and RP primary focus. At the TE, 131 people (29 males 62 females-47% females) have been trained providing the opportunity for women to participate and benefit in the project activities.
160. The specific objectives of the workshops have been to:
 - Capacitate attendees on the project gender mainstreaming and other gender instruments at regional and international levels.
 - Strengthen participants understanding of the key gender planning concepts
 - Strengthen participant's skills and knowledge of gender budgeting and the sustainable development goals.
 - Capacitate trusts board to develop and implement gender-responsive policies, activities and projects.
 - Facilitate a shared understanding of the broader context within which Gender Mainstreaming takes place.

²¹ Direct Implementation (DIM) is the modality whereby UNDP takes on the role of Implementing Partner. In DIM modality, UNDP has the technical and administrative capacity to assume the responsibility for mobilizing and applying effectively the required inputs in order to reach the expected outputs. UNDP assumes overall management responsibility and accountability for project implementation. Accordingly, UNDP must follow all policies and procedures established for its own operations.

²² The Harmonized Approach to Cash Transfer (HACT) dictates policies and procedures for capacity assessment, cash transfer modality, audit, assurance and monitoring.

- Capacitate implementing partners on identify GBV and reporting GBV
- Capacitate Implementing partners on women empowerment
- Build capacity of the community-based organizations, VDC, and other stakeholders which should lead to more participation of women in projects.

4.6.9 Cross-cutting Issues

161. Component 4 focused on the cross-cutting issues of gender mainstreaming and knowledge management. A participatory M&E plan is used to collate and disseminate lessons and to support adaptive management. These were presented and discussed at a multistakeholder forum, convened in collaboration with the Department of Gender, to unpack the importance of gender mainstreaming and gender issues in Natural Resources Management (NRM). The 131 people who received training in gender mainstreaming were exposed to the lessons learnt in implementing IWT mitigation and approaches to landscape management and conservation projects. The project also successfully participated in various activities of the Global Wildlife Programme (e.g., webinars, regional and International Conferences, and project benchmarking visits to learn and exchange knowledge with similar initiatives in the region).
162. With respect to safeguards management, the project has taken measures to comply with the UNDP SES policy requirements including revision of the Social and Environmental Screening Procedure (SESP). In addition to the SESP revision, Environmental and Social Impact Assessment (ESIA); Free, Prior Informed Consent (FPIC); and an Indigenous Peoples Plan (IPP) and Grievance Redress Mechanism (GRM) for the project area have been completed. A comprehensive ESMP was developed that lays out the mitigation measures for minimizing negative impacts on people and nature.
163. The project has proactively implemented measures to ensure better results for people and nature in compliance with the UNDP SES policy as reflected in section B of risk management. Notably, the revised safeguards instruments including revised SESP, ESMF, ESIA, ESMP, IPP, GRM and Stakeholder Engagement Plan were subjected to public disclosure and were finalized. Free Prior Informed Consent was secured from the project target communities to ensure that their views, concerns were adequately addressed before implementation. Safeguards measures have been implemented together with component activities in an integrated manner.

4.6.10 GEF Additionality

164. The project team has continued to participate in the GWP organised learning and knowledge management forums since 2022 and shared experiences and lessons learnt with other countries. In particular, the Project Manager and government representatives participated a Study Tour on GWP Counter-Illegal Wildlife Trade (IWT) Best Practices, on 11-14 October 2022 in Mombasa Kenya; GWP Annual Conference 2022, Nairobi, Kenya; GWP Annual Conference-2023 in Bangkok Thailand. The PM shared experience during webinars organised by the GWP including a presentation on “Women as Catalysts for Change in Conservation”. Notwithstanding, the evidence provided is not clear on what lessons were used in the development and implementation of the project.

4.6.11 Catalytic/Replication Effect

165. The assessment of the catalytic/replication effect of the project is measured against the following factors:
166. Scaling up: Approaches developed through the project are taken up on a regional / national scale, becoming widely accepted, and perhaps legally required. The project has developed a state-of-the-art National Joint Operations Centre (JOC) that contribute to capacity of DWNP and other Law Enforcement Agencies to combat IWT. The ICT system developed an ArcGIS Online platform for the JOC provides the opportunity for real time monitoring of patrol effort, arrests, processing of crime scenes and prosecution. There is the potential for this system to be scaled up and used in other countries across the region, notably Zambia, Namibia, Tanzania, Zimbabwe and Mozambique who are combatting the IWT across broad landscapes.
167. Replication: Activities, demonstrations, and/or techniques are repeated within or outside the project, nationally or internationally. The JOC ICT system still must be fully rolled out and tested to demonstrate its effectiveness. Other activities implemented under the project (HRM, bush clearing, predator proof kraals) are techniques that have been demonstrated elsewhere in the regions, some with mixed results.
168. Demonstration: Steps have been taken to catalyze the public good, for instance through the development of demonstration sites, successful information dissemination and training. The concept of predator proof kraals has been introduced into the landscape to demonstrate their effectiveness in reducing HWC. Several training programmes involving women and other stakeholders have helped to disseminate lessons learned and information on approaches to SLM and ILUMP.

169. Production of public good: The lowest level of catalytic result, including for instance development of new technologies and approaches. No significant actions were taken to build on this achievement, so the catalytic effect is left to 'market forces'. The attempt to promote the production of charcoal has not been a success. The communities saw little tangible benefit from this activity given the level of work involved. Without government subsidy (via LEA), it is unlikely that this initiative will succeed.
170. The catalytic effect of KGDEP hinges on whether the government elects to upgrade the proposed WMAs and adopt the ILUMP developed under the project. This is a political decision that will have far reaching consequences regarding the future integrity of the Kalahari ecosystem. At the time of the TE there is no hard evidence that political support is strong for the gazettelement of the WMAs.

4.6.12 Progress to Impact

171. The long-term impact of KGDEP is to be measured against the following as outlined in the Theory of Change:
- Decrease in IWT because of increased number of inspections /patrols, seizures, arrests and prosecutions of IW traders and poachers.
 - Reduced poaching
 - Reduced retaliatory killings and poisoning
 - Reduced expansion of livestock and settlements into critical WMAs
 - Development of sustainable grazing systems
 - Improved rangeland quality
172. In assessing the impact of KGDEP against these impacts, it is necessary to bear in mind that the project had 28 months (of 84 months) to implement and complete many of the activities identified under each of the four components that would have had positive impacts. The TE Team, on several occasions, was informed by recipients of the project interventions that they regretted that KGDEP was coming to an end since the interventions were beginning to show positive results e.g. the fire management programme.
173. The data made available to the TE Team however suggests that there has been an increase in poaching levels. This may reflect the improved capacity of the law enforcement agencies to capture this information rather than a failure in project implementation. No data were provided on the number of retaliatory killings of big cats as problem animals although there were no poisoning incidents during the last 20 months.
174. KGDEP has had little or no impact on reducing the expansion of the livestock industry nor is it likely to develop sustainable grazing systems and improved rangeland quality. Changes to demonstrate that there would be a positive impact to the environment is beyond the timeframe of the project (if at all).
175. Similarly, the impact of the community value chain interventions to improve income and livelihoods is dependent on their successful conclusion, many of which are scheduled to be completed after the project ends.

5 MAIN FINDINGS, CONCLUSIONS, RECOMMENDATIONS AND LESSONS

176. KGDEP must be considered in three phases. 1) Project Inception; 2) COVID-19 and 3) Project Reset. Weaknesses in project implementation to meet its objective are highlighted in the comprehensive MTR. The decision to halt and reset the project in 2021 (Phase 3) rejuvenated its progress which has since proceeded as planned with minor deviations which reflects the effective project management and adaptive management measures undertaken over the last 2 years. The main findings of the TE are therefore based on the achievements of Phase 3 and discussed below.

5.1 MAIN FINDINGS

177. The TE Team uses the key evaluation questions (section 5.3 of the TE ToR) to review the preliminary achievements of each component and analysis of the data to highlight the main findings of KGDEP. This is further supported by observations in the field and information gleaned from interviewing key stakeholders and beneficiaries.

<p>a) Has the National strategy on inter-agency collaboration and intelligence sharing for combatting wildlife crime developed and implemented accordingly?</p> <p>b) Have the district level wildlife management and law enforcement agencies provided with capacity to implement provisions of the National Strategy to combat wildlife crimes in Kgalagadi and Ghanzi Districts (support to COBRA and clean-up campaigns)?</p>	<p>The National Anti-Poaching Strategy has been finalised but not yet formally approved. KGDEP provided support to the DWNP to set up the inter-law enforcement agencies at the National Anti-Poaching Committee (NAPC) and four inter-agency District fora (District Antipoaching Committee) in Ghanzi, Kgakagadi Maun and Bobirwa. In addition, the project has assisted the DWNP to establish a fully functional Joint Operation Centre (JOC) and associated ICT system, Intelligence Diffusion Centres (IDCs), and Forward Operating Bases (FOBs).</p> <p>The performance capacity of the key law enforcement agencies has increased from 28% to 52.3% as measured against the capacity score rating.</p> <p>The TE Team was provided with records to show that 203 cases of illegal activity were reported in the project area from 2018 to June 2024 (159 cases for Kgalagadi District, and 44 cases in Ghanzi District) averaging 29 cases/year. This is down from the baseline level of 65/year at project inception, representing an overall reduction of 55%.</p> <p>There is no electronic tracking system in place facilitating case management between DWNP and Directorate of Public Prosecutions (DPP), however, the TE Team was informed that it is possible to include this data capture module in the JOC ICT data capture and management system.</p> <p>KGDEP facilitated the procurement of office accommodation and furniture for Kgalagadi and Ghanzi Districts (aka Porta Cabins delivered in August 2023) The DWNP confirmed that these Forward Operating Bases (FOB) greatly enhanced their capability to deploy law enforcement staff in the field and response to IWT (increased patrols, mount roadblocks etc.).</p> <p>The state-of-the art ICT system developed for the JOC that will be deployed in Intelligence Diffusion Centres across the country is designed to provide the DWNP and other law</p>
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	<p>enforcement agencies with real time information on location of patrols, team compositions, records of illegal activity, crime scene investigation etc. This system, if used to its maximum potential, will significantly enhance the capacity of Botswana top deal effectively with IWT.</p> <p>88 DWNP officers (47.72 % females) have received training in:</p> <ul style="list-style-type: none"> • Public relations training • Advanced investigation skills • Advance intelligence management skills • Advanced tracking and trailing skills <p>These training programmes are aimed at increasing capacities to combat IWT.</p>
<p>c) Have there been a development and establishment of at least 4 value chains and 3 ecotourism businesses to increase financial benefits from biodiversity conservation for local communities?</p>	<p>The expectation of Output 2.1 in the project design assumes that by establishing alternative livelihoods and value chains, local communities will be encouraged to conserve the biodiversity in the Kalahari landscape.</p> <p>(Note: Indicator 7 is modified in the ToR Log frame to read: “Number of value chains and ecotourism ventures operationalized” with a target of 2 at MTR and 4 at TE. It is not specific on which one).</p> <p>This has not yet led to an increase in financial benefits nor is it likely to encourage biodiversity conservation at a landscape scale. KGDEP is developing and establishing 4 value chains and 2 ecotourism businesses:</p> <ul style="list-style-type: none"> • Khawa Village Campsite for KD14 WMA • Wilderness campsite in Masetlheng Pan in KD1 WMA) • Charcoal and Fodder production for BORAVAST Communities • Craft production value chain in three community settlements and a Highway Craft Centre in GH10 WMA • Veld product production and processing centre in GH11 WMA • Support to a community salt mine project in Zutshwa in KD2 WMA. <p>Apart of the Zutshwa salt mine and the Zutshwa ecotourism project (supported by the Local Enterprise Authority), all the other ecotourism and value chain projects are still work in progress and not yet fully operational. Communities have therefore yet reaped the benefits of these project interventions.</p> <p>The 2014 hunting ban partly derailed the opportunity to pursue a CBNRM approach and community Trusts lack capacity to adapt to new approaches such as ecotourism ventures. The</p>

	<p>requirement to secure Free and Prior Informed Consent (FPIC) from all communities before alternative livelihood initiatives are initiated delayed this outcome.</p> <p>To fast-track implementation of community value chain projects, the project engaged Cheetah Conservation Botswana (CCB) to develop the community craft centre in GH 10 and refurbishment of three small craft centres in each of the three villages that make up the Xwiskurusa Trust. It is also overseeing the construction of a processing and sales areas in GH11 at Bere settlement. In addition, the Botswana Tourism Authority is assisting the Khawa Village Campsite and Wilderness campsite in Masetlheng Pan.</p> <p>Support provided to the Zutshwa salt mine is restricted to the procurement of equipment and expansion of the infrastructure. However, the charcoal production project at BORAVEST had stopped operations. The BORAVAST charcoal production project did not provide any significant benefits (other than employment) and faced operational challenges (salaries, fuel etc.) such that without support from the Local Economic Development Program (LEA) and other Government development programmes, this project is unlikely to be revived and benefit the community.</p> <p>The Household income baseline survey conducted in 2023 to determine the level of poverty in 15 of the 30 villages that potentially will benefit from the ecotourism and value chain projects once they are fully operationalized showed that data from the 601 households sampled the median income in the past year (2022) was around BWP850.00.</p> <p>Income from the drought relief program, social grants and wages and salaries were the most common sources of income for households. Benefits from KGDEP related projects such as fodder production, crafts production, campsites development, and veld products processing were found to be minimal with only 15.0% of households in Zutshwa reporting that they obtain income from salt production while a negligible number of households have reported charcoal and veld products as their sources of income.</p> <p>Percentage increase in incomes derived from ecotourism and value chains promoted by KGDEP are therefore tenuous.</p> <p>Data provided by KGDEP PIRs show that many communities either rely on existing projects (e.g. the Khawa Dune Challenge) or from part time labour through engagement under the SLM activities (e.g. bush encroachment clearing).</p>
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	<p>Many of the challenges facing this component stem from the project failing to recognise that to achieve increased financial benefits from biodiversity conservation, it is necessary to promote the Botswana CBNRM policy and not pursue a rural development agenda.</p>
<p>d) Have strategies for communities, CSOs and academia to collaborate with law enforcement agencies been established and applied to reduce HWC and increase local level participation in combatting wildlife crimes in the two districts?</p>	<p>There is no evidence to show that communities, CSOs and academia to collaborate with law enforcement agencies to combat wildlife crime, however, the project supported the conclusion of the National Human-Wildlife Conflict (although not yet formally approved) and organised, in collaboration with Ministry of Environment and Tourism, a multi-stakeholder forum in October 2023 attended by 179 participants from various entities from across the country to present this to the public and key stakeholders.</p> <p>Aspects of this national strategy are implemented under the KGDEP HWC management strategy, notably the construction of predator proof kraals, training local community members in the use of the HWC Tool Kit (coordinated by BirdLife Botswana). CCB have been subcontracted by BirdLife Botswana to construct predator proof kraals in Ghanzi. CCB have also initiated a project to satellite track the movement of cattle that stray near or into the WMAs/protected areas (using funds provided by Lion Recovery Fund). Cattle herders are alerted via a SMS who then use horse patrols to locate and drive the cattle back to the nearest village.</p> <p>Data are available listing the annual loss of livestock (cattle, sheep, goats, horses, donkeys) from predator attacks (lion, leopard, cheetah, wild dog) but there is no data regarding the number of problem animals that are removed by the authorities. It is not possible therefore to gauge the effectiveness of the predator proof kraals.</p>
<p>e) Has the project managed to develop two fully integrated District Integrated Land Use Plans prepared, with well capacitated DLUPUs, leading to approximately 500,000 ha of conservation area recognized as WMAs protecting wildlife migratory corridors and managed in line with biodiversity conservation principles (KD1/KD2 and GH11)?</p>	<p>Two comprehensive integrated land use plans covering Ghanzi (now subdivided into Ghanzi and Charleshill Districts) and Kalahari Districts (now subdivided into Tsabong and Hukuntsi Districts) have been prepared by KGDEP. A wildlife connectivity study to demonstrate the importance of securing the migratory routes between the Kgalagadi Transfrontier Park and the Central Kalahari Game Reserve.</p> <p>Preparation of these plans adopted a robust consultative process at all levels of land-use management planning with a particular focus on raising awareness and capacity strengthening of DLUPUs.</p> <p>The final ILUMPs have been presented to and endorsed by the project steering committee and all the relevant communities and district institutions (District Development Committee, the Land Board; and the Full Council in all the four districts). The Department of Town and Country Planning (DTCP) have presented the draft plans to the Ministry Leadership, the Permanent</p>

	<p>Secretary and other Directors who have requested that further consultations are held with all individuals who will be affected by the proposed land use re-alignment before the final plans are presented to the Minister for approval.</p> <p>At the time of the TE, the WMAs remain ungazetted, and thus securing the 599,000 ha of WMAs is still pending.</p>
<p>f) Has the project achieved approximately 100,000 ha of community lands around the Protected Areas (east of KD1 and east of KD15/Bokspits) which have been put under improved community rangeland management and pastoral production practices (such as Holistic Range Management, bush clearance, rehabilitation of degraded pastures and community-based fire management)?</p>	<p>KGDEP has the potential to place a total of 551,400 hectares of community lands under Sustainable Land Management (SLM) practices (20,000ha under HRM, 31,400ha destined to be cleared of bush encroachment and 500,000ha protected through the implementation of the Kgalagadi Bush Fire Risk Management Plan. Except for the Fire Risk Management Plan, none of the other areas have yet to be placed under improved community rangeland management and pastoral production practices around the Protected Areas east of KD1 and east of KD15/Bokspits.</p> <p>The status of the three activities initiated to achieve this are:</p> <p>Holistic Resource Management (HRM): KGDEP collaborated with the Department of Crop Production, Department of Animal Production (DAP) and Department of Forestry and Range Resources (DFRR) equipped farmers (22 men and 16 women from two villages) with the skills necessary to apply HRM in 20,000ha in their communal areas, including information on ongoing government initiatives and subsidies, on seeds and fodder crops.</p> <p>There is no evidence that this has been put into practice as this depends on the successful completion of the bush clearing programme (see below). Implementing this activity faces challenges from the delayed supply of appropriate grass seed; encouraging the livestock owners to practice intensive herding (the Animal Production Unit do not have a demonstration plot where this form of herding is practiced) and the aspects of animal health have been overlooked.</p> <p>Bush Encroachment: Two CBOs were engaged to clear 3km by 6km plots in Ukwi and East Hanahai of trees and shrubs. There are also plans to clear a similar 3km x 6km plots in West Hanahai and Zutshwa. Once cleared of the bush encroachment, all four plots will be seeded with palatable grass species to improve the range conditions of the treated areas. This exercise has not progressed as planned:</p> <ul style="list-style-type: none"> • The CBO contracted to complete the 6km x 3km block only cleared a 3km x 3km block. • Communities employed to clear the blocks were not enthusiastic in undertaking the arduous work.

	<ul style="list-style-type: none"> • There was mismanagement of the funds allocated for the assignment (e.g. P9000 was spent on food in 2 weeks instead of one month). • There were misunderstandings on the quotes leading to delays. • The quality of the work done was poor. In some cases the thinning treatment will have to be repeated. <p>Kgalagadi Bush Fire Risk Management Plan: KGDEP supported the Department of Forestry and Range Resources (DFRR) to train 376 community members (173 females and 203 males) in fire suppression techniques. The project also procured firefighting equipment that facilitated the roll out of the Bush Fire Risk Management Plans in Kgalagadi and Ghanzi. The feedback to the TE Team from DFRR is that the equipment has made a significant impact in controlling wildfires, although there are no data to show the number or extent of these fires.</p>
<p>g) Did the project manage to develop a gender strategy and used it to guide project implementation, monitoring and reporting. furthermore, has they been adequate communication on lessons learned and sharing as expected?</p>	<p>The project was guided by a Gender Mainstreaming Strategy and Action Plan developed in 2020 that coordinated gender equality and women empowerment. The strategy focused on training in gender mainstreaming involving IPs, CBOs Board of trustees, Community leadership, Community development officers, and RP primary focus.</p> <p>A review of the attendance records confirms that approximately 45% of the people benefiting from the project (in the value chain and ecotourism projects, and from mainstreaming sustainable land management practices) were female. Similarly, the attendance registers recorded at the ILUMP meetings indicate that many attendees were also females. The records also confirm that 40 – 50% of the people attending training courses were women.</p> <p>The records made available to the TE Team show that since 2022, the PM attended several GWP meetings and made power point presentations on the lessons learnt from the implementation of the KGDEP project. These include:</p> <ul style="list-style-type: none"> • Study Tour on GWP Counter-Illegal Wildlife Trade (IWT) Best Practices, on 11-14 October 2022 in Mombasa Kenya. • GWP Annual Conference 31 October -4 November 22, Nairobi, Kenya • GWP Annual Conference-2023. • Participation in GWP webinars and shared experiences in the development objectives focusing on the uplifting the rural livelihoods.

5.2 CONCLUSIONS

178. In the long term, the project is designed to deliver impacts in three key areas:
- a. Populations of threatened wildlife in the Kalahari landscape will stabilize or increase. Furthermore, the capacities of wildlife management and law enforcement agencies to collaborate and effectively tackle wildlife crimes nationally, while simultaneously increasing capacities for tackling poaching, wildlife poisoning and other wildlife crimes within the Kgalagadi and Ghanzi Districts will be increased.
 - b. Wildlife migratory corridors in the Ghanzi and Kalahari landscapes will be secured to facilitate seasonal movements between CKGR and KTP. By preparing comprehensive ILUMPs, it will reduce the negative impacts of competing land uses that threaten wildlife and livelihoods at the Kalahari landscape level. These integrated land use plans will secure the migratory corridors that provide connectivity between KTP and CKGR and integrate sustainable land management practices within the communal areas to increase productivity of these communal areas and reduce pressure on the conservation areas. This will also rehabilitate degraded rangelands and contain human wildlife conflicts.
 - c. Sustainable Land Management (SLM) and Holistic Range Management (HRM) principles will be used to enhance productivity of the communal lands and reduce pressure on the adjoining protected areas thereby increasing livelihood options and reducing HWC. It will provide income-generating avenues that are not based on wildlife consumption, to provide incentives for wildlife conservation.
179. This is the second attempt to resolve the conflict between conservation and livestock production in the Kalahari landscape. The KGDEP draws on the experiences and lessons learnt from this initial programme to identify its ToC and components needed to achieve the objective.
180. The project outcomes and objectives are well-aligned with the national policy framework and the UNDP United Nations Sustainable Development Goals, in particular: SDG 1 - improve food security; SDG 2 - improve economic growth and promote decent work; SDG 8 - protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, halt or reverse land degradation and biodiversity loss; SDG 15 - promote peaceful and inclusive development. It is aligned with the GWP Outcome 1: Reduction in elephants, rhinos, and big cat poaching rates. (Baseline established per participating country) and Outcome 4: Enhanced institutional capacity to fight trans-national organized wildlife crime by supporting initiatives that target.
181. However, until the reset process was completed in 2022, the approach to implementation was flawed. This was addressed by accepting most of the recommendations provided in the MTR. Thereafter, the project has made significant progress and although it is expected to deliver satisfactory results, many of the planned activities are behind schedule and are not likely to be completed before project completion.
182. The reasons for this are defuse and some are outside of the control of the implementing partner. At the design stage, the project had to identify interventions to enhance community-based livelihoods by capacitating the numerous Trusts to apply conservation orientated strategies. This approach was derailed with the imposition of a national hunting ban in 2014 that removed the option of Trusts to generate income from consumptive tourism. To compensate for this, and adhere to government policy at the time, the project identified opportunities to develop non-consumptive tourism and specific value chain initiatives. It also identified interventions under Sustainable Land Use Management that supported a rural development agenda rather than a broad natural resource management agenda under the CBNRM programme.
183. The second challenge to face the project was its implementation modality. KGDEP is a complex project involving five different government departments and although the ProDoc clearly set out the implementation structure that fits a National Implementation Modality (NIM), the Implementing Partner did not identify a clear champion with the necessary capacity to take on the responsibility of project management. Consequently, by default, the UNDO CO assumed this role and housed the PMU within the country office. This management arrangement was therefore more consistent with a Direct Implementation Modality (DIM) which meant that the UNDP CO was directly involved in execution of the project. Coupled with the recruitment of two PM's that were not suitable to roll out the initial implementation, the project then had to endure the impact of the COVID-19 lockdown which placed further pressure on the project to meet its targets.
184. This delay, and the consequences of a weak SESP carried out during the design phase, triggered a series of events that led to the reset process. First, the subsequent SESP exercises identified perceived human rights and displacement risks that either directly or indirectly were affected by the project that could potentially compromise UNDP CO in its role of DIM, and secondly procedures to obtain FPIC consent from beneficiary communities was absent. This was only rectified after the completion of the reset process and incorporated into the revised SES documents (i.e. the revised ESIA and ESMP).

185. With the recruitment of an experienced and competent PM, and with strong support from the UNDP CO and government counterparts, it has been possible to turn the project around to the point where there is now a reasonable chance to meet its objective.
186. However, this is contingent on whether the final ILUMPs that have been presented to government are accepted and approved by central Government leading to the gazettelement of the WMAs. This would send a clear signal that the environmental resilience of the Kalahari landscape will be secured and that the vulnerable ecosystems upon which the fragile socio-economic environment depends will benefit from sustainable economic development. Unless this is put in place the present trade-off between economic development (in the form of the cattle sector) versus conservation (CBNRM and a wildlife sector) will continue, and KGDEP will not have met its nationally, regionally and globally important objective.

5.3 RECOMMENDATIONS

187. The recommendations presented here are in line with the closure of the project on 1st November 2024.
- Recommendation 1: The project has been granted an extension until 1st May 2025 (and financial closure on 1st November 2025) to recover time lost caused by COVID-19 pandemic and delays following post MTR reset process. It is recommended that such an extension is granted provided that there are unequivocal signals from government that it prefers a wildlife-based land use scenario in the Kalahari landscape over livestock production.
- Recommendation 2: The MENT/DEP should establish a forum for state and non-state actors involved in land use in the Kalahari landscape that provides a platform to discuss the land use options as laid out in the ILUMPs (e.g. WMA management plans, CBNRM, IWT enforcement, HWC, SLM, private sector involvement and ecotourism development etc.).
- Recommendation 3: The DWNP needs to address the existing weaknesses and strengths of the Community Trusts in the project area and resuscitate a broader application of CBNRM than that proposed in the value chains of the project. The 2014 hunting ban eroded the support for WMAs by reducing the relative land values in favour of conventional development and cattle rearing. Now that the hunting ban has been lifted, it is critical that the migratory wildlife resource that is reliant on the WMAs is given a value, and those communities who share the land with this resource can benefit from the sustainable use of this resource. Without this, it is unlikely that they will invest in its protection which in turn will encourage increased levels of HWC, IWT and poaching and an abandonment of a conservation-based land use in favour of other land uses. Until these WMAs are gazetted, the landscape will continue to be eroded by default.
- Recommendation 4: The ProDoc for this project identifies \$21,500,000 of in-kind and other support from Government and Birdlife Botswana respectively. Whilst UNDP CO ensures that all signed agreements/policies are adhered to, there is no evidence to show that these partners have committed this level of funding. It is recommended therefore that co-financing frameworks that involve government and/or NGOs as the implementing partner are required to provide approved work plans and budgets that can be tracked through the project M&E process. In this way, the sustainability after project closure can be gauged.

5.4 LESSONS LEARNED

- Lesson 1: A clear distinction is made between rural development and conservation activities to avoid promoting conflicts of interest in projects designed to conserve and protect expansive landscapes to combat IWT and loss of biodiversity.
- Lesson 2: There are no clear unequivocal signals from government that it prefers a wildlife-based land use scenario in the Kalahari landscape over livestock production. The apparent hesitation to gazette the WMAs and synergizing policies on issues such as curtailing the expansion of boreholes indicates that there is no hard evidence that political support is strong for the gazettelement of the WMAs.
- Lesson 3: GEF GWP programmes focus on designing and implementing national strategies to improve wildlife and protected area management, enhance community livelihood benefits, strengthen law enforcement and reduce demand through changing behaviour. Implementing GWP programmes in landscapes that favour rural development over conservation is to be avoided unless there are clear policies to promote wildlife-based land use that is not eroded by reducing the relative land values in favour of conventional development and cattle rearing.
- Lesson 4: Free and Prior Informed Consent consultation of the affected communities are undertaken at the project design stage.
- Lesson 5: The NIM vs DIM scenario is to be avoided by adhering to the project implementation modalities identified in the Prodoc and (in this case) the reset report. This will ensure that the ownership of the outcomes and overall objectives are embedded at a national level, and that key implementing partners take on the leading roles to directly implement the project components.

6 ANNEXES

6.1 TE ToR (EXCLUDING ToR ANNEXES)

**Terminal Evaluation Terms of Reference (ToR)
for UNDP-supported GEF-financed project – International Expert
Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal
wildlife trafficking in the Kgalagadi and Ghanzi Drylands.**

UNDP-GEF PIMS 5590 / GEF ID 9154

Template 1 - formatted for attachment to the UNDP Procurement website

1. INTRODUCTION

1.1. In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the full-sized project titled “**Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands**”. **UNDP-GEF PIMS 5590 / GEF ID 9154**, implemented through the Ministry of Environment and Tourism in Botswana, with implementation support from the UNDP Botswana Country Office.

1.2. The project started on the 1st of November 2017 and is in its seventh and last year of implementation. The TE process must follow the guidance outlined in the document ‘Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects’ ‘Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects’

2. PROJECT BACKGROUND AND CONTEXT

2.1. This is a GEF-financed, GEF 6 Child Project under the Global Wildlife Programme. The project sought to improve the management of the human-wildlife interface in the Kgalagadi and Ghanzi Drylands of Botswana, in order to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking. The full project Objective was “to promote an integrated landscape approach to managing Kgalagadi and Ghanzi drylands for ecosystem resilience, improved livelihoods and reduced conflicts between wildlife conservation and livestock production”. This would reduce the volume of unsustainable wildlife crimes and the rate of loss of globally significant biodiversity in Botswana, while simultaneously improving the quality of the rangeland and its ability to support livestock, wildlife and livelihoods.

2.2. The principal results expected from the project are: i) more effective anti-poaching approach which was hinged on the revision of the National Strategy on Anti-poaching, a coordinating mechanism and better resourced agencies leading to reduced illegal hunting and wildlife crime; ii) Human Wildlife Conflict management strategy and its implementation. Equally the project sort to see number of livelihood value chains and community-based enterprises established and providing alternative livelihoods to hunting; iii) a comprehensive and Integrated Land Use Management Plan (ILUMP) and better capacitated land management agencies coordinating land use practices within the KGDEP landscape. This included increased areas of land under Sustainable Land Management (SLM) and reduced land degradation; and iv) greater equality of access to resources and services for women and disadvantaged groups.

2.3. The project outcomes were therefore structured into four impact pathways: (i) Increasing national capacity to tackle wildlife crime, including poaching, wildlife poisoning and illegal trafficking and trade (Component 1);(ii) creating incentives and building systems for wildlife protection by communities, including improved benefits from natural resource use/wildlife management, reduced human wildlife conflict, and diversified, non-consumptive alternative livelihoods (Component 2); (iii) Integrated landscape planning and sustainable land management (SLM) to secure wildlife migratory corridors and improve productivity in communal lands (Component 3); and (iv) gender mainstreaming, knowledge management and monitoring and evaluation. Component 1 has national reach, with some sub-regional and district-focused activities. Components 2 and 3 operate in the expansive domain between the Kgalagadi Transfrontier Park and the Central Kalahari Game Reserve, including both Wildlife Management Areas and surrounding communal lands. Component 4 is cross-cutting.

3. TE PURPOSE

3.1. The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments.

3.2. As set out in the project document the TE should be completed by **1st August 2024**. The purpose of the TE will therefore be to evaluate the project achievements against set objectives, resultant indicators, and the envisaged project sustainability. Thus, the TE will evaluate the project's achievements in the following areas:

- a) Progress towards the project objective and strategy;
- b) Progress towards set results indicators under the respective project components and outputs;
- c) Project Implementation and adaptive management;
- d) Progress and achievements of recommendations from the MTR; and
- e) Project readiness for hand over and implementation sustainability strategies.

4. TE APPROACH & METHODOLOGY

4.1. The TE report must provide evidence-based information that is credible, reliable and useful. The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

4.2. The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisor, direct beneficiaries and other stakeholders.

4.3. Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to:

- Department of Environmental Affairs (DEA);
- Department of Wildlife and National Parks (DWNP);
- Department of Forest and Range Resources (DFRR);
- Department of Animal Production (DAP);
- Botswana Tourism Organization (BTO);
- Department of Town and Country Planning (DTCP);
- Department of Gender Affairs; and
- Respective CBOs and representatives

4.4. This also include executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc. Additionally, the TE team is expected to conduct field missions to Ghazi, Hukunsi and Kgalagadi District, including the following project sites BORAVAST; Khawa urban camp site development; Zutswa salt mine, Matsetheng Pan camp site development; HWC mitigation intervention sites in six (6) communities (Bere and New Xade in Ghanzi; Struizendam, Monong, Zutshwa and Khawa in Kgalagadi); and Ecotourism and value chain projects sites in Kacgae and Bere settlements.

4.5. The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

4.6. The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the TE team. Consultants should not be confined to the approach described above but are encouraged to add value to the proposal by making additional recommendations for the best approach to deliver the assignment. The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

5. DETAILED SCOPE OF THE TE

5.1. The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in the *Guidance for TEs of UNDP-supported GEF-financed Projects* 'Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects'

5.2. It is expected that the KGDEP TE will be conducted during **April to July 31st, 2024**.

5.3. The TE team will basically review the following key areas of achievements:

a) Has the National strategy on inter-agency collaboration and intelligence sharing for combatting wildlife crime developed and implemented accordingly?

b) Have the district level wildlife management and law enforcement agencies provided with capacity to implement provisions of the National Strategy to combat wildlife crimes in Kgalagadi and Ghanzi Districts (support to COBRA and clean-up campaigns)?

c) Have there been a development and establishment of at least 4 value chains and 3 ecotourism businesses to increase financial benefits from biodiversity conservation for local communities?

d) Have strategies for communities, CSOs and academia to collaborate with law enforcement agencies been established and applied to reduce HWC and increase local level participation in combatting wildlife crimes in the two districts?

e) Has the project managed to develop two fully integrated District Integrated Land Use Plans prepared, with well capacitated DLUPUs, leading to approximately 500,000 ha of conservation area recognized as WMAs protecting wildlife migratory corridors and managed in line with biodiversity conservation principles (KD1/KD2 and GH11)?

f) Has the project achieved approximately 100,000 ha of community lands around the Protected Areas (east of KD1 and east of KD15/Bokspits) which have been put under improved community rangeland management and pastoral production practices (such as Holistic Range Management, bush clearance, rehabilitation of degraded pastures and community-based fire management)?

g) Did the project manage to develop a gender strategy and used it to guide project implementation, monitoring and reporting. furthermore, has they been adequate communication on lessons learned and sharing as expected?

5.4. The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex C.

The asterisk "(*)" indicates criteria for which a rating is required.

Findings

i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Standards (Safeguards)
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
- Risk Management, including Social and Environmental Standards (Safeguards)

iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*) , socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- Gender equality and women’s empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women’s empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below:

ToR Table 2: Evaluation Ratings Table for “Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands”. UNDP-GEF PIMS 5590 / GEF ID 9154.

Monitoring & Evaluation (M&E)	Rating²³
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	

²³ Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

Overall Project Outcome Rating	Rating
Sustainability	
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

6. TIMEFRAME

The total duration of the TE will be approximately 35 working days over a time period of 15 weeks, starting on 19th April 2024. The tentative TE timeframe is as follows:

Timeframe	Activity
12 April 2024	Application closes
19 April 2024	Selection of TE team
26 April 2024	Preparation period for TE team (handover of documentation)
29 April to 2 May 2024 - 4 days	Document review and preparation of TE Inception Report
6 to 10 May 2024 - 5 days	Finalization and Validation of TE Inception Report; latest start of TE mission

Options for site visits should be provided in the TE Inception Report.

7. TE DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the TE mission: 3 May 2024	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: 10 June 2024	TE team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report (<i>using guidelines on report content in ToR Annex C</i>) with annexes	Within 3 weeks of end of TE mission: 17 June 2024	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFP
5	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report (<i>See template in ToR Annex H</i>)	Within 1 week of receiving comments on draft report: 10 July 2024	TE team submits both documents to the Commissioning Unit

*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.²⁴

TE ARRANGEMENTS

8.1. The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is UNDP Country office in Gaborone, Botswana.

²⁴ Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

8.2. The Commissioning Unit will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

9. TE TEAM COMPOSITION

9.1. A team of two independent evaluators will conduct the TE – one team leader (international consultant) with experience and exposure to projects and evaluations in other countries, and one team expert (local consultant), from the country of the project.

9.2. The Team leader, an international consultant, will be responsible for the overall design and writing of the TE report, coordination of the allocation of workload between the team members, providing guidance to the process of review and evaluation of project document and reports, and primary liaison with the UNDP CO M&E expert.

9.3. The team expert will be a national consultant with national experience similarly in the following areas: natural resources management, wildlife management, biodiversity conservation, natural sciences, environmental management, environment, development studies, or other closely related field.

9.4. The team expert will assess emerging trends with respect to the local context in terms of the regulatory frameworks, targeted capacity development; and local beneficiaries' assessment; stakeholder consultations.

9.5. The team expert will further work with the Project Team in developing the TE itinerary, while providing support to the team leader as agreed to in the contract negotiations and Inception process.

9.6. The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.

9.7. The selection of evaluators will be aimed at maximizing the overall "team" qualities in the following areas: natural resources management, wildlife management, biodiversity conservation, natural sciences, environmental management, environment, development studies, or other closely related field, with global/international perspectives and experience. Gender considerations should be made in the selection process of the candidates such that gender parity with the team is achieved.

10. QUALIFICATION AND EXPERIENCE

Team leader – International Expert

Education:

- At least a Master's degree in one of the following areas: natural resources management; wildlife management; biodiversity conservation; natural sciences; environmental management, environment; development studies; or other closely related field; (Yes/No)

Experience:

- Minimum of 12 years' experience in programme and project evaluation of international donor/development partner funded projects, with a focus in technical areas of biodiversity conservation; community development; and sustainable land management projects, including gender responsive evaluations and analysis; (40%)
- Experience in UN/UNDP-GEF programme and project design, implementation, monitoring and reporting, including demonstrated competence in adaptive management, as applied to the following GEF focal areas: biodiversity; climate changes adaptation; climate change mitigations; and land degradation; (30%)
- Demonstrable analytical and capacity to collate and present technical reports, information and data accurately, systematically and in concise formats, in a short period of time (20%)
- Relevant experience of working in the SADC region, or the African context will be an added advantage (10%)
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experience within United Nations system will be considered an asset.

Language:

- Fluency in written and spoken English.

11. EVALUATOR ETHICS

11.1. The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'.

11.2. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

12. PAYMENT SCHEDULE

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

Criteria for issuing the final payment of 40%²⁵:

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other TE reports).
- The Audit Trail includes responses to and justification for each comment listed.

13. APPLICATION PROCESS²⁶

13.1. Recommended Presentation of Proposal:

- a) **Letter of Confirmation of Interest and Availability** using the [template²⁷](#) provided by UNDP;
- b) **CV** and a **Personal History Form (P11 form²⁸)**;
- c) Brief description of **approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](#). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP

²⁵ The Commissioning Unit is obligated to issue payments to the TE team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the TE team, the Regional M&E Advisor and Vertical Fund Directorate will be consulted. If needed, the Commissioning Unit's senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether or not to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters. See the UNDP Individual Contract Policy for further details:

https://popp.undp.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default

²⁶ Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP <https://popp.undp.org/SitePages/POPPRoot.aspx>

²⁷

<https://intranet.undp.org/unit/bom/psu/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

²⁸ http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

14. TOR ANNEXES

(Add the following annexes to the final ToR)

- ToR Annex A: Project Logical/Results Framework
- ToR Annex B: Project Information Package to be reviewed by TE team
- ToR Annex C: Content of the TE report
- ToR Annex D: Evaluation Criteria Matrix template
- ToR Annex E: UNEG Code of Conduct for Evaluators
- ToR Annex F: TE Rating Scales
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail

6.2 TE MISSION ITINERARY, INCLUDING SUMMARY OF FIELD VISITS

The total duration of the TE will be 35 days over a period of 15 weeks starting 16th July 2024. The tentative TE timeframe is as follows:

Timeframe	Days	Activity
16 July 2024		Preparation period for TE team (handover of documentation)
22 July to 31 July 2024	4	Document review and preparation of TE Inception Report
1 to 7 August 2024	5	Finalization and Validation of TE Inception Report; latest start of TE Mission
12 to 28 August		Team Leader engaged with prior commitment
2 Sept to 20 Sept 2024	15	TE mission: stakeholder meetings, interviews, field visits, etc.
23 Sept 2024		Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
24 to 30 Sept 2024	5	Preparation of draft TE report
4 Oct 2024		Circulation of draft TE report for comments
21 to 23 Oct 2024	3	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
28 Oct 2024		Preparation and Issuance of Management Response
1 Nov 2024	1	Concluding Stakeholder Workshop (optional)
5 to 6 Nov 2024	2	Expected date of full TE completion
Total	35	

Field Visit

Date	KI/Site	Organisation	Location	Relevance
Tue-27/8	Departure from Gaborone			
Wed-28/8	Mr. Kagoetsile Motlokwa	Project Admin & Finance officer	Val Hoek	Overall
	Mr. Frederick Mathays	VDC Chairperson, Bokspit	Bokspit	BORAVAST Charcoal project
	Ms. Emma Mogalie	Chief	Bokspit	BORAVAST Charcoal project
	Kgosi PIET MANYORO Moatlhodi Kgaodi Elsie Velskoen (VDC Chairperson)		Khawa	Predator proof kraals Campsite
Thur 29/8	Mr Tawana Tanaka Maunganidze	Dept of Forestry	Tsabong	Bushfire management Bush encroachment Value chain development (BORAVAST)

Date	KI/Site	Organisation	Location	Relevance
Fri 30/8	Mr. Kgositsile Tau, Mr. Tirelo Shabani. Mr. Kabo Mr. Edson Malebane Ms. Tiro Merafe	Forestry dept ODC Dept of Wildlife Office of District Commissioner (ODC)	Hukuntsi	Bushfire management Bush encroachment Human wildlife conflict Value chain development (Zushwa salt mine)
	Mr. David	Zushwa Salt Mine	Zutshwa	Value chain
Sat 31/8	N/A- met in Hukuntsi	VDC	Ukhwi	Bush encroachment
Sun 1/9	Ms. Tlabile Mr. Oborokile Mr. Lobotse	CCB BLB Wildlife	New Xade	HWC Predator proof kraals Innovative measures
Mon 2/9	Ms. Oritjiya Satekie; Ms. Bridegt Motseotsi – Mr. Kagiso Monaatsie	ODC	Ghanzi	Overall
	East & West Hanahai	Community-	West Hanahai	Value chain development (curio shops)
		Kgosi Johannes	East Hanahai	
	Mr. Epharaim Kagiso	Forestry Dept	Ghanzi	Bushfire management
	Mr. Besegi Ratladi	Ghanzi Land board	Ghanzi	Land use management
	Mr. Lekoroe	Ghanzi, DEA	Dept of Environment	Overall
	Bere			Drove past the entrance to proposed site of veld products processing centre.
Kacgae			Visited site of proposed curio centre	

6.3 LIST OF PERSONS INTERVIEWED

Name	Surname	Department	Designation	EMAIL	Contact Number	Gender	District	Org. Type	Interview
Onesimus	Muhwezi	UNDP	BPPS - Regional Technical Advisor-Ecosystems and Biodiversity at United Nations Development Program	onesimus.muhwezi@undp.org		M	Ethiopia	CSO	Virtual
Juan	Albarracin Jordan	UNDP	SES- Senior Social and Environmental Standards Specialist	juan.albarracin.jordan@undp.org		M	USA	CSO	Virtual
Balázs	Horváth	UNDP	Regional Representative	balazs.horvath@undp.org		M	Gaborone	CSO	In person
Josephine	Scott-Manga	UNDP	Deputy Regional Representative	josephine.scott-manga@undp.org		F	Gaborone	CSO	In person
Mbiganyi Frederick	Dipotso	UNDP	Project Manager, KGDEP	mbiganyi.dipotso@undp.org	+267 75 595 421	M	Gaborone	CSO	In person
Malebogo	Somolekae	DEA	Director, Research and Development Unit		+267 75282559	F	Gaborone	Gov	In Person
Robert K.	Hitchcock	Consultant	ESIA/SESP Consultant	rkhitchcock@gmail.com	-	M	USA	CSO	Virtual
Mandy	Cadman	UNDP	RTS (Africa)	mandy.cadman@undp.org	+27 41379221	F	South Africa	CSO	Virtual
Teresa	Kem	DVS	Veterinary Scientist	tcalum@gov.bw	-	F	Ghanzi	Gov	Virtual
Julius	Rakose	DWNP	Community Support & Outreach officer	juliosamorako@gmail.com	73880838	M	Ghanzi	Gov	Virtual
Dylan	Molelekwa	DAP	Dept Animal Production			M	Ghanzi	Gov	Virtual
Amogelang	Pitso	DWNP	Principle Wildlife Office, Head of Investigations	ampitso@gov.bw	3996637	F	Gaborone	Gov	In person

Name	Surname	Department	Designation	EMAIL	Contact Number	Gender	District	Org. Type	Interview
Lethogonolo	Phologo	DWNP	Principle Wildlife Officer	lphologo@gov.bw	3996630	M	Gaborone	Gov	In person
Claudia	Zuze	BTO	Research and Development Unit, Dept of Tourism	czuze@botswana-tourism.co.bw		F	Gaborone	Gov	Virtual
NON-GOVERNMENTAL ORGANISATIONS									
Rebecca	Klein	CCB	Chief Executive officer	r.klein@cheetahconservationbotswana.org	72621077	F	Ghanzi	NGO	In person
Douglas	Thamage	CCB	Operations Manager	thamagedouglas@gmail.com	72303846	M	Gaborone	NGO	In person
Mpho	Williart	Birdlife Botswana		blb@birdlifebotswana.org.bw		M	Gaborone	NGO	In person

Meetings were also held with the following key stakeholders:

- Country Office- Project manager and Finance manager
- Director of Wildlife, Mr. Moemi Batshabang (not available)
- Acting Director, Tourism, Mr. Khutsafalo Tsile (not available)
- Coordinator, Research & Development- Ministry of Tourism Ms. Malebogo Somolekae
- Ministry of Agriculture- Ms. Theresa Kem and /Mr. Dylan Molelekwa (Ghanzi)
- Julius Rakose, HWC, Tsabong
- Mr. Adrian Kohli, DWNP (Head of anti-poaching)
- Amogelang Pitso, DWNP (Head of Investigations)
- Mr. Lethogonolo Pologo, DWNP (Community Outreach)
- Birdlife Botswana
- Cheetah Conservation Botswana

6.4 LIST OF DOCUMENTS REVIEWED

Baseline Household Income Survey 2023: United Nations Development Programme, Global Environment Facility and Government of Botswana.

Cheetah Conservation Botswana (CCB) 2022. Rezoning Portions of Wildlife Management Areas (GH10/GH11) to Fenced Ranches & Grazing Lands Information and Recommendations Paper

Consultancy to undertake range assessment to determine prevalent species/carrying capacity/ encroacher species in East Hanahai, West Hanahai, Ukhwi and Zutshwa

Draft PSC Report as at 19th June 2023: Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands (KGDEP), UNDP-GEF PIMS 5590 / GEF ID 9154.

Environmental and Social Management Framework (ESMF): Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands (PIMS# 5590). (undated, no author)

Environmental and Social Management Plan (ESMP): Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands (#PIMS 5590). (undated, no author)

Final Re-Set Report: Consultancy to lead the development of a revised project results framework, and plan for accelerated delivery (incorporating technical, financial and institutional re-set) for UNDP supported GEF-financed project in the Global Wildlife Programme: “Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands” Prepared by Caroline Petersen, Prosper with Nature, 30 March 2022. Gaborone, Botswana.

GOB UNDP KGDEP Gender Action and Mainstreaming Plan

GOB UNDP KGDEP Environmental and Social Impact Analysis (ESIA)

GOB UNDP KGDEP Environmental and Social Impact Analysis and ESMF Summary

GOB UNDP KGDEP Environmental and Social Management Framework (ESMF)

GOB UNDP KGDEP Environmental and Social Management Plan (ESMP)

GOB UNDP KGDEP Environmental and Social Management Plan (ESMP)

GOB UNDP KGDEP ESIA Social Safeguards Inception Report 2020

GOB UNDP KGDEP Indigenous and Peoples Planning Framework (IPPF)

GOB UNDP KGDEP SESP Screening Template 2021

GOB UNDP KGDEP. Integrated Land Use Management Plan (ILUMP) for Ghanzi District. For the Kgalagadi -Ghanzi Drylands Ecosystem Project (KGEP). DRAFT FINAL REPORT, 30 MAY 2023, Revision (01)

Hitchcock Robert K. (2023) Environmental and Social Management Plan (ESMP): Managing the Human-Wildlife Interface to Sustain the Flow of Agro-Ecosystem Services and Prevent Illegal Wildlife Trafficking in the Kgalagadi and Ghanzi Drylands. Gaborone, Botswana: Government of Botswana and United Nations Development Program. 30 September 2023.

Hitchcock, Robert K. (2020) Kgalagadi Ghanzi Drylands Ecosystem Environment and Social Impact Assessment (ESIA): Inception Report. Gaborone, Botswana and New York: United Nations Development Program. December 31, 2020.

Hitchcock, Robert K. (2021) Environmental and Social Management Framework (ESMF) for the Kgalagadi-Ghanzi Drylands Ecosystem Project. Gaborone, Botswana and New York: United Nations Development Program, September 18, 2021.

Hitchcock, Robert K. (2021) Environmental and Social Management Plan (ESMP) for the Kgalagadi-Ghanzi Drylands Ecosystem Project. Gaborone, Botswana and New York: United Nations Development Program, September 20, 2021.

Hitchcock, Robert K. (2021) Kgalagadi Drylands Ecosystem Project Environmental and Social Impact Assessment (ESIA) and ESMF Summary. Gaborone, Botswana: Government of Botswana and United Nations Development Program. October 10 2021.

Hitchcock, Robert K. (2021) Kgalagadi Drylands Ecosystem Project Environmental and Social Impact Assessment (ESIA). Gaborone, Botswana: Government of Botswana and United Nations Development Program. June 2021

Hitchcock, Robert K. (2021) Kgalagadi Drylands Ecosystem Project Indigenous Peoples Planning Framework (IPPF). Gaborone, Botswana: United Nations Development Program. October 2021

Hitchcock, Robert K. (2021) Kgalagadi Drylands Ecosystem Project (KGDEP) Gender Action and Mainstreaming Plan. Gaborone, Botswana: United Nations Development Program.

Hitchcock, Robert K. (2021) United Nations Development Program Kgalagadi Drylands Ecosystem Project (KGDEP) Social and Environmental Screening Template. Gaborone, Botswana: United Nations Development Program. October 2021

Hitchcock, Robert K. (2023) Closure Report: Social Safeguards work for the Ghanzi-Kgalagadi Drylands Ecosystem Project, Botswana. Managing the Human-Wildlife Interface to Sustain the Flow of Agro-Ecosystem Services and Prevent Illegal Wildlife Trafficking in the Kgalagadi and Ghanzi Drylands. Gaborone, Botswana: Government of Botswana and United Nations Development Program. September 30, 2023.

Hitchcock, Robert K. (2023) Cultural Heritage Management Plan (CHMP) for the Ghanzi-Kgalagadi Drylands Ecosystem Area. Managing the Human-Wildlife Interface to Sustain the Flow of Agro-Ecosystem Services and Prevent Illegal Wildlife Trafficking in the Kgalagadi and Ghanzi Drylands. Gaborone, Botswana: Government of Botswana and United Nations Development Program. August 31, 2023.

Indigenous Peoples Plan. Managing the Human-wildlife interface to sustain the flow of Agro-ecosystem Services and Prevent Illegal Wildlife Trafficking in the Kgalagadi and Ghanzi Drylands. (undated, no author)

Mid-Term Review - March 23rd - July 30th, 2021: Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands (KGDEP). UNDP-GEF PIMS 5590 / GEF ID 9154, Country: Botswana, Region: Southern Africa, GEF Focal Area/Strategic Programme. Consultant's Report July 17th 2021. Consultant Reviewers: Mr. Francis Hurst, Dr. Gaseitsiwe Masunga.

PROJECT LEVEL STAKEHOLDER ENGAGEMENT PLAN (SEP): Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands (KGDEP), UNDP-GEF PIMS 5590 / GEF ID 9154. (undated, no author).

6.5 Management Response to the MTR findings:

The Management Response to the MTR Report is captured in a summary report provided to the TE Team entitled "Management Response to the Mid-Term Review Report" dated 21 September 2021 with regular progress updates on the key actions (not included here). Each of the 11 recommendations were addressed in an iterative manner involving mainly the UNDP CO, the Project Management Unit, the project's Chief Technical Advisor, and the UNDP RTA, followed by a one-day workshop involving representatives of the Implementing Partner (MENT, DWNP, DEA, DFRR and MLWS) and other key members of the Project Steering Committee (including representatives of the participating Community Trusts). In preparation for the process, the project undertook a critical self-evaluation in order to better understand the current level of achievement, identify key implementation challenges, and develop practicable solutions in response to the MTR recommendations. The UNDP CO senior management also discussed some of the performance, operational and risk management challenges the project faces with the UNDP BPPS Directorate in New York (including the BPPS-NCE Executive Director, and the director of Results Based Management) and the UNDP RTA and identified short-term remedial actions that will be required to ensure full compliance with UNDP and GEF policies and requirements, and measures to be included in a longer-term action plan.

The Midterm Review Report provides useful insights which helped to shape the approach going forward, with a view to maximizing cost-effective delivery of intended end-of-project results, deepening impact and strengthening sustainability. This said, the Management Team noted that there were some differing interpretations of possible causal links between key drivers and enablers in the project landscape and current project performance, but these differences did not detract from the overall value of the MTR Report. It is acknowledged that the project achievement at midterm is off-track, and that it must overcome obstacles that are affecting performance (generation of results), delivery (use of funds), operational and governance arrangements, stakeholder and partner engagement, risk management and sustainability. This acknowledgement precedes the MTR as the UNDP CO took a decision at the start of 2021 to halt some of the activities under the project to better identify and manage the emerging risks and obstacles affecting its performance.

The MTR evaluators made 11 individual recommendations, with further suggestions for adaptive management embedded in the narrative of the Report. The recommendations fall into a number of categories or clusters (see Table 1 below) and the responses under each cluster must be linked in order to ensure coherence and appropriate sequencing, and to minimise the potential for triggering unintended knock-on effects and risks. Further, responding effectively to some of the risks requires actions that are not explicitly captured in the MTR recommendations - for example, budgetary revisions that may be required to implement the actions identified. These actions have been included under the relevant response clusters.

Table 1: Clustering of MTR recommendations (wording of recommendations paraphrased for convenience)

Category	Recommendations included
Governance and Implementation Arrangements	#1 - Implementation modality (transition to full NIM)
	#3 -Appointment and reporting line of Project Manager
	# 7 - Engagement of NGOs/Partners
	# 11 - Composition and TOR of PSC
	# 2 Formation of Partner’s Land Use Forum?
Technical re-set/design	#4 - Revision of SRF (outcome-level) indicators
	#5 - Re-assessment of Component 2 projects and activities
	# 6 - Additional activity and indicators to implement training for Community Trusts
	#8 - Develop output-level indicator framework and M&E dashboard
Risks and safeguards management	# 9 - Implement ESMP and safeguards management instruments
Sustainability	#10 - Develop a legacy (sustainability) plan

The Management Response makes the following comment:

As per the Prodoc, this is a **NIM project**, with the Ministry of Environment, Natural Resources and Tourism (MENT) designated as the government Implementing Partner. In practice, however, it is recognized that the UNDP CO has been leading most execution functions; no funds are transferred to the IP; the PMU staff are appointed on UNDP service contracts; the PMU and the project have a strong UNDP institutional identity; and, the PMU staff are managed directly by UNDP CO staff, with a reporting line to the PSC. This is in part a legacy issue in Botswana, in which, over the past decade, UNDP has taken on responsibility for leading on GEF projects with Government IPs interfacing with projects mainly through the PSC and technical working groups.

At GEF CEO endorsement of this project, an LOA was approved for the UNDP CO to provide limited execution-support services (total value of DPCs: \$14,000), relating to procurement, setting up the PMU and securing services of other service providers under the project. However, the macro-assessment of IP capacity undertaken during PPG indicated LOW RISK, and no HACT micro-assessment was undertaken; there are, therefore, no strong grounds for UNDP to provide execution-support services.

It is understood that the current implementation arrangements are not fully consistent with GEF or UNDP policy. Currently, the level of day-to-day involvement of the UNDP CO in running the project extends beyond execution-support and the firewall between oversight and execution services has become blurred. This impacts the UNDP CO capacity to perform its oversight roles and full Government ownership of the project.

An integrated response

Addressing these recommendations effectively required an integrated, whole-of-project approach, including identification of both short-term, actions to address immediate operational and risk management issues, and longer-term, activity-specific and cross-Component adaptive management solutions to enable the project to cost-effectively deliver the anticipated results in its remaining lifespan. The responses to each recommendation are summarised below.

Mid Term Review Recommendation 1

The KGDEP is put under NIM within the MENT and coordinated by DEA in line with the arrangements outlined in the Project Document to be compliant with the Grant Agreement and UNDP's policies for NIM projects. This will ensure national ownership and ensure that UNDP CO can better perform its oversight and quality assurance functions as the GEF Agency and thereby reduce potential conflicts of interest and confused lines of responsibility and accountability. By returning to an oversight role, UNDP will be able to more effectively ensure that the project is implemented in full compliance with the terms of the UNDP SES Policy.

Management Response:

The recommendation is accepted. Senior management in the MENT, the Department of Environment Affairs (DEA) and the Department of Wildlife and National Parks (DWNP) - as representatives of the MENT - have expressed willingness to take over the lead in executing the project and managing the PMU, though there are some concerns about existing levels of capacity to do this effectively. The UNDP CO is ready to transition full accountability for project execution to the IP in a phased process, releasing UNDP CO to play a strong oversight and capacity development role as is consistent with the functions that can be charged to the GEF Agency Fee. This process has already begun: (i) the DWNP has taken a lead role for execution under Component 1 (wildlife crime law enforcement); (ii) the TORs and contract of the new Project Manager (PM), appointed by UNDP CO with effect from 16 June 2021, states the following dual reporting line: "The PM will report to the Director of the DEA at the Ministry of Environment, Natural Resources Conservation and Tourism (MENT) in close collaboration with DWNP (Dept. of Wildlife and National Parks) and UNDP RR (or duly designated UNDP officer) for all of the project's substantive and administrative issues. From the strategic point of view of the project, the PM will report on a periodic basis to the Project Steering Committee (PSC)."

Mid Term Review Recommendation 2

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

- I. develop the participatory methodology,
- II. facilitate the meetings, and
- III. provide workshop reports/proceedings and communications for distribution to project stakeholders and high-level advocacy and general publication.

The facilitator should be tasked with deciding on the appropriate methodology, participatory tools and approaches.

Management Response:

The recommendation is rejected. Noting that this forum could potentially be established within government as a long-term entity to ensure the sustainability of the project, therefore it is potentially a major part of the project's legacy/sustainability Plan. There is currently an ongoing process of the development of the Kgalagadi and Ghanzi District Integrated Land Use Management Plan (ILUMP), which involves the stakeholders outlined in the recommendation. This is a long-term multi-stakeholder development plan that requires a similar forum in its development and implementation. The development of the ILUMP should include a legacy/sustainability plan which should address institutional arrangement for continued dialog and adaptive management. The ILUMP should therefore recommend the establishment of the recommended forum with clear advice on:

- The composition and level of participation.
- Roles and responsibilities.
- Resource requirement for the operationalization.
- Rules of procedure.
- etc

The rules and procedures, institutional arrangements and roles and responsibilities should be outlined in the Terms of Reference of the Forum as would be recommended by the ILUMP. These would provide directions on discussions by the forum thus ensuring that discussions are well-aligned with the project or the ILUMP objectives, and not derailed into themes that are not particularly relevant to the project and the ILUMP. The establishment of the Forum is therefore proposed to be deferred until the completion of the ILUMP.

Mid Term Review Recommendation 3

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

Management Response:

Noting that:

- For the Project Manager to be effective, he must be supported by a well-capacitated PMU. Since the inception of the project, variable capacity of the PMU and high staff turnover have represented a significant challenge that has contributed to low delivery and performance. In addition to turnover in project managers, there has been high turnover in other staff for a variety of reasons, and the PMU has never operated with the full complement of staff envisaged in the PRODOC. There is also a lack of clarity and correspondence between the configuration of the PMU in the PRODOC narrative and Annexes and in the corresponding budget and budget notes - this is addressed in the Management response actions described below.
- To bolster technical capacity of the PMU, in early 2019 UNDP CO contracted the services of a Chief Technical Advisor to the project. The project management arrangements outlined in the PRODOC provide for appointment of NGOs, or other qualified experts/agencies, to serve as Component Managers - or Component Technical Advisors - in support of the PM/PMU, but this arrangement has never been fully implemented. As part of the whole-of-project response to the MTR, the provision of technical support to the PMU will be revisited, as described below.

This recommendation is **partially accepted** and **already partially implemented**.

With the departure of the former Project Manager 6 June 2021, the UNDP CO, in consultation with the IP, advertised the position of substantive Project Manager, the TORs for which include technical, managerial and advocacy roles. After an open, competitive process, Mr Mbiganyi Frederick Dipotso, was appointed to the position with

effect from 16 June 2021. The Project Manager has been appointed on a UNDP NPSA, but with contractual provision for a dual reporting line into both UNDP CO and the DEA, the mechanics for which have yet to be worked out, through actions described below.

Mid Term Review Recommendation 4

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

Component 2 – transfer indicator 8 to Component 1 and rephrase according to ESIA. Use historical and disaggregated data collected from DWNP to retrofit baseline.

Component 2 - Indicator 6: Number of value chains and ecotourism ventures operationalized. Consider maintaining the indicator and use against the remaining livelihood projects to be supported by the project and add an additional indicator to measure the capacity building with the Trusts to be defined through the ESIA -see below Recommendation 6 & 7.

Component 2 - Indicator 7: Percentage increase in incomes derived from ecotourism and value chains. Remove this indicator and replace with an indicator that reflects the project’s impact on increased social capital and empowerment of Trusts which can be derived from the ESIA and ESRM. Retrofit the baseline.

Component 4 – include an additional indicator(s) to reflect the findings and recommendations of the ESIA, in particular the effectiveness of the GRM (separate indicator)

Management Response:

This recommendation is partially accepted. The need to revise project indicators and targets is acknowledged. However, the adjustment of the indicators and the targets requires a whole-of-project reset/redesign, seeking the necessary approvals where applicable. It is currently unclear how the indicators and targets will be adjusted until the project reset/redesign has taken place. The project reset/redesign will provide an opportunity to review the KPIs at both the outcome and output level and take into consideration the change in the country context since the time of project design. Considering the project lifetime and the level of implementation at MTR, this review will contribute towards the conceptualization of the project re-set process which will additionally be guided by what is actually allowable by the GEF, the timeframes involved to secure approvals (if any), what happens while we wait, and the consequences thereof. The recommendation is therefore partially accepted but the details of which indicators will be adjusted and how will be fleshed out during the project reset, and informed by the ESIA, and ESP, which will be finalized as part of the re-set process.

Mid Term Review Recommendation 5

Review all the Component 2 proposed projects and reject those that do not contribute to the KGDEP objective (see Annex 20) and are spatially aligned with the ILMP. Urgently communicate the decisions to the local communities and explain why. Select those projects that still fit the criteria of the project or engage the community members again on the project rural appraisal exercise and be guided by the project objectives, to build project ownership; and move quickly to implement them (see recommendation 7).

Management Response:

Recommendation is partially accepted. UNDP and the Implementing Partner MENT recognized challenges in the viability of some of the proposed projects under Component 2. There are currently on-going discussions with between the UNDP and the MENT Executive on four proposed community livelihood activities which are “low risk and high impact” projects. These four (4) initiatives that present an opportunity for KGDEP include the following:

- a) Establishing veld product/crafts centre south of the village of Kacgae;
- b) Conducting camel-back patrols of WMAs to collect data on wildlife populations, poaching activities, rangeland management and problem animals.
- c) Implementing performance-based payments for adhering to agreed local land use plans; and
- d) Developing self-drive wilderness ecotourism trails.

Component 2 remains relevant and contributes to the objective of KGDEP, however the re-assessment of Component 2 activities, including how the project engages with Community Trusts, will take place during the project reset/redesign process. The specific project activities will be identified during the project reset/redesign process and

the ongoing SES and development of the ESIA and ESMP. After securing FPIC from relevant communities the projects will be further developed, depending on the investment requirements, project viability, and the capacity of the communities to manage such projects or business ventures. Following the project redesign, the PMU will undertake community consultations to provide feedback of the projects that have been endorsed and will be supported by the KGDEP. This will be followed by support for the business development aspects of the respective activities and support capacity development of the community Trusts.

Mid Term Review Recommendation 6

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

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

If wildlife passing through the WMAs is not given a focused value to those communities who share the land, then it is likely that they will abandon the resource in favour of other legitimate land uses. Neither will they collaborate with the state, on whom the responsibility for protecting wildlife will fall in its entirety. Accepting the concerns about the hunting sector in Botswana, regardless of whether use is “consumptive” or “non-consumptive”; community utilisation by an empowered community with strong internal governance and cohesion and a willingness to collaborate to safeguard their resources carries less risk to the wildlife resources.

Management Response:

The recommendation is partially accepted. The Partners recognize that before the hunting ban, hunting in the KGDEP landscape was a key component contributing to local livelihoods, and that since the ban has been lifted, hunting will continue to be a key component of the Trusts' activities in terms of quick revenue streams, and possible immediate benefits to the communities. However, the sustainability of consumptive utilization (hunting) of wildlife resources, amid other pressures on wildlife resources such as: climate change; loss of ecosystem functions and connectivity; IWT; HWC; and habitat degradation and fragmentation, is a well-known global concern in sustainable management and conservation of wildlife resources. Hunting cannot and should not be the only revenue stream for Trusts. Since Government initiatives are in place to support consumptive utilization, this gives an opportunity for other players to explore and build capacity for non-consumptive ventures as a means of income stream diversification.

As outlined in recommendation 5 above, the re-assessment of Component 2 activities, including capacity development of the respective Trusts, will take place during the project reset/redesign process. The specific livelihood diversification activities to be supported by the project will be identified during the project reset/redesign process and will take into account compliance with UNDP's Social and Environmental Standards Policy and project-specific safeguards risks, and the stipulation in the Global Wildlife Programme (GWP) Project Framework Document (PFD) that projects should explore non-consumptive use options (which is the basis on which the KGDEP was designed).

The PMU and MENT, potentially with support from other responsible parties, following the project reset, and completion of the ESIA and the respective ESMPs, will engage communities to develop viable (low-investment, low-risk and high-return) value chains and/or ecotourism ventures, to promote wildlife value through non-consumptive utilization. There are already NGOs in the landscape that are assisting communities with integrated sustainable land use practices and piloting of performance-based conservation payments and so the opportunity exists to engage such partners to build on or scale up the already-existing initiatives using project resources.

Mid Term Review Recommendation 7

Under Component 2 identify and engage NGO partners to implement Component 2 activities (Recommendations 6 & 7). Some of these NGOs have been working in the two districts and their knowledge and experience will be vital. This move will necessitate the UNDP CO carrying out a HACT on each NGO and the PMU negotiating Contracts. The PSC/PB to set a milestone date for completion of administrative procedures and include in Recommendation 9).

Management Response:

Recommendation is accepted. The project Partners recognize the experience, capacity and established track record of several NGOs/CSOs which are active in the project landscape, and which have been identified as potential partners to be engaged in project execution, mainly under Component 2 but also under Component 3 (SLM and management planning). It is further recognized that engaging these NGOs would enable effective and efficient delivery of project results, which will contribute significantly to accelerated performance.

The project implementation arrangements in the PRODOC make provision for engaging NGOs/CSOs to deliver specific outputs, or to serve as Component Managers or Technical Advisors under Component 2 (and 3 & 4), but these arrangements have not yet been implemented, partly due to ambiguity in the project management arrangements in the narrative of the PRODOC, and the associated budget and budget notes Clarity is required to identify available budget lines for the engagement of NGOs/CSOs under each component. Therefore, to facilitate faster project implementation, UNDP CO, and MENT will explore the modalities for engaging NGOs/CSOs active in the land scape, as Responsible Parties for project activities under component 2. As per UNDP policy, before an entity can be engaged as a Responsible Party a capacity assessment of that entity should be undertaken to determine:

- Technical capacity;
- Managerial capacity;
- Administrative capacity; and
- Financial capacity.

<p>UNDP CO and PMU will undertake a capacity assessment of the prospective NGOs/CSOs through the Harmonized Approach to Cash Transfer (HACT) process. Compliant CSOs will then be contracted either through a competitive bid process or through setting up relevant contractual arrangements for Responsible Parties (see below).</p> <p>It should be noted that there are two (2) options for engagement of NGOs/CSOs, and these are through either the Responsible Party (RP) or contractual service modality.</p> <p>Where the RP modality is selected, the project must ensure that due diligence for appointment of RPs is followed (see Guidance in POPP) and that HACT Assessments are carried out where the annual budget to be managed by the RP exceeds \$150 000. Only Low or Moderate Risk RPs to be appointed. Where Contractual Services modalities are indicated, the project must develop TORs, conduct open procurement process and invite technical and financial proposals, to be evaluated following relevant procedures.</p>
<p>Mid Term Review Recommendation 8</p> <p>Develop time-bound Output Indicators (linked to the outcome-level indicators) with a “traffic lights” colour coding system for the remaining part of the project implementation. Output indicators to be reviewed bi-monthly by UNDP CO and reported by the PMU to the PSC/PB quarterly or on an ad hoc basis as needed in order to ensure that things get done.</p>
<p>Management Response:</p> <p>Recommendation accepted. The project Partners recognize that most of the project activities are behind schedule and the fact that the indicators were not time bound may have contributed to delays in the commencement of the implementation of project activities. Considering the remaining project lifespan, all indicators will be time bound, taking into consideration implementation process such as procurement, development, operationalization and time for yielding results.</p> <p>As part of the project reset process, the PMU and UNDP CO in consultation with the project partners and under guidance of the project design expert, will review the indicators to ensure they are SMART to attach binding accountability and uptake by all implementing partners. These will be monitored for compliance with the ESIA and ESMP</p>
<p>Mid Term Review Recommendation 9</p> <p>Implement the findings of the ESIA and the ESMP including operationalizing the GRM for the project. All Component activities to demonstrate Free and Prior Informed Consent (FPIC) under the ESMP. ESIA and ESMP to be posted on the UNDP CO website once internally reviewed by UNDP safeguards focal point.</p>
<p>Management Response:</p> <p>The recommendation is accepted. Following the completion of the ESIA, securing of FPIC, and development of the ESMP including the Grievance Redress Mechanism (GRM), all documents will all be approved and made public as per requirements of UNDP policy. Completion of the safeguards work will take place during the project reset process, once the project activities – especially under Components 2 and 3 (SLM) – have been clarified. FPIC can only be secured once it is clear which activities trigger the need for FPIC and this will be determined during the reset.</p>
<p>Mid Term Review Recommendation 10</p> <p>The PMU should, following the management response to the MTR begin to develop a legacy plan with the project’s partners and in line with the upcoming Green Climate Fund project on rangeland management (developed by Conservation International). There is very little time left and many of the outputs will likely need longer term support beyond the end of the KGDEP. Starting a legacy plan will ensure that there is a smooth transition.</p>

Management Response:

Recommendation accepted. The Kgalagadi and Ghanzi ILUMP will form part of the long-term management or legacy plan of the project area, therefore the legacy plan will be largely based on the ILUMP, which will serve as the foundation for sustainability of most project activities. To avoid duplication of effort to produce a separate legacy plan, the ILUMP will include a legacy or sustainability plan that incorporates all project activities.

During the development process of the ILUMP, particularly where there is need to discuss tradeoffs between land use options, high-level decision-makers, not only technical officers (which is currently the case), will be brought into the process, and they will also contribute to development of the legacy plan. Currently the ILUMP process involves technical staff. Without the active involvement of high-level decision-makers, the outputs of the ILUMP, including the legacy plan, are unlikely to gain traction and ownership.

Mid Term Review Recommendation 11

The PSC/PB should be reduced to a small executive group according to the Project Document - *The Project Board is comprised of representatives from the following institutions: Ministry of Environment, Natural Resources Conservation and Tourism (MENT), Department of Environmental Affairs (DEA), Department of Forestry and Range Resources (DFRR), Ministry of Agriculture, Land Boards from Ghanzi and Kgalagadi, Botswana Tourism Organization, University of Botswana, Livestock/Game Ranchers, Community Groups, NGOs.* In addition to this the PSC/PB should include representation from *the Trusts*

Management Response:

Management accepted the recommendation but advised that more emphasis be put on level of participation and not numbers as the committee is for strategic decision making. The management noted that the membership structure proposed by DTCP, should not be the PSC this could be applied at the TRG level or at a special purpose structure. The recommendation was accepted, and IPs were advised to limit their representation at PSC to Director or Deputy Director level as it is a strategic decision body and not a technical discussion committee.

6.6 RISKS IDENTIFIED IN THE KGDEP PROJECT

	Risk	Ranking	Mitigation by PMU and IPs
1	There is a risk that the project may not implement Stakeholder engagement in a matter that fully engages all stakeholders, particularly marginalized groups, in decisions that affect their land, culture, and rights (Component 2).	Substantial	<ul style="list-style-type: none"> • The project stakeholder management plan is being executed to guarantee that the project is engaging with all stakeholders who have direct and indirect interests. This was and continues to be done during the livelihood's development projects activities so that their consultations of all issues that affect their own culture and rights are taken on board. • Ensure Information disclosure and Periodic updates. • Ongoing communication with all stakeholders about the project's objectives and activities, as well as opportunities for participation in various aspects of project execution, is maintained. During the TRG meetings and stakeholders' dialogues, CBO representatives are kept up to date on project activities.
2	Indigenous peoples including vulnerable groups might not engage in, support, or benefit from project activities (Component 2).	Substantial	<ul style="list-style-type: none"> • All groups of people were consulted during the FPIC consultation. The consultant made a special provision for all groups of people to have a neutral platform for them to engage freely. • In the KGDEP consultation a neutral language is used in the engagement however all groups of people are accorded an opportunity to express themselves in their own vernacular • Indigenous people including the vulnerable groups are included in the list of anticipated project activities beneficiaries. • Further Ongoing Communication is maintained with all stakeholders to inform them of them of project activities and how they can benefit from project activities. • During the design and supervision scoping mission, community leaders in Khawa and CBO PSC members in the TRG meeting requested that the project make a special dispensation to use the procurement modality that will allow community members to be employed as fence erectors, builders, or even for jobs for which they have qualifications and experience. This has been noted by the Project, and it will be forwarded to the PSC for approval.

	Risk	Ranking	Mitigation by PMU and IPs
3	Anti-poaching patrols could pose safety risks to local communities if they are not properly trained, managed or overseen (Component 1).	Substantial	<ul style="list-style-type: none"> • Law enforcement agencies have been training in public relations training from the 13th -17th February 2023. A total of Eighteen officers (7 females: 11 males) were trained in Gaborone. Trainees included officers from the Botswana Police Service, Department of Wildlife and National Parks, and Directorate of Intelligence & Security. Further other training has been done in investigations and intelligence in 2022 and 2023. • SES requirement have been built into the National anti-Poaching Strategy (NAPS) as a means to sensitize the law enforcement agencies of continuously observe the social and environmental safeguard of the communities in that project landscape and beyond. • GRM has been formalized and members of the law enforcement are part of the GRM. The project intends to continue to roll out and publicize the GRM so that all affected and interested stakeholder can be made aware of the GRM.
4	Anti-poaching patrols could face safety risks during encounters with poachers (Component 1).	Substantial	<ul style="list-style-type: none"> • APU personnel are trained to always take security of their own and that of the clients as a priority • The APU has now recruited women in the establishment which also address the required approach of dealing with the female clients • GRM has been published and shared with the Implementing Partners and the communities so that they know their rights and avenues that are available for them to use in the event of any grievances during project implementation.
5	Local communities may resist anti-poaching efforts because of a past history of perceived abuse (Component 1).	Substantial	<ul style="list-style-type: none"> • DWNP has a division or special office that deals with community outreach and education • Publicity materials are printed for DWNP by the project to provide information on the work of DWNP and its importance to the livelihoods of the affected communities • CBNRM programme continue to facilitate the communities to benefit from wildlife resources so that the see value of the wildlife resources and continue to participate in anti-poaching activities

	Risk	Ranking	Mitigation by PMU and IPs
			<ul style="list-style-type: none"> • KGDEP has a list of selected projects for livelihood development and HWC intervention that are also aimed as incentivizing communities to see value of wildlife resources, this should allow communities to take part in the protection of the wildlife resources and accept efforts of antipoaching.
6	<p>Incorporation of local community members into anti-poaching units or who are encouraged to take part in providing information to the Department of Wildlife and National Parks or the Botswana police or the military (the Botswana Defence Force) could lead to those individuals being ostracized from the community. There is also the chance that the anti-poaching and information-seeking actions may lead to tensions and potential conflicts within communities (Component 1).</p>	Substantial	<ul style="list-style-type: none"> • During the project's reset, it was agreed that community members should not be involved with anti-poaching units/operations. • It was suggested that communities be constantly educated through radio/TV programs and Pitso's on how to report poaching incidents.
7	<p>Increased enforcement and new approaches to HWC could change current access to Protected areas, buffer zones and resources, potentially leading to economic displacement and/or changes to property rights (Component 1).</p>	Substantial	<ul style="list-style-type: none"> • Communities have access to the protected areas (WMAs) through a long-standing land use strategies that have allocated wildlife management areas as concessions to the communities. • Communities which reside in the PAs have a special dispensation for the visit to the Pas • The development of the Integrated Land Use Management Plans (ILUMP) will make way from the development of management plans of wildlife management areas, which in Kgalagadi District this has been pending, this will therefore formalize modalities and access to the different types of protected areas.
8	<p>Local governments and community associations might not have the support to implement and/or coordinate project activities successfully.</p>	Moderate	<ul style="list-style-type: none"> • During past interactions with CBO members, the projects identified a lack of entrepreneurial and governance knowledge to successfully implement and/or coordinate project activities. • To remember the situation, the project provided Trainings on gender mainstreaming, and entrepreneurship development to local authorities which included members of the Technical Advisory Committee (this is made from government departments) community members to capacitate them to

	Risk	Ranking	Mitigation by PMU and IPs
			<p>implement and coordinate projects activities successfully and profitably.</p> <ul style="list-style-type: none"> Furthermore, the project and its IPs have arranged governance training for the CBO in order to provide board members with the skills, clarity, and confidence required to actively engage in organizational decision-making and provide high level oversight to CBO activities.
9	<p>Poorly informed or executed project activities could damage critical habitats and change landscape suitability for threatened or endangered species.</p>	Moderate	<ul style="list-style-type: none"> An extensive Wildlife Connectivity Analysis was undertaken before the development of the Integrated Land Use management plans. This has become the bases of decision making in many of the proposed land uses in the ongoing ILUMPs development. Though in the inception of the project there has been a high turnover of project managers, following the MTR a project manager was engaged and has transformed the stakeholder engagement for better. IPs are not more involved in leading the project implementation as it should be expected in the NIM project. Communities are more engaged and have been given a voice and are consultant and given feedback more often. There is continuation of capacity development within the IPs and the community on gender related issues, including GBV, and community entrepreneurial development. Desktop reviews, statistical data, Field mission report and stakeholder consultations reports are incorporated to guide the execution of project activities geared towards achieving sustainable ecosystem management.
10	<p>Project activities and approaches might not fully incorporate or reflect views of women and girls and thus necessitate the need to ensure equitable opportunities for their involvement and benefit.</p>	Moderate	<ul style="list-style-type: none"> The project through the operationalization of the gender mainstreaming strategy prioritizes the incorporation of women's and girls' perspectives, gender balance, gender equality, and equity in project activities initiation, implementation, and monitoring. This is done to ensure that all project participants have equal access to project activities

	Risk	Ranking	Mitigation by PMU and IPs
11	Project activities involving livestock, human wildlife conflict mitigation (HWC), and corridor formation could result in some people being relocated away from their original territories	Moderate	<ul style="list-style-type: none"> • All project activities are being reviewed periodically to ensure that they do not result in people being relocated away from their original territories. • The Project endeavours to ensure that people remain in their original place through policy reviews. • Furthermore, land use records are constantly being reviewed, and complaints and conflicts are being documented and addressed by the ILUMP team. • The project is keen not to recommend for displacement of people through the implementation of its activities. • The recommendations of all project plans are drafted in consideration of reducing the need for displacement.
12	Project activities, if they are delayed, could result in national and district-level land use shifting away from wildlife and human use to commercial ranch and cattle post establishment which would have impacts on the communities and individuals utilizing the project area	Moderate	<ul style="list-style-type: none"> • At project reset an assessment of project activities and their impacts was done. • An acceleration plan was developed to fast track project implementation and curb delays. • NGOs who have been operative in the landscape for a long time are key in informing the ILUMPs development. These are continuously consulted, which was done during the project reset and are participating in the ILUMP development as part of the team. • NGOs are often accorded an opportunity to make presentations on land use issues, though not linked to the implementation of the KGDEP, to the TRG and PSC. • Land use records are regularly examined, and complaints are documented and resolved to ensure that project activities are completed on schedule and according to the budget and within the limits of social and environmental requirements. The project intends that if land use shifts, it will be suspended, if possible, by recommendations to the PSC and other relevant authorities • A complaint filed by the GH11 and CCB communities over the allocation of boreholes in the Okwa valley is being investigated and has been forwarded to the PSC for their strategic guidance.

	Risk	Ranking	Mitigation by PMU and IPs
13	Project activities could lead to differential access by various segments of communities to benefits, with some individuals, including minorities, the elderly, women and girls, and people with disabilities being potentially excluded.	Moderate	<ul style="list-style-type: none"> • Selection of project activities participation is done at community level with the guidance of the communities, and the IPs. The aim is to ensure that there is equal distribution of opportunities and benefits at community level and there will be sustainability as communities will have the capacity to continue with the project beyond the donor funding era. • The PMU and all its IPs have been reviewing if project activities could result in differential access by various segments of the community and addressing risks accordingly. • GRM committee will continue to review the complaints, once the PSC has endorsed the GRM TORs and GRM committee.
14	There is a risk that cultural and biological heritage knowledge could be documented and not shared with the people who have that knowledge, and that the intellectual and biological property rights of the people who reside in western Botswana might therefore be compromised.	Moderate	<ul style="list-style-type: none"> • The project has not documented any cultural and biological heritage knowledge but is working with the ILUMP development team more especially the Department of Museum and National Monuments and DEA to list/document cultural and biological heritages in the project site. • Surveys have already been conducted GH10, and cultural sites have been identified as part of the Department of Museums and Monuments' duties. During three ILUMP community consultations, community members highlighted the need for preservation of the cultural sites in the project area. • In all meetings, a record of attendance was collated which included village leaderships, PMU members, ILUMP development Members, community members, CBO and VDC members. • Indigenous knowledge is noted during community consultations or project interactions with community members. • The DEA is ensuring that such Indigenous knowledge is documented by the project, and the ABS project will be launched in the country to further document such knowledge and share it with the people in order to defend the intellectual and biological property rights of the people who reside in project area.

	Risk	Ranking	Mitigation by PMU and IPs
15	There is a risk that the project may distribute the benefits and profits from livelihood activities in an unequal, unfair, or inappropriate manner (Component 3)	Moderate	<ul style="list-style-type: none"> • All livelihood activities were reviewed in 2021 at project reset and they were found to be geared towards fair, equal and appropriate distribution of benefits and opportunities. • Village leadership and CBO members have been trained on gender mainstreaming and one of the key trainings contents was on equal distribution of resources to achieve gender equality. • The TRG evaluated the GRM ToRs and recommended that they be forwarded to the PSC for approval. The PSC endorse the GRM and the follow up process will be its rollout to the communities. • Following that, GRM will be implemented, and all grievances and mediation actions will be led by the guiding document. • The project has documented that, there are twenty people i.e. (12M and 8F) engaged in the charcoal production.
16	Project activities may be impacted by climate change, political changes, and the coronavirus pandemic, causing delays in consultation, Free, Prior and Informed Consent (FPIC), and feedback from communities as well as implementation of livelihood and other projects which local communities have been told that they will benefit from.	Moderate	<ul style="list-style-type: none"> • The UN and Government of Botswana has declared the end of COVID 19 pandemic; hence no more delays are expected because of COVID19 pandemic. The FPIC consultation has been completed and all 15 communities have consented for project activities to be implemented in their respective villages in August 2023.
17	There is a risk that the Grievance Redress Mechanism will not be in place in the project in time to ensure that grievances from stakeholders are captured and dealt with appropriately	Moderate	<ul style="list-style-type: none"> • The TRG has evaluated the GRM ToRs and determined that they should be forwarded to the PSC for approval. • Its effectiveness will be evaluated upon PSC approval and commencement of its implementation. • The GRM will then embark on a mission to make the GRM know to the communities and all affected stakeholders. • The GRM has been shared with all stakeholders and published for public disclosure. This is continuously shared with community representatives and other government stakeholders.

6.7 EVALUATION QUESTION MATRIX

Evaluative Questions	Criteria	Indicators	Sources	Methodology
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 level?				
<ul style="list-style-type: none"> • Does the project's objective align with the priorities of the local government and local communities? • Does the project's objective fit within the national environment and development priorities? • Did the project concept originate from local or national stakeholders, and/or were relevant stakeholders sufficiently involved in project development? • How strong is the country's ownership? • How relevant is the project strategy to the situation in the project area? 	<ul style="list-style-type: none"> • Level of coherence between project objective and stated priorities of local stakeholders • Level of involvement of local and national stakeholders in project origination and development (number of meetings held, project development processes incorporating stakeholder input, etc.) • Alignment of projects strategy and theory of change with country situation and national priorities, alignment of project objective and outcomes with other national programmes and projects • Coherence between project design and implementation – what changes have had to be made (Reset process). • Level of project resources assigned to tasks. 	<ul style="list-style-type: none"> • Level of coherence between project objective and stated priorities of local stakeholders • Project staff • Local and national stakeholders • Project documents • UNDP Country Programme, sector policies and regulatory frameworks, regional agreements and programmes • Project Document, Inception Report, Consultant's studies and reports, minutes of Steering Committee and Technical Advisory Group • Project Document, Inception Report, Work Plans, PIR MTR, Reset reports and TAG minutes of meetings, Consultants reports. 	<ul style="list-style-type: none"> • Level of coherence between project objective and stated priorities of local stakeholders • Field visit interviews • Desk and document review, interviews with government agency stakeholders and project partners, analysis. • Document review, interviews with government agency stakeholders and project partners, analysis. • Documents, interviews with stakeholders, project implementing partners, PMU and project Consultants. 	
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?				
<ul style="list-style-type: none"> • Are the project objectives likely to be met? To what extent are they likely to be met? • What are the key factors contributing to project success or underachievement? • What are the key risks and barriers that remain to achieve the project objective and generate Global 	<ul style="list-style-type: none"> • Level of progress toward project indicator targets relative to expected level at current point of implementation • Level of documentation of and preparation for project risks, assumptions and impact drivers • Review the logframe indicators against progress made towards the end-of-project targets 	<ul style="list-style-type: none"> • Project documents • Project staff • Project stakeholders • Project documents • Project staff • Project stakeholders • Logframe, PIRs, Annual Work Plans, budget execution, GEF Tracking Tools • Project documents • Project staff • Project stakeholders • Feedback from field mission 	<ul style="list-style-type: none"> • Field visit interviews • Desk review • Analysis, interviews with partners and stakeholders • Review, interviews with project partners 	

Evaluative Questions	Criteria	Indicators	Sources	Methodology
<p>Environmental Benefits?</p> <ul style="list-style-type: none"> • What progress has the project made in each component against the start of project baselines? • What barriers, if any, have delayed progress towards results? • Are the key assumptions and impact drivers relevant to the achievement of Global Environmental Benefits likely to be met? • Have changes made to the project's management (as described in the Reset document) been effective? • Are responsibilities and reporting lines clear? • Is decision-making transparent and undertaken in a timely manner? 		<ul style="list-style-type: none"> • Actions undertaken to address key assumptions and target impact drivers • Management structure 	<ul style="list-style-type: none"> • Inception Report, Quarterly Reports, AWP, PIRs, SC meeting minutes, internal memoranda, • Reset Document 	
Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?				
<ul style="list-style-type: none"> • Is the project cost-effective? • Is the project implementation approach efficient for delivering the planned project results? • What is the impact of the delay on project implementation delayed? • Has that affected cost-effectiveness? • What is the contribution of cash and in-kind co-financing to project implementation? • Has the MENT and the DEA provided support, facilitation, personnel, financial and material support in a timely manner and according 	<ul style="list-style-type: none"> • Quality and adequacy of financial management procedures (in line with UNDP, UNOPS, and national policies, legislation, and procedures) • Financial delivery rate vs. expected rate • Management costs as a percentage of total costs • Project milestones in time • Planned results affected by delays • Required project adaptive management measures related to delays • Level of cash and in-kind co-financing 	<ul style="list-style-type: none"> • Project documents • Project staff • Adequacy of implementation structure and mechanisms for coordination and communication • Planned and actual level of human resources available • Extent and quality of engagement with relevant partners / partnerships • Quality and adequacy of project monitoring mechanisms (oversight bodies' input, quality and timeliness of reporting, etc.) • PIRs, SC minutes of meetings, project 	<ul style="list-style-type: none"> • Desk review • Interviews with project staff • Desk review • Interviews with project staff • Interviews with national and local stakeholders • Document analysis and interviews with MENT, UNDP and PMU 	

Evaluative Questions	Criteria	Indicators	Sources	Methodology
<p>to the Project Document, the LOA and co-financing agreements?</p> <ul style="list-style-type: none"> • Have the other partners involved in implementation (DFRR, DWNP, BTO, LEA, CCB, BirdLife, UB and BUAN) provided support, facilitation, personnel, financial and material support in a timely manner and according to the Project Document and co-financing letters? • Has UNDP CO provided support, facilitation, personnel, financial and material support in a timely manner and according to the Project Document those set out in the Project Document? • What lessons can be learnt from the project regarding efficiency? • Could the project have more efficiently carried out implementation (in terms of management structures and procedures, partnerships arrangements)? • How has the project's results framework/logframe been used as a management tool and what changes have been made to it since project started? 		<p>relative to expected level</p> <ul style="list-style-type: none"> • Implementation of components and sub-components, co-financing, outputs • Budgets execution, AWP, risk management, adaptive management • Attitudes towards efficiency, M&E, budget revisions, works not carried out, delays in implementation • Use of the project's results framework/logframe as a management tool. Changes made to the log frame since the project start. Reporting to RTA 	<p>reports, stakeholder responses</p> <ul style="list-style-type: none"> • Feedback from field visits • Budgets, AWP, PIR, mission reports, PIR, SC minutes • Project Document (and budget notes), budget revisions, PIR, reports • Log frame, budgets, AWP, PIR, M&E mission reports, PIR, SC minutes 	
<p>Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?</p>				
<ul style="list-style-type: none"> • To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be 	<ul style="list-style-type: none"> • Financial requirements for maintenance of project benefits • Level of expected financial resources available to support maintenance of project benefits 	<ul style="list-style-type: none"> • Project documents • Project staff • Project stakeholders 	<ul style="list-style-type: none"> • Field visit interviews • Desk review 	

Evaluative Questions	Criteria	Indicators	Sources	Methodology
<p>available to sustain the project results once the GEF assistance ends?</p> <ul style="list-style-type: none"> Do relevant stakeholders have or are likely to achieve an adequate level of “ownership” of results, to have the interest in ensuring that project benefits are maintained? Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained? To what extent are the project results dependent on socio-political factors? To what extent are the project results dependent on issues relating to institutional frameworks and governance? 		<ul style="list-style-type: none"> Potential for additional financial resources to support maintenance of project benefits Level of initiative and engagement of relevant stakeholders in project activities and results Existence of socio-political risks to project benefits Existence of institutional and governance risks to project benefits 		
Gender equality and women’s empowerment: How did the project contribute to gender equality and women’s empowerment?				
<ul style="list-style-type: none"> How did the project contribute to gender equality and women’s empowerment? In what ways did the project’s gender results advance or contribute to the project’s biodiversity outcomes? 		<ul style="list-style-type: none"> Level of progress of gender action plan and gender indicators in results framework Existence of logical linkages between gender results and project outcomes and impacts 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Desk review, interviews, field visits
Impact: Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?				
<ul style="list-style-type: none"> Have the planned outputs been produced? Have they contributed to the project outcomes and objectives? 		<ul style="list-style-type: none"> Level of project implementation progress relative to expected level at current stage of implementation Existence of logical linkages between project outputs and outcomes/impacts 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Field visit interviews Desk review

6.8 QUESTIONNAIRE USED AND SUMMARY OF RESULTS

6.9 Co-financing tables (if not include in body of report)

6.10 TE RATING SCALES

6.11 SIGNED EVALUATION CONSULTANT AGREEMENT FORM

6.12 SIGNED UNEG CODE OF CONDUCT FORM

<p>Evaluators/Consultants:</p> <ol style="list-style-type: none">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 imitations, findings and recommendations.7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review. <p>Evaluation Consultant Agreement Form</p> <p>Agreement to abide by the Code of Conduct for Evaluation in the UN System:</p> <p>Name of Evaluator: _____</p> <p>Name of Consultancy Organization (where relevant): _____</p> <p>I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.</p> <p>Signed at <u>HARARIZ</u> (Place) on <u>30th July 24</u> (Date)</p> <p>Signature: _____</p>

Evaluators/Consultants:

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9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

Evaluation Consultant Agreement Form

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

Name of Evaluator: ISAAC NDUNGU

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 GABORONE (Place) on 31/72024 (Date)

Signature: _____  _____

6.13 SIGNED TE REPORT CLEARANCE FORM

Terminal Evaluation Report for (Project Title & UNDP PIMS ID) Reviewed and Cleared By:
Commissioning Unit (M&E Focal Point)

Name: _____

Signature: _____

Date: _____

Regional Technical Advisor (Nature, Climate and Energy)

Name: _____

Signature: _____

Date: _____

6.14 ANNEXED IN A SEPARATE FILE: TE AUDIT TRAIL

6.15 ANNEXED IN A SEPARATE FILE: RELEVANT TERMINAL GEF/LDCF/SCCF CORE INDICATORS OR TRACKING TOOLS, AS APPLICABLE