



KGALAGADI & GANTSI DRYLANDS ECOSYSTEM PROJECT (KGDEP)

*“Managing the Human-Wildlife Interface to sustain the flow of
Agro-Ecosystem Services and
prevent Illegal Wildlife Trafficking in the Kgalagadi and Ghanzi
Drylands”*



END OF PROJECT REPORT

**CUMULATIVE PROJECT PROGRESS UPDATE AGAINST TARGET
INDICATORS**

UPDATE TO PSC AND THE TRG

APRIL 2025

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1. PROJECT DESCRIPTION FROM THE PRODOC.

Natural resources management in the Kalahari landscape was characterized by competition and conflict between conservation goals, economic development, and livelihoods. Home to large herds of ungulates and iconic predators, the landscape had been dominated by low-density wildlife with hunter-gatherer livelihoods until borehole farming enabled cattle ranching a few decades ago. The consequent rangeland degradation and ecosystem fragmentation threatened wildlife and economic development.

Wildlife Management Areas (WMAs), meant to support wildlife-based economic activities and secure migratory corridors linking the Kgalagadi Transfrontier Park and the Central Kalahari Game Reserve, continued to be lost to livestock encroachment due to delayed WMA gazettement. Wildlife was under additional threat from poaching, wildlife poisoning, and Illegal Wildlife Trade (IWT). The then recent ban on hunting had reduced benefits from CBNRM (which in the context of Botswana had largely been based on consumptive use (i.e., hunting) of wildlife), reducing incentives for conservation.

Stakeholders lacked the planning tools, institutional coordination, and operational capacities to balance competing needs and optimize environmental, social, and economic outcomes. In particular, there was weak coordination in tackling poaching, wildlife poisoning and IWT, weak capacities for improving rangeland management, and limited incentives for local communities to protect wildlife. The project aimed to remove these barriers using the following strategies:

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

2. OVERALL SUMMARY PROGRESS ASSESSMENT

The overriding objective of this project was to promote an integrated landscape approach to managing the Kgalagadi and Ghanzi drylands, focusing on ecosystem resilience, improved livelihoods, and reduced conflicts between land uses, including biodiversity conservation and economic activities. Since its inception, the project has made significant progress in addressing the challenges faced by Wildlife Management Areas (WMAs), such as poaching, wildlife poisoning, and illegal wildlife trade (IWT), as well as ensuring that communities in the Kgalagadi and Ghanzi regions realize optimal benefits.

As the project entered its final year of implementation, with operational closure scheduled for November 2024, now revised to 1st May 2025, it is noteworthy that progress towards achieving its objectives, along with technical work and financial uptake, remains on track. Overall, the assessment of the project is rated as satisfactory, reflecting the commendable strides made in enhancing the effectiveness of WMAs and supporting local communities.

2.1. Component 1,

- a) **The project facilitated the development and adoption of strategies to strengthen collaboration and cooperation among law enforcement agencies.** This strategy was adopted and enhanced the effectiveness of joint operations, information sharing, and intelligence collection and exchange. The project successfully established a sophisticated National Joint Operation Center (JOC) and information and intelligence diffusion centers (IDCs) to support the collection and exchange of intelligence at both national and district levels. The institutions involved included the Department of Wildlife and National Parks (DWNP), Botswana Police Service (BPS), Botswana Defence Force (BDF), Directorate of Intelligence and Safety and Security (DISS), Botswana Prison Services (BPS), and the Directorate of Corruption and Economic Crime (DCEC). These interventions strengthened collaboration and increased the level of trust and cooperation among the agencies. An ICT system to operationalize the JOC was completed and handed over to the Department of Wildlife and National Parks for coordination in September 2024. The project continued to support the capacity strengthening of law enforcement agencies in preparation for the operations of both the JOC and IDCs.
- b) **Another key deliverable under component 1 was the successful review of the draft National Anti-Poaching Strategy.** A robust stakeholder engagement process was adopted to develop a detailed and updated National Anti-Poaching Strategy for 2022, a copy of which was attached for reference under Indicator 1. The revised strategy aligned with the Southern African Development Community (SADC) Law Enforcement and Anti-Poaching Strategy (SADC, 2015) and was informed by species-specific strategies, such as the National Policy and Strategy for Conservation and Management of Elephants in Botswana (Department of Wildlife & National Parks, 2013), the Botswana Cheetah Conservation Strategy, and the Conservation Strategy and Action Plan for African Wild Dog in KAZA TFCA (KAZA TFCA Secretariat, 2014). The importance of linkages with the SADC Law Enforcement and Anti-Poaching Strategy (SADC-LEAP) was emphasized, especially given the increasing incidents of illegal wildlife trade across the region. The observed trends in illicit global wildlife trade indicated that global strategies needed to be considered and incorporated into the review.

Although the National Anti-Poaching Strategy (NAPS) is yet to be officially launched, its development has facilitated the enforcement of all applicable laws within an inter-agency collaborative framework to combat poaching and illegal wildlife trade. It supported efforts to increase benefits from Community-Based Natural Resource Management (CBNRM) and ensured their equitable distribution to local communities and the wider society. Additionally, it contributed to identifying strategies aimed at reducing human-wildlife conflict to levels that incentivized coexistence with wildlife by local communities. The strategy also supported the continuous generation of new knowledge on the drivers and impacts of illegal wildlife trade and facilitated the uptake of this knowledge into policy and human behavior.

It is worth mentioning that the project registered an increase in the number of human-wildlife conflict (HWC) incidents, with a cumulative total of 3,668 recorded across the project landscape from 2020 to 2024. This averaged 733 HWC incidents per year, which was higher than the baseline of 404. The increase was largely attributed to the project's interventions aimed at improving the efficiency and effectiveness of the Department of Wildlife and National Parks in reporting, monitoring, and tracking incidents. Improvements in data collection and digitization greatly bolstered accuracy and record-keeping. However, HWC incidents were expected to decline due to the implementation of HWC management strategies and strengthened collaboration among law enforcement agencies.

2.2. Component 2:

The project provided incentives and systems for communities to embrace wildlife conservation, resulting in a total of 7,603 people (46.52% female) benefiting from engagement in value chain and ecotourism projects, as well as from mainstreaming sustainable land management practices across the project landscape. The project was on track to establish two ecotourism and four value chain initiatives aimed at delivering significant benefits to the target communities through strengthened sustainable use and equitable benefit sharing. These initiatives included:

1. **Campsites in Khawa Village (KD 15) and Masetlheng Pan (KD 1):** These areas were of great ecological importance, representing a migratory corridor between the Kalahari Transfrontier Park and the Central Kalahari Game Reserve. Khawa Village was renowned for the Khawa Dune Challenge and Cultural Festival, an annual event hosted by the Botswana Tourism Organization (BTO), which provided opportunities for increased economic benefits from the influx of tourists en route to KTP.
2. **Expansion of Salt Production in Zutshwa Village:** The project procured equipment and machinery to enhance productivity in salt production. The project therefore created an opportunity for employment and alternative livelihoods taking away communities from engaging in IWT activities.
3. **Strengthening of BORAVAST Charcoal and Fodder Production:** This initiative involved training and supplying equipment to enhance ecological and business sustainability by the project's end. In partnership with the Local Enterprise Authority (LEA), the project organized general small business training short courses for community trusts and village governance structures to expand organizational, business, and negotiation skills, while supporting participatory planning for land use and conservation.
4. **Refurbishment of village crafts Centers in GH 10 Villages:** The project established a thriving craft center network in GH10, involving Kacgae, East Hanahai, and West Hanahai villages. This initiative aimed to attract tourists to purchase local handicrafts made from sustainably sourced materials and to strengthen supply chains by securing

sustainable sources of raw materials and developing buying agreements with eco-lodges across Botswana.

5. **Veld Products Center in Bere:** This initiative aimed to establish a center for processing sustainably harvested and cultivated Devil's Claw and other medicinal plants. Guided by the Community-Based Natural Resource Management (CBNRM) Policy, it was expected that this initiative would directly benefit close to 300 people through employment opportunities in the cultivation, processing, and packaging of the products.

To increase community participation in combating wildlife crimes, the project facilitated the development of a Human-Wildlife Conflict (HWC) Management strategy aimed at reducing livestock loss, crop and infrastructure damage, and wildlife persecution to enable coexistence. The proposed HWC management strategies were based on wildlife behavioral science and advanced livestock management practices. To support the piloting of these strategies, the project constructed 39 predator-proof kraals. Additionally, the project supported the Ministry of Environment and Tourism in convening a multi-stakeholder dialogue on Human-Wildlife Conflict. Following this successful dialogue, the Ministry initiated the development of a National Human-Wildlife Strategy.

2.3. Component 3:

The project will utilize integrated landscape planning in conservation areas and sustainable land management (SLM) practices in communal lands to secure wildlife migratory corridors and increase the productivity of rangelands. This approach will reduce competition between land uses and enhance the ecosystem integrity of the Kalahari ecosystem.

A comprehensive land use connectivity study, which provided robust data sets and a baseline for the formulation of the Integrated Land Use Management Plans (ILUMPs), was finalized in 2022. The essence of this landscape analysis was to quantify the spatial relationships between wildlife species and the various drivers characterizing the present Kalahari landscape. This information was used to derive predictive models of core habitats and landscape connectivity, which could then guide land use planning scenarios to achieve KGDEP goals.

The project adopted a robust consultative process at all levels of land-use management planning, focusing particularly on raising awareness, strengthening capacity, and leveraging additional resources from other partners to facilitate some initiatives in the landscape. The Integrated Land Use Management Plans were successfully developed, presented to, and endorsed by the project steering committee and all relevant communities. These plans are envisioned to result in the gazettement of 599,000 hectares of WMAs. To ensure an effective cross-sectoral national and local enabling environment for promoting integrated landscape management, the project established a multi-sectoral stakeholder committee to oversee and provide technical advice during the development and finalization of the plans.

2.4. Component 4,

The project focused on the cross-cutting issues of gender mainstreaming and knowledge management. A project gender assessment and mainstreaming strategy were developed and implemented, including a participatory monitoring and evaluation (M&E) plan used to collate and disseminate lessons and support adaptive management. Following the development of these documents, a multistakeholder forum was convened in collaboration with the Department of Gender to unpack the importance of gender mainstreaming and gender issues in Natural Resources Management (NRM). To date, a total of 131 people were trained in gender mainstreaming.

In terms of the lessons learned for developing and implementing other initiatives related to illegal wildlife trade (IWT) and landscape management and conservation projects, the project successfully achieved this target through participation in various activities of the Global Wildlife Programme, such as webinars, regional and international conferences, and project benchmarking visits to learn from and exchange knowledge with similar initiatives in the region.

3. SOCIAL AND ENVIRONMENTAL SAFEGUARDS

The Social and Environmental Screening Procedure (SESP) identified 17 potential social and environmental risks associated with the project. Seven (7) risks were ranked as substantial, while ten (10) were rated as moderate, resulting in an overall rating of high risk for the project. In addition to the SESP, an Indigenous Peoples Planning Framework (IPPF) for the project area was completed. An Environmental and Social Impact Assessment (ESIA) was also conducted. The survey involving Free, Prior, and Informed Consent (FPIC) was completed in July 2022, and an Indigenous Peoples Plan (IPP) was finalized.

A comprehensive Environmental and Social Management Plan (ESMP) was developed, outlining mitigation measures to address the identified risks. The ESMP aimed to cover all relevant issues related to the SES Overarching Principles and Project-level Standards. All documents were disclosed for public scrutiny, and no feedback or comments were received from the public during the disclosure period. The project continued to monitor the risks closely and shared the project Grievance Redress Mechanism with beneficiaries and other key stakeholders.

Following the Mid-Term Review (MTR) and project reset, there was significant improvement in the project implementation progress towards achieving target indicators. However, the project faced challenges in the procurement of services, materials, and goods, which resulted in delays in concluding some procurements. This was mainly due to procurement procedures and requirements, where the disclosure of the available budget was not allowed. The new procurement process using Quantum also proved cumbersome for suppliers, affecting the swift conclusion of equipment and goods procurement.

After the project reset, there was increased engagement from implementing partners in driving project implementation and taking ownership of project activities.

The launch of the National Anti-Poaching Strategy (NAPS) and Human-Wildlife Conflict (HWC) management strategy was delayed for a long time, which affected other processes that depended on the institutionalization of these development strategies.

Although the ecotourism projects and most value chain projects had yet to yield results for community benefits, plans were in place for their sustainable support by the Botswana Tourism Organization and the Local Enterprise Authority. All remaining project activities are on track to be completed before the revised financial closure date of the project. The project also planned to facilitate a project closure implementation plan to ensure that all pending deliverables will be adequately supported.

4. EXPERIENCED DELAYS

1. The delays experienced included the launch of the National Anti-Poaching Strategy and the Human-Wildlife Conflict Management Strategy. These two documents were

completed by 2022 but had yet to be officially launched by the Department of Wildlife and National Parks. Despite the delay in the launch, the department, supported by the project, continued to implement some key strategies aimed at halting human-wildlife conflict and addressing illegal wildlife trade. The two plans were scheduled for official launch by the Ministry of Environment and Tourism/Department of Wildlife and National Parks in 2024, we are still awaiting confirmation of the launch.

2. Other delays in project implementation involved the construction of community projects, including the ecotourism and value chain initiatives. These projects should have been completed by now but were delayed due to the COVID-19 pandemic and the required Free, Prior, and Informed Consent (FPIC) consultations, which were also postponed by the pandemic and the project reset.
3. Additionally, the community infrastructure projects were affected by the need for extra technical capacity for quality assurance and oversight of civil and construction works. Support was sought from the Zimbabwe Country Office, which expedited the finalization of documents and the approval of the tender for procurement.
4. The procurement of the Terminal Evaluation consultants was similarly delayed, as two attempts to secure identified consultants did not succeed before June 2024. The consultants were eventually appointed and completed the evaluation in October 2024. The TE was therefore extended beyond the target due date as a result of the late contracting of the international consultant. The country office is currently finalizing the review of the report.

5. TERMINAL EVALUATION SUMMARY FINDINGS

OUTCOME/ COMPONENT	DESCRIPTION	TE RATINGS AS PRESENTED BY THE CONSULTANTS
Outcome 1:	Increased national and District level capacity to tackle wildlife crime (including poaching, wildlife poisoning and illegal trafficking and trade)	“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	“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	“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.”

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.	"The component outcome has achieved most of its end-of-project targets and therefore rated as satisfactory (S) "
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6. FINANCIAL EXPENDITURE AS AT 28TH MARCH 2025

Component Level 2 (Atlas Activity Code)	O = Approved Budget (as per ProDoc)	S = GL Expenses (2025)	T = PPM Expenses (2025)	V = P + S = Total GL Expenses	W = All Years Obligations	X = V + W = Total Consumption	Z = O - V - W = Resource Balance (based on GL Expenses including Obligations)	% expenditure
COMPONENT 1	1,664,278.00	10,380.78	11,317.61	1,325,400.69	31,894.98	1,357,295.67	306,982.33	81.55%
COMPONENT 2	1,850,000.00	50,751.10	50,815.21	1,508,421.23	355,063.57	1,863,484.80	-13,484.80	100.73%
COMPONENT 3	2,000,000.00	16,047.66	16,045.29	1,746,128.01	26,943.40	1,773,071.41	226,928.59	88.65%
COMPONENT 4	196,950.00	19,081.91	18,020.75	210,253.49	0.00	210,253.49	-13,303.49	106.75%
PROJECT MANAGEM	285,561.00	0.00	0.00	222,393.88	0.00	222,393.88	63,167.12	77.88%
	5,996,789.00	93,623.56	96,198.86	5,425,505.65	413,901.95	5,839,407.60	157,381.40	97.38%

The current expenditure is at **97.38%**

7. REVISED PROJECT RESULTS FRAMEWORK FOLLOWING RESET

This project will contribute to the following Sustainable Development Goal (s): the project largely contributes to SDG 15: *Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and biodiversity loss*. The landscape approach to land use planning, adoption of holistic rangeland management and use of the environment funds to restore degraded lands, including eradication of invasive species and reversing bush encroachment will contribute to combating desertification, restoring degraded land and soil. Improving effectiveness of law enforcement agencies and wildlife management institutions will reduce poaching and wildlife crimes and secure threatened species. Restoring the effectiveness on CBNRM will restore incentives for local communities to conserve wildlife. Using a gender strategy to guide project implementation will contribute to SDG5 - *Achieve gender equality and empower all women and girls*. The drive to balance livestock and wildlife based economic activities, the identification of at least 4 non-wildlife consumption based supply chains will contribute to creation of employment opportunities, contributing to SDG 8 - *Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all*. The project will also indirectly contribute to the following SDGs: Goal 1- Ending Poverty (affect rural development opportunities); Goal 2- Food Security (decrease wildlife as a source of protein for local communities); and Goal 16- Peaceful and Inclusive Development (increased levels of crime and insecurity); Goal 17- Means of Implementation and Partnerships (decrease national income).

This project will contribute to the following country outcome included in the UNDAF/Country Program Document: Improved environment, natural resources, climate change governance, energy access and disaster risk management.

This project will be linked to the following output of the UNDP Strategic Plan:

Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.

Output 2.5: Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation.

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Assumptions
Project Objective: To promote an integrated landscape approach to	Mandatory Indicator 1 (for <u>Output 2.5</u>):	➤ National strategy / protocol on inter-agency	1. National strategy on inter-agency	1. National strategy on inter-agency	Wildlife management institutions and law enforcement agencies can overcome internal bureaucracies

managing Kgalagadi and Ghanzi drylands for ecosystem resilience, improved livelihoods and reduced conflicts between wildlife conservation and livestock production	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	collaboration – 0 ➤ Inter-agency fora – 1 ➤ Joint Operations Centre (JOC) – 0 ➤ District fora – 0	collaboration – 1 2. Inter-agency fora – 3 3. Joint operations Centre (JOC) – 1 4. District fora – 2 Capacity scorecards for wildlife management institutions and law enforcement agencies over 40%	collaboration – 1 2. inter-agency fora – 3, fully functional 3. Joint operations Centre (JOC) – 1, fully functional 4. District fora – 2, fully functional Capacity scorecards for wildlife management institutions and law enforcement agencies over 50%	and find common ground with speed. Ongoing review of the Wildlife Conservation and National Parks Act will align the act to the purposes of this project. Political will in terms of combating wildlife crime will continue during the entire project
	<u>Mandatory indicator 2</u> (for <u>Output 1.3.</u>): Number of additional people (f/m) benefitting from i) supply chains, ecotourism ventures ii) mainstreaming SLM practices in the communal areas	0 (male/female)	200 (male: 100/female: 100) 800 (male: 400/female: 400)	500 (250male/ 250 female) 1500 (male: 750/female: 750)	That value chains not based on wildlife consumption can be identified and quickly operationalized. That ecotourism ventures will be viable and truly involve local communities (in planning and execution, management and ownership of businesses); No major drought or climate event such as floods

	Indicator 3: Rates/Levels of Human-Wildlife Conflict (especially wildlife-livestock predation) in the project sites	Annual average = 404 incidents 1. Ghanzi = 165 incidents 2. Kgalagadi = 239 incidents	Reduce annual average number of incidents by 30% by the end of the project	Reduce average annual number of incidents by 50%	Farmers will overcome reluctance and adopt new livestock management systems introduced by the project ¹ .
Outcome 1: Increased national and District level capacity to tackle wildlife crime (including poaching, wildlife poisoning and illegal trafficking and trade) Outputs contributing to Outcome 1: 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	Indicator 4: Rates of seizures and arrests, and wildlife poisonings	Seizures / Arrests – 65 cases per year Wildlife deaths from poisoning - tbd	Seizures / Arrests - Reduce by 40% (should increase instead by about 25% during the first 2 years or so due to improved patrol effort) Wildlife deaths from poisoning - Reduce by 30%	Seizures / Arrests - Reduce by 80% Wildlife deaths from poisoning - Reduce by 75%	Capacity of national and district law enforcement institutions will increase as a result of support provided by the project. Government provides enough funding to law enforcement agencies to fight IWT effectively Number of seizures and arrests may go up in the final 2 years of project implementation, following completion of the project interventions for strengthening anti-poaching efforts (as per the first two years envisaged in the mid-term target).
	Indicator 5:	No electronic tracking	As a stepping stone towards	A new electronic tracking system	Discussions between DWNP and the Directorate of Public

¹ An update on the assumptions here is that DWNP, supported by the PMU, will: a) establish a clear definition of “incidents” for this indicator; b) determine the annual average number of incidents in the two districts for each year from 2017 to 2021 and capture this for information purposes; c) report the results in the 2022 PIR as a new benchmark at the point that the HWC is being unrolled; d) gather the data for 2022 and 2023, plot the values 2018-2023 on a graph and look for a change of trajectory post-rollout, whilst also comparing the 2023 value with both with the original baseline and the 2021 benchmark.

provisions of the National Strategy to combat wildlife crimes in Kgalagadi and Ghanzi Districts (support to COBRA and clean-up campaigns)	Coordination system in place to track successful prosecutions of wildlife cases	system in place in DWNP for tracking successful prosecutions of wildlife crime (incl. prosecutions, pending cases and convictions) and no coordination with the Directorate of Public Prosecutions (DPP)	having an electronic system in place in DWNP tracking successful prosecutions of wildlife crime (incl. prosecutions, pending cases and convictions) discussions are held with the DPP	is established and operational in DWNP, tracking successful prosecutions of wildlife crime (incl. prosecutions, pending cases and convictions), based on a newly established category in DPP of “wildlife crime”	Prosecutions (DPP) ² lead to the establishment of a new category of “wildlife crime” and the availability of wildlife crime statistics that are channelled to DWNP, which feeds them into a new electronic tracking system which can be used to monitor changes over time in prosecution and convictions as a percentage of arrests, and length of awaiting trial periods
	Indicator 6: Capacity of wildlife management institutions and law enforcement agencies to tackle IWT (UNDP Capacity Scorecard)	28%	40%	50%	The original completed Score Card used to generate the baseline value can be located and rapidly readministered with the same institutions / positions, so that mid-term values can be recorded in the June 2022 PIR
Outcome 2: Incentives and systems for wildlife protection by	Indicator 7: Number of value chains and	0	At least 2	4	

² The DPP falls under the Attorney General’s Chambers under the Ministry of Defence, Justice and Security (which also has the following Departments: Botswana Defence Force, Botswana Police Service, Department of Prisons and Rehabilitation, Administration of Justice).

communities increase financial returns from natural resources exploitation and reduce human wildlife conflicts, securing livelihoods and biodiversity in the Kalahari landscape Outputs contributing to Outcome 2: 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	ecotourism ventures operationalized				Increased returns from CBNRM and value chains ³ will overcome the current animosity towards wildlife and community perception that the government is prioritizing wildlife conservation and beef industry over their livelihood needs.
	Indicator 8: Percentage increase in incomes derived from ecotourism and value chains	Minimal – to be confirmed during inception	10 % increase over baseline in incomes from CBNRM (40% of beneficiaries are women)	25 % increase over baseline household incomes from CBNRM	
	Indicator 9: Number of CSO, community and academia members actively engaged in wildlife crime monitoring and mitigating human wildlife conflict	Minimal (confirmed at inception)	At least 60 (equal numbers of male and female)	At least 200 (equal numbers of male and female)	Communities appreciate the importance of their participation in wildlife management and monitoring and reporting of wildlife crime Multi-stakeholder forums bring together CSOs, communities and academia on a regular basis to reduce human wildlife conflict and strengthen community support to monitoring of wildlife crime

³ An update on the assumptions is that LEA can develop a household income survey tool and administer it with all households participating in and benefitting from the project-supported business and livelihood opportunities, and will establish a baseline for inclusion in the 2022 PIR, and track progress by the end of the project, as well as post-project.

<i>crimes in the two districts.</i>					
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 Outputs contributing to Outcome 3:	Indicator 10: Area of landscape/ecosystem being managed as wildlife corridors (WMAs formally established) KD1, 2 ⁴ , GH 10, 11 ⁵)	0 (WMA boundaries have been approved but formal gazettment process has not begun)	Integrated land use management plan ready by MTR phase Land use plans for the WMAs ready	Nomination files for 500,000 hectares of WMAs covering wildlife corridors submitted for gazettment	⁶ All stakeholders, including district authorities, MENT (DWNP) and Ministry of Lands and Water agree to the cabinet decision recently passed to define the boundaries of WMAs and collaborate to formally have these gazetted. No bureaucratic delays to the submission of nomination files and eventual gazettment.

⁴ Potentially also the northern part of KD15

⁵ 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.

⁶ 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 gazettment and WMA management plans, enabling the management of 500,000 hectares as an effective wildlife corridor linking KTP and CKGR.

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)	Indicator 11: Area of community lands integrating SLM practices	0 (to be confirmed at inception)	30,000 hectares	100,000 hectares	⁷ No bureaucratic delays to project start up; no unusual climate event (drought, floods)
	Indicator 12: Existence of functional integrated landscape land use planning and management framework in project districts	No Integrated Land Use Plan in place for Ghanzi and Kgalagadi Districts	Situation Analysis completed as stepping stone towards two integrated District Integrated Land Use Plans for Ghanzi and Kgalagadi Districts	Two integrated District Integrated Land Use Plans for Ghanzi and Kgalagadi Districts developed following multi-stakeholder consultation process, and approved by district authorities	A framework can successfully be created for functionality of integrated landscape land use planning and management through the creation and adoption by the District Councils of two closely integrated District Integrated Land Use Plans (DILUPs) for Kgalagadi and Ghanzi Districts. The integration of the two plans will be seamless and will build on the Landscape Connectivity Analysis completed as part of the Situation Analysis.
	Indicator 13: Capacity scores for NRM institutions (DWNP, DFRR, DEA)	Aggregate Scores on UNDP capacity Score Card of less than 30%	Aggregate Scores on UNDP capacity Score Card of at least 40%	Aggregate Scores on UNDP capacity Score Card of at least 50%	The original completed Score Card used to generate the baseline value can be located and readministered with the same institutions / positions, so that mid-term values can be recorded in the June 2022 PIR

⁷ 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.

<i>and community-based fire management). This integrates SLM into livelihood activities and reduces threats to wildlife from the productive landscape outside the PAs</i>					
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 upscaling. Outputs contributing to Outcome 4: 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	Indicator 14: % of women participating in and benefiting from the project activities	To be determined at inception	20%	50%	Traditions and cultural values allow gender mainstreaming Lessons well synthesized and effectively shared Government of Botswana welcomes broad participation of organizations in M&E activities Other stakeholders are interested to participate in the M&E
	Indicator 15: Number of the project lessons used in development and implementation of other IWT and landscape management and conservation projects	0	2	5	

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					
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8. PROJECT DEVELOPMENT OBJECTIVES PROGRESS UPDATE PER INDICATOR

Description of Indicator	Baseline Level	End of project target level	Cumulative progress since project start as of March 30, 2025
INDICATOR 1: Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems	a) National strategy / protocol on inter-agency collaboration – 0 b) Inter-agency fora – 1 c) Joint Operations	a) National strategy on inter-agency collaboration – 1 b) inter-agency fora – 3, fully functional c) Joint operations Centre (JOC) – 1, fully functional	THE TARGET WAS ACHIEVED. a) The National Anti-Poaching Strategy (NAPS) was developed and is being implemented in partnership with several law enforcement agencies, including the Botswana Police Service, the Botswana Defence Force, and the Directorate of Intelligence Services. Although the official launch of the strategy had yet to occur, its development had: - Facilitated the enforcement of applicable laws within an inter-agency collaborative framework to combat poaching and illegal wildlife trade. - Supported efforts to increase benefits from Community-Based Natural Resource Management (CBNRM) and ensured their equitable distribution to local communities and the wider society.

Description of Indicator	Baseline Level	End of project target level	Cumulative progress since project start as of March 30, 2025
	Centre (JOC) – 0 d) d) District fora – 0	d) District fora – 2, fully functional	- Contributed to a reduction in human-wildlife conflict to levels that incentivized coexistence with wildlife among local communities. - Improved controls in legal trade and management of international borders to reduce the illegal trafficking of wildlife products. - Supported the continuous generation of new knowledge on the drivers and impacts of illegal wildlife trade and facilitated the uptake of this knowledge into policy and human behaviour. - Continued to seek creative ways to harness resources to support anti-poaching efforts. b) Three interagency forums were established and operationalized. The development of the Joint Operation Center (JOC) and the National Anti-Poaching Strategy (NAPS) continued to strengthen inter-agency collaboration through the active engagement of the following forums: - The National Anti-Poaching Coordination Committee (NAPCC), which met on a weekly basis. - The National Anti-Poaching Executive Committee (NAPEC), a long-standing commitment established before the project that reported to the Office of the President and also met weekly. - Four District Anti-Poaching Committees were established and became fully functional. c) The project contributed to the capacity development of the Department of Wildlife and National Parks (DWNP) and law enforcement agencies through the development and operationalization of a National Joint Operations Center (JOC). Following the engagement of a consultant to develop the ICT system for the JOC, the project facilitated joint meetings with all involved law enforcement agencies to agree on the architecture and functionality of the system. The system was developed on an ArcGIS Online platform, and DWNP acquired an ArcGIS online license for its application. The collaborative process of developing the JOC resulted in an increased level of trust and cooperation among the agencies. All four agencies actively

Description of Indicator	Baseline Level	End of project target level	Cumulative progress since project start as of March 30, 2025
			participated in the development of specifications and terms of reference, the installation of equipment, and the review of the ICT system. The agencies also contributed to the development, submission, consolidation, and digitization of data collection forms approved for piloting and training of the operatives. The project completed the configuration and upgrade of equipment, procured internet connectivity, and installed a power backup system to ensure the full functionality of the JOC and IDCs at all four sites. A six-week pilot run was undertaken in August 2024 following the installation of equipment, training of law enforcement agencies on the operation of the system, and configuration of data collection devices. The system was handed over to DWNP after the completion of the pilot and troubleshooting of challenges that emerged during the pilot. To enhance the development of the JOC and the associated ICT system, officers from the four law enforcement agencies participated in a benchmarking exercise at Bambanango Private Game Reserve in South Africa to share lessons and experiences. The aim of the visit was to learn firsthand about the operation of a similar system. This visit provided the law enforcement agencies with an opportunity for further development of the system and the use of new technologies in managing priority wildlife facilities and protected areas. Following the visit, the law enforcement agencies committed to advocating for additional resources from their respective agencies to further develop the JOC ICT and equipment into a robust and effective system focused on priority wildlife law enforcement areas, beyond the project landscape and lifetime. d) Four District Anti-Poaching Committees were established and became fully functional in Ghanzi, Kgalagadi, Maun, and Bobirwa. The district-level Anti-Poaching Committees met as needed; for example, Maun District convened weekly, while Ghanzi and Kgalagadi held meetings every fourth night, and Bobirwa District met on a monthly basis. The forums were active over the past

[illegible]

Description of Indicator	Baseline Level	End of project target level	Cumulative progress since project start as of March 30, 2025
			d) A total of 557 community members (39.67% females) benefited from engagement in veld products processing and development in six targeted communities. II. Mainstreaming SLM practices in the communal areas: The project was on track to achieve the target. A total of 911 people (43.18% females) benefited directly from mainstreaming SLM practices in the communal areas. a. A total of 239 individuals (65.85% females) were trained in bushfire fighting. This capacity development allowed communities to protect their properties and rangelands from destructive veld fires. b. Ninety-six farmers (46% females; 52 males and 44 females), comprising subsistence farmers and village leadership from four selected villages (Ukwi, Zutshwa, West Hanahai, and East Hanahai), were trained in Holistic Rangeland Management (HRM). The training report is attached (Indicator 2. KGDEP HRM Training Report Final). c. One hundred community members (26 females and 74 males; 26% females) were engaged in bush encroacher treatment in the community rangelands. The project contracted two CBOs for Sustainable Land Management (SLM) projects aimed at rehabilitating community rangelands. d. The project supported the Department of Forestry and Range Resources (DFRR) with fire suppression training, and a total of 376 community members (173 females and 203 males) participated. e. A larger number of community members participated in veld fire suppression during the fire season on a yearly basis. This number of people benefiting from direct engagement in fire suppression activities had not been collated by the Department

Description of Indicator	Baseline Level	End of project target level	Cumulative progress since project start as of March 30, 2025
			of Forestry and Range Resources; otherwise, the recorded number of community members benefiting directly from SLM practices would have been much higher. DFRR was encouraged to keep a record of the number of people participating and benefiting from the SLM practices. f. The general populace of 3,639 (Zutshwa - 680, Ukwi - 795, East Hanahai - 846, and West Hanahai - 1,318) benefited from resource protection through the implementation of the bushfire risk management plan in Kgalagadi and Ghanzi districts. More people than the target of 1,500 benefited from the application of SLM across the project landscape and Holistic Rangeland Management practices in the four communities that had been trained and would benefit from the rehabilitation of degraded rangelands. The project developed a Bush Fire Risk Management plan for the two districts and supported the community and DFRR with fire suppression training and the procurement of firefighting equipment. The benefits from the SLM activities were twofold: 1) there was the direct benefit from the engagement of people in the project activities; and 2) community members benefited from the resultant outcomes of protecting range resources and properties due to effective fire suppression techniques.
INDICATOR 3: Rates/levels of Human-Wildlife Conflict (especially wildlife-livestock predation) in the project sites	Annual average = 404 incidents Ghanzi = 165 incidents	Reduce average annual number of incidents by 50%	THE TARGET WAS NOT ACHIEVED A cumulative total of 3,668 HWC incidents were recorded across the project landscape from 2020 to 2024, averaging 733 HWC incidents per year. The reduction of HWC incidents by 50% across the project landscape was not achieved, as the overall HWC incidents in the Kgalagadi and Ghanzi Districts were higher than the baseline data of 404 incidents

Description of Indicator	Baseline Level	End of project target level	Cumulative progress since project start as of March 30, 2025
	Kgalagadi = 239 incidents		across the project landscape. The HWC data per district was presented below: KGALAGADI DISTRICT In Kgalagadi District, a total of 2,481 Human Wildlife Conflict (HWC) incidents were recorded from 2020 to 2024. On average, the Kgalagadi District experienced 496.2 HWC incidents annually, which was higher than the baseline data of 239; therefore, the targeted 50% reduction was not achieved. GHANZI DISTRICT There were 1,187 incidents in Ghanzi from 2020 to 2024, averaging 237 incidents over the five years of data provided. This was above the baseline data of 165, so the targeted 50% reduction was also not achieved. It is important to note that there was an improvement in data collection and digitization by DWNP compared to previous reporting periods, where no data was provided, especially for 2020. DWNP had previously kept data in hard copies but had embarked on digitizing the data to improve accuracy in record-keeping. The ongoing capacity development assisted DWNP in improving service delivery and timely reporting of HWC incidents, enhancing record-keeping. It was expected that, in the long run, with the implementation of the HWC management strategy, the number of HWC incidents would be reduced. Additionally, a Responsible Party (RP) agreement was signed with the NGO BirdLife Botswana to implement components of the HWC mitigation strategy. The implementation of these measures was expected to reduce incidents of HWC. During the reporting period, the RP

Description of Indicator	Baseline Level	End of project target level	Cumulative progress since project start as of March 30, 2025
			continued with the implementation of agreed interventions, which included the following: • Procurement of equipment to support HWC mitigation by DWNP. • Training of 21 community members from six HWC hotspot areas on predator-proof kraal construction. The training sessions completed the construction of demonstration kraals. • The pilot run on innovative HWC interventions was implemented and handed over to DWNP. There were prospects for CCB to continue with the project once collaboration and endorsement were secured from DWNP. CCB was in the process of engaging DWNP regarding the prospects of continuing with these innovative measures. • An HWC toolkit, which would be used by community members to protect their livestock against predators, was completed and would be handed to DWNP after the printing is finished. A total of seven (7) communities were identified to benefit from kraal construction. At least five (5) kraals were constructed in each community, making a total of 36 kraals. This number was revised upward from the project proposal after calculating the cost of one kraal. This meant that more kraals were constructed than initially planned. The DWNP and the RP agreed to extend the intervention to include one other location, which was also a HWC hotspot but was not included in the initial planning. The project therefore benefited more people than initially planned. By the end of the project, 39 community members benefited from the predator-proof kraals.
Description of Indicator	Baseline Level	End of project target level	Cumulative progress since project start as of Jun 30, 2024

Description of Indicator	Baseline Level	End of project target level	Cumulative progress since project start as of March 30, 2025
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 – 65 cases per year ii. Wildlife deaths from poisoning - tbd	i. Seizures/ Arrests - Reduce by 80% ii. Wildlife deaths from poisoning - Reduce by 75%	The baseline data was 65 cases per year, and the target at the end of the project was to reduce this by 80%. A cumulative total of 203 cases were reported in the project area from 2018 to June 2024 (159 cases in Kgalagadi District and 44 cases in Ghanzi District). The statistics indicated an average of 29 cases per year, representing a 55% reduction from the baseline recorded at project inception. The most poached species in Kgalagadi District were the big antelopes, including gemsbok and eland. Among the big cats, the lion was the most poached, with an average of 1 lion per year. In Ghanzi District, the most poached species was kudu, with 1 rhino poached in 2020 and another in 2022. The poaching data largely indicated that poaching was for subsistence rather than illegal wildlife trade. There were no recorded cases of wildlife poisoning in the landscape. As reported above, a Responsible Party was engaged to implement components of the HWC management strategy. One of the deliverables was community sensitization on wildlife poisoning. The RP was also mandated with the capacity development of farmers, especially at the community level, on HWC interventions through the development of an HWC toolkit, which aimed to reduce any retaliatory killing of predators, particularly through poisoning. The RP had trained 21 fence erectors using the training of trainers model. These fence erectors would continue to train other community members on building predator-proof kraals. By the end of the project, 39 predator-proof kraals were built for community members most affected by livestock depredation. This intervention, combined with livestock herding and kraaling at night, is expected to reduce predator attacks on livestock.

Description of Indicator	Baseline Level	End of project target level	Cumulative progress since project start as of March 30, 2025
INDICATOR 5: Coordination system in place to track successful prosecutions of wildlife cases	No electronic tracking system in place in DWNP for tracking successful prosecutions of wildlife crime (incl. prosecutions, pending cases and convictions) and no coordination with the Directorate of Public Prosecutions (DPP)	A new electronic tracking system is established and operational in DWNP, tracking successful prosecutions of wildlife crime (incl. prosecutions, pending cases and convictions), based on a newly established category in DPP of "wildlife crime"	THIS TARGET WAS NOT FULLY ACHIEVED. Progress was made in the development of the JOC ICT data capture and management system; however the specific ICT system under this indicator had not yet been completed. Currently there is no integrated electronic system facilitating case management between the Department of Wildlife and National Parks (DWNP) and the Directorate of Public Prosecutions. Nonetheless, an opportunity existed in the JOC ICT data capture and management system which can include a case management component. As reported under indicator one, the project developed an ICT system for joint operations of law enforcement agencies. The system has being rolled out to all LEAs and has the capacity for further detailed development of the case management component. This would be the same system that DWNP planned to extend, allowing for a case management workflow to capture all stages of a case once an IWT incident was recorded. The project intended to continue engaging with DWNP during the JOC system hand over to mobilize additional resources so that the case management component, which was not part of the current scope of system development, could be incorporated into the JOC ICT system. A data capture and management system would enable DWNP and DPP to share information and analyze statistics regarding cases and their progress status. With the foundation already set by the development of the JOC ICT system, the case management component is expected to be a feasible addition to the existing IWT data capture and management system.
INDICATOR 6: Capacity of wildlife management	28%	50%	THE TRAGET WAS ACHIEVED. The capacity of wildlife management institutions and law enforcement agencies to tackle IWT, when measured after the MTR, showed 51.03%

Description of Indicator	Baseline Level	End of project target level	Cumulative progress since project start as of March 30, 2025
institutions and law enforcement agencies to tackle IWT (UNDP Capacity Scorecard)			based on the UNDP Capacity Scorecard. This indicated an increased capacity score above the end-of-project target. During the reporting period, the project continued to enhance the capacities of DWNP through the following activities: a) Procurement of office accommodation and furniture for DWNP law enforcement in Kgalagadi and Ghanzi Districts was completed, with deliveries made in August 2023 (indicator 4: Ghanzi and Tsabong porta cabin office handover, indicator 5: Ghanzi furniture handover). This enhanced the deployment of additional officers to the districts, subsequently improving response and efficiency in tackling IWT. b) The project continued to develop the ICT system for joint operations for the LEAs. This development included the procurement of an ArcGIS Online license by DWNP for the ICT system configuration. Further office development for the Intelligence Diffusion Centres in Kasane was undertaken by DWNP to increase security in the premises. c) Additional equipment to facilitate patrols and IWT interventions was procured, including field equipment such as GPS devices, with a 12-month subscription for InReach Technology; data collection devices; and an Unmanned Aerial Vehicle to enhance the capacity of the LEAs to cover wide areas during patrols. d) DWNP reported a positive impact on their capacity to undertake patrols. Their collaboration with other LEAs increased as a result of the delivered field equipment, enhancing their ability to mount roadblocks with other LEAs and stakeholders. e) The project supported DWNP in training 88 officers (47.72% females) in various categories aimed at increasing capacities to combat IWT. The officers received training in the following areas: I. Eighteen (18) officers (50% females) attended public relations training.

Description of Indicator	Baseline Level	End of project target level	Cumulative progress since project start as of March 30, 2025
			II. Twenty-seven (27) officers (52% females) attended advanced investigation skills training. III. Twenty-five (25) officers (40% females) attended advanced intelligence management skills training. IV. Seventeen (17) officers (44% females) attended Advanced tracking and trailing skills This comprehensive approach contributed significantly to enhancing the capabilities of wildlife management and law enforcement in addressing IWT.
INDICATOR 7: Number of value chains and ecotourism ventures operationalized	0	4	The project is on track to establish 2 ecotourism and 4 value chain projects, therefore this target will be achieved by end of project financial closure. The two ecotourism projects included: 1) the development of urban campsites in Khawa Village Campsite for the KD15 Wildlife Management Area, and 2) a wilderness campsite in Masetlheng Pan in the KD1 Wildlife Management Area. Additionally the project is on track to achieve four value chain projects included: 1) a community value chain project for the production of charcoal and fodder for BORAVAST communities; 2) a community value chain project for craft production in three community settlements, along with a Highway Craft Center in the GH10 Wildlife Management Area; 3) a community value chain project for a veld product production and processing center in the GH11 Wildlife Management Area; and 4) support for a community salt mine project in Zutshwa in the KD2 Wildlife Management Area. These ecotourism and value chain projects are still under development and not yet fully operational. The projects faced delays due to several reasons:

Description of Indicator	Baseline Level	End of project target level	Cumulative progress since project start as of March 30, 2025
			• The project's social and environmental safeguard risks were revised from low risk to high risk, necessitating revisions to the SES applications. These revisions were delayed by the COVID-19 pandemic, as consultations with the communities could not be conducted to establish Free and Prior Informed Consent (FPIC). • The MTR recommended a project reset, which suspended all community-related projects where FPIC was not obtained. • The reset process concluded in August 2022, which marked the beginning of the development process for the ecotourism and value chain projects. • Some value chain projects are being implemented through the engagement of a Responsible Party, which was also prolonged by the introduction of a new procurement system, Quantum. The progress of each project is as follows: a) For the community ecotourism project in Khawa Village Campsite, the facility included the construction of three bush kitchens and three ablution blocks with running water, along with a perimeter fence for the campgrounds. During the reporting period, the project procured materials for the campsite fencing. A fence erector from Khawa village was engaged, and he hired four other people to undertake the fence erection, providing direct benefits to the community. The construction is currently at slab level which was the most time-consuming phase. The remaining components of the infrastructure will be much faster to complete, and we expect the structures to be ready by the annual Khawa dune challenge. b) For the ecotourism project in KD1 and the value chain project in BORAVAST, the architectural designs and Bill of Quantities for the infrastructure of the three sites were completed and submitted to

Description of Indicator	Baseline Level	End of project target level	Cumulative progress since project start as of March 30, 2025
			local authorities in December 2023 for procedural approval and issuance of building permits. The building permits were issued for the three sites. Similarly as above the same contractor was appointed for the construction of five campsites, and ablution blocks, at Masetheng pan. The construction as at end of March is also at slab level with the expected completion to be done before end of May 2025. Delays were experience due to additional needs for the above three infrastructure projects. A quality assurance consultant was engaged, following guidance from the UNDP regional procurement advisory office. This additional requirement delayed the commencement and completion of the three projects. All designs and requisite documentation for the development of the three infrastructures were reviewed, with support from the Zimbabwe UNDP CO and the quality assurance consultant. These documents were submitted for review and approval by the regional procurement advisory committee for subsequent advertisement for the procurement of the civil works contractor. The construction of the three sites was estimated to take six months and was expected to be completed before the project financial closure. c) The Highway craft centre and Veld product processing centre implemented by CCB. The craft development training and veld product harvesting capacity development targeted towards project beneficiaries were completed for the two value chain projects in GH10 and GH11. Building permits from the Ghanzi District Council were received, and infrastructure development, which was anticipated to take six months, was initiated.

Description of Indicator	Baseline Level	End of project target level	Cumulative progress since project start as of March 30, 2025
			The Highway craft centre, in Kacgae construction will be completed in March to April this include the parking finalization of the water connection and site cleaning. The Veld product processing centre in Bere, is slightly behind schedule therefore is expected to be completed in April before the project closure As part of the next course of action to ensure the completion of the development of the value chain projects by the RP, and as part of the project implementation acceleration strategy, the implementing partners and the PMU holds monthly meetings with the RP to fast-track implementation. These monthly meetings are also intended to reinforce ownership and ultimately ensure the sustainability of the projects beyond the project closure period. d) The last value chain project was support for the Zutshwa Salt Mine project, which was an initiative led by the Zutshwa Community Based Organization. Activities targeted for this initiative included the following: • water survey and drilling of boreholes, which involved pump testing and cleaning of existing boreholes, as well as the procurement of equipment. After several failed attempts to secure services for the water survey and borehole drilling, the activity was co-financed by the Local Enterprise Authority (LEA) from other funding sources. Consequently, the project forewent this activity and continued with the procurement of machinery, which included: ○ a forklift/front end loader, ○ salt/concrete mixtures;

Description of Indicator	Baseline Level	End of project target level	Cumulative progress since project start as of March 30, 2025
			- weighing scales, - a solar powered booster pump , to improve efficiency in the salt production process. The additional equipment and tools also provided an opportunity for the venture to hire more community members, thereby increasing benefits to the wider community. Support for this initiative was augmented by other donor agencies, such as the SADC TFCA Financing Facility through IUCN, which were working to increase the number of ponds on site.
INDICATOR 8: Percentage increase in incomes derived from ecotourism and value chains	Minimal – to be confirmed during inception	25 % increase over baseline in number of households	THE PROJECT IS ON TRACK TO ACHIEVE THIS TARGET. The project is on track to achieve this target. However, the benefits from the ecotourism projects had yet to be fully realized, as the livelihoods initiatives were not fully operationalized. The project undertook a household income baseline survey in 2023 (Indicator 8: Baseline Household Income Survey Final Report, August 2023), which noted minimal benefits from the KGDEP. This was primarily because most activities intended to benefit the communities directly had not commenced. Nevertheless, the following financial increases were realized: a) The Khawa Development Trust reported an increase in financial returns during the two-day annual Khawa Dune Challenge in June 2024, as they were able to increase camping fee collections from tourists. In the previous reporting period, the CBO collected USD 1,383.52 in camping fees, while in 2024, they collected USD 3,203.93, reflecting more than a 100% increase due to the erection of the camping grounds perimeter fence. It was expected that the community would continue to benefit from the campsite, especially with a new entrance gate to the Kalahari Transfrontier Park (KTP) opening next to Khawa Village, making the campsite attractive to tourists visiting the KTP.

Description of Indicator	Baseline Level	End of project target level	Cumulative progress since project start as of March 30, 2025
			b) The development of the ecotourism project provided some employment to a few community members, with four males engaged in the fence erection. c) Other immediate benefits will include employment during the construction of infrastructure, which would occur once the civil contractor is engaged. The community was also benefiting from the employment of community members in the construction of an ablution block at the campsite, developed by the Botswana Tourism Organization (BTO). BTO is the implementing partner for the ecotourism projects and would ensure the continuity of these community projects beyond the project's life. Currently, benefits from the operation of the value chain were focused on capacity development through training in charcoal production, craft development, veld product processing, and business planning and entrepreneurship development. The construction of infrastructure further enhance immediate and direct benefits to the community during the construction phase. The BORAVAST value chain project had previously provided some benefits through the employment of community members in charcoal production. However, the support for the BORAVAST charcoal production project had yet to yield significant benefits worth reporting. In 2023, the project supported the BORAVAST Trust with charcoal production training for the Board of Trustees, Community Social Development Officers, and charcoal producers. A total of 30 individuals (20 males and 10 females) were trained. These capacity development initiatives were expected to increase the rewards from the project and raise household income levels by the end of the project and beyond. The project had previously employed a total of 20 community members (12 females and 8 males) per village as charcoal producers. However, it faced challenges in continuing the production of charcoal and fodder due

Description of Indicator	Baseline Level	End of project target level	Cumulative progress since project start as of March 30, 2025
			to a lack of running costs. The BORAVAST project was to be supported by local authorities through the Local Economic Development Programs with running costs to initiate operations. It was expected that with support from other government development programs, the project would be revived and benefit the community. As reported under the Zutshwa value chain project support, the Local Enterprise Authority funded water surveys, drilling, and equipping of boreholes. It was anticipated that the Local Enterprise Authority would continue to assist the CBO in its business development and expansion beyond project closure. The Local Enterprise Authority is a critical partner in ensuring project sustainability beyond the life of the KGDEP, as they played a role in supporting all value chain projects and continued training from a national entrepreneurship development responsibility mandate. Other notable financial increases for the community included employment creation during the Sustainable Land Management (SLM) activities implemented in two communities, East Hanahai and Ukwi. The project engaged CBOs in these localities for bush encroacher treatment. A total of 100 community members (26 females and 74 males, or 26% females) were engaged in the two locations, with over USD 21,845 allocated for this activity. Zutshwa and West Hanahai communities also engaged in similar bush encroacher treatment in 2024, with the same number of people anticipated to benefit from the SLM activities. A total of USD 43,690 was projected to go towards the direct benefit of community members involved in SLM activities.

Description of Indicator	Baseline Level	End of project target level	Cumulative progress since project start as of March 30, 2025
INDICATOR 9: Number of CSOs, community and academia members actively engaged in multi-stakeholder forums to mitigate human wildlife conflict.	Minimal (confirmed at inception)	At least 200 (equal numbers of male and female)	The project supported a National Human-Wildlife Conflict multi-stakeholder forum in October 2023 to initiate the development of a National HWC management strategy. A total of 179 participants (sex-segregated data was not available) from various entities across the country attended the forum, which was organized in collaboration with the Ministry of Environment and Tourism. Attendees included community-based organizations, individual farmers and farmers' associations, academia, government departments, wildlife research institutions, and members of the donor community, such as UNDP, JAICA, FAO, and the World Bank. The KGDEP HWC management strategy was proposed as a launching pad for the development of an overarching National HWC management strategy. It is important to note that the KGDEP HWC management strategy had yet to be launched. The launch was viewed as a crucial step towards the institutionalization and rollout of the strategy, as well as the establishment of a longstanding forum on HWC interventions. Despite the pending launch of the HWC management strategy its implementation has continued.
INDICATOR 10: Area of landscape/ecosystem being managed as wildlife corridors (WMAs formally established) KD1, 2, GH 10, 11)	0 (WMA boundaries have been approved but formal gazettement process has not begun)	Nomination files for 500,000 hectares of WMAs covering wildlife corridors submitted for gazettement	THE PROJECT IS ON TRACK TO ACHIEVE THE TARGET The Integrated Land Use Management Plans (ILUMPs), will lead to the gazettement of 624, 000 hectares of Wildlife Management Areas (WMAs), were completed. The draft plans were approved by the district structures, with a few exceptions noted by the Ghanzi Land Board, which expressed concerns regarding the associated costs of land use realignment. The two ILUMPs, covering the Ghanzi and Kgalagadi districts, approximately 223,110 km², were developed with extensive consultation

Description of Indicator	Baseline Level	End of project target level	Cumulative progress since project start as of March 30, 2025
			with the communities, and their inputs were incorporated into the draft plans. After being endorsed by the Project PSC, the draft plans were presented back to the communities, who validated the proposed development and the proposed land use realignment. The ILUMPS were subsequently presented to management and development structures, including the District Development Committee, the Land Board, and the Full Council in all four districts. The draft plans were advertised for public scrutiny in all villages within the Kgalagadi and Ghanzi districts for a period of one month, during which no comments were received. The ILUMP coordination team from the Department of Town and Country Planning (DTCP) then proceeded to present the draft plans to the Ministry leadership, including the Permanent Secretary and other Directors. They requested that all individuals affected by the land use realignment be consulted before a presentation could be made to the Minister for final input on the draft plans. DTCP consulted the affected individuals, as requested, and the Plans were approved by the respective Ministers. Both the ILUMPS have since been gazetted which is great achievement. This therefore means that ILUMPS can now be applied as a policy which has now paved the way for the gazettement process of the WMAs, thereby providing policy protection for these areas, which are currently ungazetted.
INDICATOR 11: Area of community lands integrating SLM practices	0 (to be confirmed at inception)	100,000 hectares	THIS TARGET WILL BE EXCEEDED, WITH A TOTAL OF OVER 550,000 HECTARES AT PROJECT CLOSURE. To date, a cumulative 624, 000 hectares of community lands had been integrated into Sustainable Land Management (SLM) practices. This included 20,000 hectares under Holistic Range Management (HRM)

Description of Indicator	Baseline Level	End of project target level	Cumulative progress since project start as of March 30, 2025
			practices, 31,400 hectares of encroacher bush clearing, and 500,000 hectares of communal areas protected through the implementation of the Kgalagadi Bush Fire Risk Management Plan. The implementation of interventions aimed at achieving SLM included the following: a) Holistic Range Management (HRM): In 2022, KGDEP, in collaboration with the Department of Crop Production, the Department of Animal Production (DAP), and the Department of Forestry and Range Resources (DFRR), equipped farmers with the necessary skills to apply HRM in their communal areas. The training focused on holistic rangeland management and its significance for cattle breeding, while also sharing information on ongoing government initiatives and subsidies related to seeds and fodder crops. The portion of community lands subjected to HRM procedures was 20,000 hectares. The training also incorporated a gender-mainstreaming action plan, which required the inclusion of women pastoralists and agricultural producers in the development and implementation of improved production practices, recognizing that women primarily managed agriculture, food production, and water resource management. b) Rangeland Rehabilitation/Sustainable Rangeland Management: Two community-based organizations (CBOs) were engaged in bush encroacher thinning treatment as part of the rangeland rehabilitation in December 2023. These CBOs completed the treatment of 3 km by 6 km plots in Ukwi and East Hanahai. The next steps involved the communities of West Hanahai and Zutshwa undertaking the bush thinning exercise in another 3 km by 6 km plots. The HRM training and subsequent bush thinning exercise targeted the rehabilitation and management of 31,400 hectares. The bush thinning in all four sites would be followed by the planting of palatable grass species to improve the range conditions of the treated areas.

Description of Indicator	Baseline Level	End of project target level	Cumulative progress since project start as of March 30, 2025
			c) Implementation of the Kgalagadi Bush Fire Risk Management Plan: The project supported the Department of Forestry and Range Resources (DFRR) with fire suppression training for a total of 376 community members (173 females and 203 males, or 46% females). The project also procured firefighting equipment for both Kgalagadi and Ghanzi communities. These efforts continued to support the rollout of the Bush Fire Risk Management Plans, which were developed in 2021 and launched in 2022. The Kgalagadi Bush Fire Management Plan targeted the conservation of areas exceeding 500,000 hectares, which would be put under SLM.
INDICATOR 12: Existence of Functional integrated landscape land use planning and management framework in project districts	No Integrated Land Use Plan in place for Ghanzi and Kgalagadi Districts	Two integrated District Integrated Land Use Plans for Ghanzi and Kgalagadi Districts developed following multi-stakeholder consultation process, and approved by district authorities	Two draft Integrated Land Use Management Plans (ILUMPs) were developed: ILUMP for Tsabong and Hukuntsi; and ILUMP for Ghanzi and Charles Hill). The ILUMPs were developed by the District Land Use Planning Units (DLUPUs), facilitated by a spatial and land use planning expert who was engaged in September 2022 to coordinate and consolidate the development of the ILUMPs. The development of the ILUMPs followed a detailed consultation process that began with the affected communities, ensuring that the plans were inclusive of all impacted stakeholders. All consultations were recorded, and the communities were given ample time to review the proposed development strategies in the plans. The draft ILUMP plans were presented to the Project Steering Committee (PSC) on June 20th and again at a special PSC meeting on August 18th, 2023. This provision allowed for the presentation by CCB to be considered, ensuring that the sensitive aspirations of the GH10 community regarding Okwa Valley development were included in the draft plans. The GH10 communities believed that the then-current land allocations in the Okwa Valley, made prior to the KGDEP, infringed on their ancestral and heritage land rights. Consequently, the community sought for the ILUMP

Description of Indicator	Baseline Level	End of project target level	Cumulative progress since project start as of March 30, 2025
			development to address these concerns, particularly regarding ongoing waterhole allocations in the valley. Following the endorsement of the draft plans at the special PSC in August 2023, the ILUMP team began community consultations in September 2023 in Tsabong and Hukuntsi Districts, and in Ghanzi and Charles Hill Districts in October 2023. After concluding the community consultations, the DTCP initiated engagement with the district structures in November and December 2023. Most of the structures agreed with the proposed strategic development objectives and associated interventions, although the Land Board expressed concerns about the costs of land use realignment and alternative land sites. The consultations were followed by the advertisement of the draft plans for public scrutiny from December 19th, 2023, to January 20th, 2024, for a period of one month. The DTCP then consulted the Ministry Executive on the draft plans, receiving advice to consult individuals who would be affected by the proposed land use realignment. DTCP completed the consultation of these affected individuals before presenting the draft plans to the Minister for final approval. During the consultations, there was a general consensus across the four districts regarding the proposed development strategies and interventions. Communities expressed appreciation for the approach taken and noted that their views were considered. As previously reported, throughout the development of the plans, a strong emphasis was placed on a participatory process and full stakeholder engagement. This approach ensured that the plans were based on a clear understanding of local land-use issues and context, achieving strong ownership of the plans at all levels. The project facilitated both direct community participation in plan development and the involvement of all relevant government agencies and land-use planning authorities. An ILUMP stakeholder consultation report can be provided for review.

Description of Indicator	Baseline Level	End of project target level	Cumulative progress since project start as of March 30, 2025
INDICATOR 13: Capacity scores for NRM institutions (DWNP, DFRR, DEA)	Aggregate Scores on UNDP capacity Score Card of less than 30%	Aggregate Scores on UNDP capacity Score Card of at least 50%	TARGET ACHIEVED. The capacity of Natural Resources Management institutions when measured after MTR, show 50.3% based on UNDP Capacity Scorecard. This shows increased capacity score above the end of project target.
INDICATOR 14: % of women participating in and benefiting from the project activities	To be determined at inception	50%	An accumulative total of 7,603 people (46.52% females) benefited directly from the project through engagement in value chain and ecotourism projects, as well as from mainstreaming sustainable land management practices across the project landscape. a) A total of 1,043 community members (over 47.93% females) benefited from the value chain projects. b) A total of 911 people (43.18% females) benefited directly from mainstreaming SLM practices in the communal areas. c) Over 5,400 community members (over 60% females) participated in the development of the Integrated Land Use Management Plan in Kgalagadi and Ghanzi Districts. In each of the 54 villages in the two districts, over 100 community members attended the meetings, with participation predominantly from female community members, who made up the majority of the rural population. d) To date, 131 individuals (29 males and 62 females, or 47% females) were trained in gender mainstreaming. The project developed a Gender Mainstreaming Strategy and Action Plan in 2020. Several training sessions were conducted for implementing partners, CBOs, Board of Trustees, community leadership, community

Description of Indicator	Baseline Level	End of project target level	Cumulative progress since project start as of March 30, 2025
			development officers, and responsible parties on gender mainstreaming. This training resulted in increased participation and benefits for women in project activities. e) The project supported the DWNP in training 88 officers (47.72% female) in areas such as public relations, advanced intelligence, advanced investigations, and advanced tracking skills. f) A total of 30 members of the District Land Use Planning Units (10 females and 20 males) were trained for four days on the Land Use Conflict Identification Strategy (LUCIS).
INDICATOR 15: Number of the project lessons used in development and implementation of other IWT and landscape management and conservation projects	0	5	THIS TARGET WAS ACHIEVED a) In 2022, the Project Manager and a representative from the Department of Wildlife and National Parks (DWNP) attended a Study Tour on GWP Counter-Illegal Wildlife Trade (IWT) Best Practices from October 11-14 in Mombasa, Kenya. The Botswana delegation presented lessons learned in inter-agency collaboration in IWT. The objective of the Botswana project was to share its experience in establishing a sustainable foundation for inter-agency collaboration in IWT. DWNP shared its experience in coordinating a National Anti-Poaching Committee (NAPC), where the Department of Wildlife and National Parks, the Botswana Police Service, the Botswana Defence Force, and the Directorate of Intelligence Services worked jointly to combat IWT. b) At the GWP Annual Conference held from October 31 to November 4, 2022, in Nairobi, Kenya, the Project Manager attended and presented a poster on lessons learned from the Mid-Term Review (MTR), including findings, recommendations, and management responses. This provided an opportunity to address challenges in project implementation. The objective of sharing the MTR and project reset experience was to inform other projects that there

Description of Indicator	Baseline Level	End of project target level	Cumulative progress since project start as of March 30, 2025
			was an opportunity to rectify shortcomings in project design during the MTR. c) At the GWP Annual Conference in 2023, the Project Manager and the UNDP CO Programme Specialist attended the conference. During a project twinning session, the Project Manager shared experiences with the Pakistan Snow Leopard and Ecosystem Protection Program (PSLEP). The two projects discussed issues such as land use conflict, highlighting the lack of comprehensive land use planning and the need for gazettment of land uses to secure their status for conservation and development purposes. They also addressed human-wildlife conflict (HWC), noting that communities, ideally custodians of wildlife resources, were not benefiting optimally from these resources, leading to prevalent HWC. The projects shared successful solutions, including: • the development of an Integrated Land Use Management Plan (ILUMP) as a long-term sustainability plan to address key challenges related to conservation threats; • HWC, land use conflict, and socio-economic development; and • community-owned ecotourism and value chain projects to incentivize community participation against IWT. The projects also shared experiences regarding the engagement of District Land Use Planning Units (DLUPUs) in the development of the ILUMP, emphasizing the ownership created compared to engaging consultants for the entire process. d) The Project Manager participated in GWP webinars, sharing experiences focused on uplifting rural livelihoods. One notable webinar addressed “Women as Catalysts for Change in

Description of Indicator	Baseline Level	End of project target level	Cumulative progress since project start as of March 30, 2025
			Conservation,” where the Project Manager discussed the role of women in conservation and their potential ongoing support for land use planning. Most strategic objectives in the development and implementation of the ILUMP aimed to address the needs of rural livelihoods, with women, as the primary inhabitants of rural areas, found to be more supportive of these objectives. Recommendations from the GWP annual conference by the Project Manager included: • The need for implementing partners and DWNP to participate in the GWP conference, as there was much to learn from it. • Lessons learned on capacity assessment offered by UNODC, which DWNP could benefit from at minimal cost.

9. KGDEP ONGOING CONTRACTS

CONSULTANCY/PO	STAR DATE	END DATE	STATUS
1. Contract Reference 10023632. Consultancy Services for the Provision of Architectural and Project Management Services	13/04/2023	30/08/2024 30/04/2025	• Delays experienced in the finalization of the designs due to need for geo-technical surveys • The designs have been submitted to the local authorities • This will need to be extended

2. Reference No. RPA/BWA/2023/001. Implementation of identified Human Wildlife Conflict (HWC) interventions projects, for the GEF-financed, GEF-6 Child Project, the KGDEP	24/04/2023	30/08/2024 30/12/2024	- No delays. Kick off meeting held on 11th May 2023 - Introduction of BLB to the communities was done on 26 May to 2 June 2023 The RP is yet to complete the liquidation
3. Reference No. RPA/BWA/2023/002. Implementation of Identified community livelihoods projects for the GEF-financed, GEF-6 Child Project, the KGDEP	07/06/2023	30/08/2024 30/03/2025 30/04/2025	- Introduction of CCB to the communities was done on 14 June 2023 - The RP is expected to complete the project by end of April 2025
4. Reference No. PO 10236831 The Qhaa Qhing Conservation Trust selective removal of encroacher bushes	12-JUN-2024		- The community is yet to receive all the payment as there has been a delay in achieving the target - The delivery by the community has been a challenge
5. Contract Reference 10221705 Individual consultant for the provision of Engineering services	14/05/2024	31/12/2025	2 deliverable paid. - The consultant will continue with the project until end of defects and liability period
6. Ref: Contract Number# 10312674 Construction community, and ecotourism development facilities in three (3) sites, (Boskspits, Khawa, and Masetheng pan, in Kgalagadi, and Hukuntsi districts.	6 December 2024	30 th May 2025	The contract will be increased to cover defects and liability period which is up to 1st November 2025

10. DRAFT MANAGEMENT RESPONSE TO THE TERMINAL EVALUATION

Terminal Evaluation - 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

5. **Date:** 20 January 2025

Prepared by: Bame Mannathoko	Position: Monitoring & Evaluation Analyst Unit/Bureau: RBA
Cleared by: Josephine Lewis	Position: Deputy Resident Representative Unit/Bureau: RBA
Input into and update in ERC: Bame Mannathoko	Position: Monitoring & Evaluation Analyst Unit/Bureau: RBA

6.

Evaluation Recommendation 1:

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.).

Management Response:

Partially Accepted. This recommendation proposes a process that was followed during the ILUMP development stages. It is important to note that the ILUMPs form a part of the KGDEP long-term legacy plan. The plans were developed in consultation and collaboration with all key stakeholders, including state and non-state actors, with the aim of building ownership and institutionalizing the development aspirations within the stakeholder map. The ILUMPs include an implementation framework that outlines the envisaged development needs. Affected stakeholders for each development goal and activity have been identified and will form an important reference for the implementation of the ILUMPs. The Department of Town and Country Planning (DTCP), as the custodian of the land use and management plans, has the necessary structures mandated to oversee the implementation of the ILUMPs. The KGDEP will continue supporting DTCP to conclude the feedback stakeholder meetings during the remainder of the project period.

Key Action(s)	Completion date	Responsible Unit(s)	Tracking*	
			Comments	Status (Initiated, completed or no due date)

Support the gazettelement of Integrated Land use Management Plans	March 2025	KGDEP – PMU, DTCP		
Evaluation Recommendation 2: 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 conservation-based land use in favour of other land uses.				
Management Response: Partially Accepted. The Government has implemented several interventions aimed at reviving the operations of Community-Based Organizations (CBOs) and enhancing their ability to operate and run profitable Community-Based Natural Resource Management (CBNRM) projects. The Local Enterprise Authority (LEA), as a key player in business development across the country, has been training CBOs in business management and the commercialization of their enterprises. The Department of Wildlife and National Parks (DWNP) and several government departments, including the office of the District Commissioner at the district level, have a mandate to guide CBNRM development and facilitate application of relevant policies. The District Commissioner's office and the affected government departments oversee the implementation of CBO projects and serve as a technical advisory body to these CBOs. It is also worth mentioning that the Ministry of Environment and Tourism established the National Environmental Fund (NEF) through Statutory Instrument No. 70 of 2010 to promote and provide financial support for projects that are geared towards the protection and conservation of the environment. The NEF provides for: (i) development, (ii) use of natural resources, and (iii) use of biodiversity and activities related thereto; development and implementation of community-based natural resource management activities and support to the eco-tourism sector and to the development of national heritage sites.				
Key Action(s)	Completion date	Responsible Unit(s)	Tracking*	
			Comments	Status (Initiated, completed or no due date)

Support the Government through the Ministry of Environment and Tourism, and other interested entities (state and non-state) to development and implement sustainable nature-based livelihood improvement initiatives	Dec 2025	UNDP, DWNP, and Technical advisory Committee	There are on-going interventions such as the small-grants programme COMPACT, Access to Benefit Sharing project etc. that UNDP is implementing in different country landscapes	
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Evaluation Recommendation 3:

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.

Management Response:

Accepted. The CO acknowledges that the recording and reporting on co-financing from both Government and other non-state entities has been a challenge. The project is at its closure phase and this recommendation will be considered and implemented in future programme design and implementation.

Key Action(s)	Completion date	Responsible Unit(s)	Tracking*	
			Comments	Status (Initiated, completed or no due date)
Document and share the lessons learnt on co-financing challenges and utilize to inform programming of future projects.	May 2025	UNDP	This will be an on-going learning and adaptive process through-out UNDP and GEF programming.	

7.

8. * Status of implementation is tracked electronically in the ERC database.

9.