

2019

Project Implementation Review (PIR)

**Integrated SLM in Ngamiland**

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# Basic Data

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| **Project Information** | |
| UNDP PIMS ID | 4629 |
| GEF ID | 4751 |
| Title | Mainstreaming SLM in Rangeland Areas of Ngamiland District Landscapes for Improved Livelihoods. |
| Country(ies) | Botswana, Botswana |
| UNDP-GEF Technical Team | Ecosystems and Biodiversity |
| Project Implementing Partner | Government |
| Joint Agencies | *(not set or not applicable)* |
| Project Type | Full Size |

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| **Project Description** |
| Project preparation will be initiated by recruiting an international consultant to oversee and coordinate the process and finally consolidate information generated into a standard UNDP/GEF project proposal document. Thematic working groups (TWGs) will be constituted to undertake preparatory activities in 4 broad categories to include 1) range management and sustainable land management 2) marketing of livestock products 3) Legislation, policy and institutions 4) baselines. Terms of reference shall be developed for each TWG and shared with the responsible institutions such as environment, range and forestry, North-West/Okavango/Ngamiland district management, respectively for each theme. These TWGs shall participate in project development workshops, do most of the data collection and information gaps analysis regarding the existing legal/policy environment around the livestock grazing lands and marketing as well as increase awareness through the consultations with other project partners to ensure ownership of project results. Among other things, outputs of the thematic teams will lay foundation for the Ngamiland livestock marketing strategy, bush control program and the project strategy as well as for the recommendations for the amendment of the tribal grazing land policy. The PPG participants will also form the core of the national platform for facilitating debate on rangeland management, markets and bush control issues (which is an output of the project |

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| **Project Contacts** | |
| UNDP-GEF Regional Technical Adviser | Ms. Mandy Cadman (mandy.cadman@undp.org) |
| Programme Associate | Ms. Hiwot Gebremeskel (hiwot.gebremeskel@undp.org) |
| Project Manager | Mr. Innocent Magole (innocent.magole@undp.org) |
| CO Focal Point | Mr. Bame Mannathoko (bame.mannathoko@undp.org) |
| GEF Operational Focal Point | Mr. Botshabelo Othusitse (bothusitse@gov.bw) |
| Project Implementing Partner | Mr. Peter Olekantse (polekantse@gov.bw) |
| Other Partners | Mr. Baagi Press Chilume (bchilume@gov.bw) |

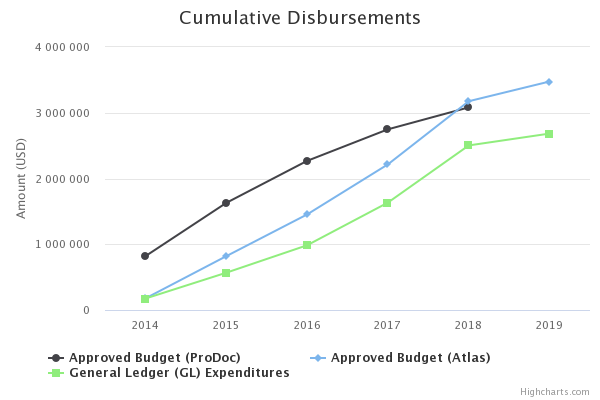
# Overall Ratings

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| Overall DO Rating | Satisfactory |
| Overall IP Rating | Satisfactory |
| Overall Risk Rating | Moderate |

# Development Progress

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| **Description** | | | | | | |
| **Objective**  **To mainstream SLM in rangeland areas of Ngamiland District productive landscapes for improved livelihoods** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| Hectares of rangeland that are under improved management | Zero | *(not set or not applicable)* | 1 million hectares by project end    (In addition, it is expected that project lessons can be replicated to an additional 4.5 million hectares post-project) | Tsodilo Enclave, covering 12 villages and an area of 385,000 Hectares is under improved management as a result of training communities in fire fighting techniques and providing fire fighting equipment. Three additional villages in western Ngamiland (Qangwa, Dobe & Xaixai) has been added in the fire management training covering a total area of 100,000 Hectares and are under improved management due to decreased frequency of fires.    The Lake Ngami, which covers an area of 80,000 Hectares is under improved management as a result of capacity building to the Lake Ngami Conservation Trust through bush encroachment management.    Three Control Ranches in Haina Veld covering an area of 12,000 Hectares are under improved management after the owners were trained in Holistic Land and Livestock management. Additional three Ranches (Nxaraga, Lake Ngami & Tlhareseleele) covering an area of 12,000 Hectares are also under improved management after the owners adopted Holistic Land and livestock management. | Tsodilo Enclave, covering 12 villages and an area of 385,000 Hectares is under improved management as a result of training communities in fire fighting techniques and providing fire fighting equipment. Three additional villages in western Ngamiland (Qangwa, Dobe & Xaixai) have been added in the fire management training covering a total area of 100,000 Hectares and are under improved management due to decreased frequency of fires. Additional seven villages (Ikoga, Etsha 1, Etsha 6, Etsha 13, Makakung, Semboyo & Kareng) covering an area of 250,000 Hectares have been trained in fire management and are now under improved management due to decreased frequency of fires.    The Lake Ngami, which covers an area of 80,000 Hectares is under improved management as a result of capacity building to the Lake Ngami Conservation Trust through bush encroachment management.    Three Control Ranches in Haina Veld covering an area of 12,000 Hectares are under improved management after the owners were trained in Holistic Land and Livestock management. Additional three Ranches (Nxaraga, Lake Ngami & Tlhareseleele) covering an area of 12,000 Hectares are also under improved management after the owners adopted Holistic Land and livestock management. |
| **The progress of the objective can be described as:** | | **Achieved** | | | | |
| **Outcome 1**  **Effective range management improves range condition and flow of ecosystem services to support livelihoods of local communities** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| Area of rangeland with improved grass and herbaceous species cover | 64,000 ha denuded in ranches | *(not set or not applicable)* | Approx. 40% (25,600 ha) in 4 ranches rehabilitated by project end | Three ranches covering an area of 12,000 Hectares (Boswelaphiri, Phenyo, Golaobone) have been designated as control Ranches and their owners trained in holistic land and livestock management (HLLM). The Farmers have zoned the Ranches into grazing zones, allowing some zones to rest and they are now kraaling their livestock overnight. This is leading to rehabilitation of their Ranches. The farmers have designated areas within their ranches to grow fodder for their livestock and they use temporary night kraals to fertilize the soil. Additional three Ranches (Lake Ngami, Nxaraga & Tlhareseleele Ranches) covering an area of 12,000 Hectares are also under improved management after the owners adopted Holistic Land and livestock management | Three ranches covering an area of 12,000 Hectares (Boswelaphiri, Phenyo, Golaobone) have been designated as control Ranches and their owners trained in holistic land and livestock management (HLLM). The Farmers have zoned the Ranches into grazing zones, allowing some zones to rest and they are now kraaling their livestock overnight. This is leading to rehabilitation of their Ranches. The farmers have designated areas within their ranches to grow fodder for their livestock and they use temporary night kraals to fertilize the soil. Additional three Ranches (Lake Ngami, Nxaraga & Tlhareseleele Ranches) covering an area of 12,000 Hectares are also under improved management after the owners adopted Holistic Land and livestock management |
| Area of riparian woodland preserved | 10,000 ha of riparian woodland lost around Lake Ngami | *(not set or not applicable)* | 200 meter buffer zone reclaimed by project end | Selective tree thinning of bush encroachment species within the Lake Ngami buffer zone has started around the villages of Sehithwa, Toteng, Logotlhwane, Bodibeng, Bothatogo. Six harvest sites of 9 Hectares each with treatments of 0, 50 & 100 trees/Hectare replicas. The wood harvested from the reclaimed area is being used to produce charcoal and braai wood. | Selective tree thinning of bush encroachment species within the Lake Ngami buffer zone has started around the villages of Sehithwa, Toteng, Logotlhwane, Bodibeng, Bothatogo. Six harvest sites of 9 Hectares each with treatments of 0, 50 & 100 trees/Hectare replicas. The wood harvested from the reclaimed area is being used to produce charcoal and braai wood. |
| Incidence of late dry season fires | Fires burn annually at Tsodilo | *(not set or not applicable)* | Frequency reduced to every three years | Incidence of fires in Tsodilo reduced from 21 in 2016 to 19 in 2017 and to 0 in 2018 (January-June 2018). This is a significant achievement for recording zero fires in the first half of 2018. Through the project support, over 600 community members in fifteen villages were trained in fire management skills. The training has raised awareness on the negative impacts of frequent bush fires, but also equipped people with skills of how to handle fire safely. Additional fire fighting equipment was purchased and donated to community fire fighting teams in 2018. | Incidence of fires in Tsodilo reduced from 21 in 2016 to 19 in 2017 and to 0 in 2018 (January-June 2018). This is a significant achievement for recording zero fires in the first half of 2018. Through the project support, over 700 community members in fifteen villages were trained in fire management skills. The training has raised awareness on the negative impacts of frequent bush fires, but also equipped people with skills of how to handle fire safely. Additional fire fighting equipment was purchased and donated to community fire fighting teams in 2018. |
| Extent of uncontrolled fires | 10,000 ha affected by uncontrolled fire | *(not set or not applicable)* | Fire-affected area reduced by 50% most of the years and by 100% in two out of the five years of the project | Extent of burnt area in Ngamiland reduced from 1,180,793 Ha in 2014 to 473,397 Ha in 2015 to 206,699 Ha in 2016. The fire affected area reduced by 60% between 2014 and 2015. It then reduced by 56% between 2015 and 2016. The extent of burnt area increased to 712,056 Ha in 2017. This was despite the reduced frequency of fires in 2017 but was as a result of the an overload of biomass generated by above average rains (tropical Storm Dineo) in 2017. Through the Project support, fire fighting equipment and protective clothing valued at US$33,000 was purchased and donated to communities to fight bush fires in 2016. Additional fire fighting equipment valued at US$20,000 was purchased and donated to community fire-fighting teams in 2018. The fire fighting equipment coupled with the training of communities in fire management has contributed to the decline in area burnt as communities are able to put out fire much quicker than before. | Extent of burnt area in Ngamiland reduced from 1,180,793 Ha in 2014 to 473,397 Ha in 2015 to 206,699 Ha in 2016. The fire affected area reduced by 60% between 2014 and 2015. It then reduced by 56% between 2015 and 2016. The extent of burnt area increased to 712,056 Ha in 2017. This was despite the reduced frequency of fires in 2017 but was as a result of the an overload of biomass generated by above average rains (tropical Storm Dineo) in 2017. The extent of burnt area reduced significantly in 2018 to 262,832 Ha, a reduction of 63%. Through the Project support, fire fighting equipment and protective clothing valued at US$33,000 was purchased and donated to communities to fight bush fires in 2016. Additional fire fighting equipment valued at US$20,000 was purchased and donated to community fire-fighting teams in 2018. The fire fighting equipment coupled with the training of communities in fire management has contributed to the decline in area burnt as communities are able to put out fire much quicker than before. |
| Area affected by bush encroachment | 100,000 ha affected by overgrazing and bush encroachment | *(not set or not applicable)* | Decrease by 25% by the end of the project | Bush encroachment in the Control Ranches was physically removed around drinking areas and kraals. Bush encroachment around lake Ngami is being harvested for charcoal production and braai wood. Bush clearing equipment worth US$20,000 has been purchased and donated to 15 villages | Bush encroachment in the Control Ranches was physically removed around drinking areas and kraals. Bush encroachment around lake Ngami is being harvested for charcoal production and braai wood. Bush clearing equipment worth US$20,000 has been purchased and donated to 15 villages |
| No. of farmers practicing conservation agriculture | Zero | *(not set or not applicable)* | 30 every other year, trained and given extension support | US$62,000 worth of equipment was bought for Conservation Agriculture (CA) implementation. 60 farmers were trained in CA and are currently supported in implementing CA through the Ministry of Agriculture Extension Officers. The Project has supported one field day for the CA farmers where the farmers together with Extension officers tour selected CA farms for co-learning. A three day training course in Management Oriented Monitoring System has been organized for 20 CA farmers to help them keep records and monitor progress in their fields. | US$62,000 worth of equipment was bought for Conservation Agriculture (CA) implementation. 60 farmers were trained in CA and are currently supported in implementing CA through the Ministry of Agriculture Extension Officers. The Project has supported one field day for the CA farmers where the farmers together with Extension officers tour selected CA farms for co-learning. A three day training course in Management Oriented Monitoring System has been organized for 20 CA farmers to help them keep records and monitor progress in their fields. The 60 CA Farmers have undergone a two day training course in Holistic Land and Livestock Management to help them use their livestock to fertilize their crop fields through night kraaling |
| No. of farmers practicing in improved and effective herd management | Zero | *(not set or not applicable)* | 30 farmers enrolled for participation in the project (20 initially and 10 more added by project end) | 40 Farmers have been trained in Holistic Land and Livestock Management which includes effective herd management. The uptake of effective herd management has been slow as it requires increase on the labour input by farmers. However, other aspects of effective herd management such as night kraaling and zoned grazing have been adopted at the three control ranches. This has resulted in reduced predation by wild carnivores which occurs mainly at night. | 40 Commercial Farmers from Haina Veld have been trained in Holistic Land and Livestock Management which includes effective herd management. The uptake of effective herd management has been slow as it requires increase on the labour input by farmers. However, other aspects of effective herd management such as night kraaling and zoned grazing have been adopted at the three control ranches. This has resulted in reduced predication by wild carnivores which occurs mainly at night. |
| Stocking rates in line with the prevailing condition of the rangeland | Tbd during the range assessment studies of this project | *(not set or not applicable)* | Tbd during the project and implemented in 4 ranches by project end | Baseline stocking rate was set at 16 Hectares per livestock Unit (16Ha/LSU). The target stocking rate has been set at 8Ha/LSU. Two Ranches (Phenyo & Tlhareseleele) have attained stocking rate of 8Ha/LSU | Baseline stocking rate was set at 16 Hectares per livestock Unit (16Ha/LSU). The target stocking rate has been set at 8Ha/LSU. Two Ranches (Phenyo & Tlhareseleele) have attained stocking rate of 8Ha/LSU |
| No. of farmers[1] with improved livelihoods      [1] Farmers are disaggregated according to gender, age group and small stock keeping | Tbd during range assessments which will cover farmer livelihoods as well | *(not set or not applicable)* | Double farm generated income of farmers involved in improved herd management and CA by project end | Baseline of 10% off-take from the Ranches was established. Annual number of cattle slaughtered at the Maun BMC increased from 19,000 in 2015 to 25,000 in 2016. Beef prices at Maun BMC also increased from P14.50/Kg in 2015 to P19.00/Kg in 2016. The Project supported participation of two Farmer's Association at a KAZA conference to discuss commodity based trade of beef from FMD areas. The outcome of the KAZA conference was permission by the Namibian authorities to allow Ngamiland beef to transit Namibia to markets in Angola and DRC. The Project has engaged with OKACOM and the Angolan Embassy to secure the Angolan market for Ngamiland Beef. Unfortunately there was an outbreak of Foot and Mouth disease in September 2017 which halted all trade in livestock until January 2018. The Project facilitated negotiations between the Botswana Meat Commission (BMC) and Farmers and BMC has offered to buy at P23/kg. Baseline for Crop yield was established at 100kg/Ha | Baseline of 10% off-take from the Ranches was established. Annual number of cattle slaughtered at the Maun BMC increased from 19,000 in 2015 to 25,000 in 2016. Beef prices at Maun BMC also increased from P14.50/Kg in 2015 to P19.00/Kg in 2016. The Project supported participation of two Farmer's Association at a KAZA conference to discuss commodity based trade of beef from FMD areas. The outcome of the KAZA conference was permission by the Namibian authorities to allow Ngamiland beef to transit Namibia to markets in Angola and DRC. The Project has engaged with OKACOM and the Angolan Embassy to secure the Angolan market for Ngamiland Beef. Unfortunately there was an outbreak of Foot and Mouth disease in September 2017 which halted all trade in livestock until January 2018. The Project facilitated negotiations between the Botswana Meat Commission (BMC) and Farmers and BMC has offered to buy at P23/kg. Baseline for Crop yield was established at 100kg/Ha. A new private Abattoir has been opened in Maun with a slaughter rate of 120 cattle per day, which has increased the overall slaughter rate of Ngamiland District and off take. |
| Economic returns per land unit | Tbd during range assessments which will include establishment of economic returns from different land uses (ranches and communal rangelands) | *(not set or not applicable)* | Increase returns by a quarter of the baseline every year after the 2nd year | Economic returns (assessments) for commercial ranches based on the 2016 BMC prices of P19/kg and on a stocking rate of 8Ha/LSU, an off take of 10% per annum, and a stuff input of 1 staff member/160 cattle yielded an economic return of P200/Ha/Year. Determination of the economic returns for the Lake Ngami area was disrupted by the banning of dry fish export in 2017. Fishing was the highest income earner for the area. However, the new calculations will be concluded after enough economic data has been collected from the charcoal and braai wood production. | Economic returns (assessments) for commercial ranches based on the 2016 BMC prices of P19/kg and on a stocking rate of 8Ha/LSU, an off take of 10% per annum, and a stuff input of 1 staff member/160 cattle yielded an economic return of P200/Ha/Year. Determination of the economic returns for the Lake Ngami area was disrupted by the banning of dry fish export in 2017. Fishing was the highest income earner for the area. Charcoal production is fetching P6250/ton. This is a significant increase on economic returns against a baseline of zero before the charcoal was produced. |
| Capacity of key land management institutions for SLM | Summary baseline capacity score 28% | *(not set or not applicable)* | Raise to 50% and improving by the end of the project | Staff from Tawana Land Board, Department of Forestry and Range Resources, Department of Wildlife and National Parks and Department of Environmental Affairs participated in the a three day regional SLM conference in November 2017 exposing them to SLM techniques from around the SADC region and helping them establish networks and partnerships to improve their technical capacities in SLM. The same staff members participated in quarterly SLM dialogues organized throughout the District.    Training on Holistic Land and Livestock Management, GIS, Participatory Rural (PRA) Appraisal, Community Facilitation, Management Oriented Monitoring System (MOMS), and Conservation Agreements, have been conducted for officers from Tawana Land Board, Department of Forestry and Range Resources, North West District Council, Department of Wildlife and National Parks and Ministry of Agricultural Development and Food Security. | Staff from Tawana Land Board, Department of Forestry and Range Resources, Department of Wildlife and National Parks and Department of Environmental Affairs participated in the a three day regional SLM conference in November 2017 exposing them to SLM techniques from around the SADC region and helping them establish networks and partnerships to improve their technical capacities in SLM. The same staff members participated in quarterly SLM dialogues organized throughout the District.    Training on Holistic Land and Livestock Management, GIS, Participatory Rural (PRA) Appraisal, Community Facilitation, Management Oriented Monitoring System (MOMS), and Conservation Agreements, have been conducted for officers from Tawana Land Board, Department of Forestry and Range Resources, North West District Council, Department of Wildlife and National Parks and Ministry of Agricultural Development and Food Security. |
| **The progress of the objective can be described as:** | | **Achieved** | | | | |
| **Outcome 2**  **Effective governance framework and markets provide incentives for livestock off-take and compliance with SLM** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| Multi-stakeholder forum for mainstreaming SLM issues in national and regional policies, plans and strategies | Existing multi-sectoral institution is limited to multiple government sectors | *(not set or not applicable)* | Active participation from government, NGOs, water and land user groups, community trusts, community leaders, private sector by project end | The Okavango Wetlands Management Committee (OWMC) which is a Multi-stakeholder Forum serves as the SLM Multi-stakeholder Forum. The OWMC has adopted SLM issues and SLM dialogues are conducted on quarterly basis supported by the Project. In November 2017, the Project organized a three day SLM conference for over 200 participants from Botswana, Namibia & Zimbabwe to dialogue on SLM issues and show case deliverables from the three GEF funded Projects in Botswana. So far four other SLM dialogues have been held in Maun. The other dialogues were held in Shorobe, Kareng, Seronga, and Sehithwa villages. The topics have included management of Beef measles, Holistic range management, Human wildlife conflict and commercial utilization of veld resources. | The Okavango Wetlands Management Committee (OWMC) which is a Multi-stakeholder Forum serves as the SLM Multi-stakeholder Forum. The OWMC has adopted SLM issues and SLM dialogues are conducted on quarterly basis supported by the Project. In November 2017, the Project organized a three day SLM conference for over 200 participants from Botswana, Namibia & Zimbabwe to dialogue on SLM issues and show case deliverables from the three GEF funded Projects in Botswana. So far four other SLM dialogues have been held in Maun. The other dialogues were held in Shorobe, Kareng, Seronga, shakawe, Gumare, Tsodilo and Sehithwa villages. The topics have included Fire management, management of Beef measles, Holistic range management, Human wildlife conflict and commercial utilization of veld resources. |
| Revenue from non-beef livestock products | Zero | *(not set or not applicable)* | Tbd during feasibility studies for setting up a processing and marketing plant | No change since the last reporting period.    A feasibility study for a community abattoir in Sehithwa village has been completed. The feasibility study recommends a multi-species abattoir which would be able to slaughter cattle and other species such as goats, sheep, donkeys and pigs with a throughput of 100 cattle equivalent per day. A significant number of female headed households own small stock and as such an abattoir that slaughters small stock will provide an avenue for female headed households to sell their livestock and improve their household income. The feasibility study will also recommended value addition of other non beef products such as hides, bones, horns and hoofs. The Local Enterprise Authority (LEA) represented by the Branch Manager for Maun is the lead person providing guidance on mobilizing resources for the construction of the abattoir. | A feasibility study for a community abattoir in Sehithwa village has been completed. The feasibility study recommends a multi-species abattoir which would be able to slaughter cattle and other species such as goats, sheep, donkeys and pigs with a throughput of 100 cattle equivalent per day. A significant number of female headed households own small stock and as such an abattoir that slaughters small stock will provide an avenue for female headed households to sell their livestock and improve their household income. The feasibility study will also recommended value addition of other non beef products such as hides, bones, horns and hoofs. The Local Enterprise Authority (LEA) represented by the Branch Manager for Maun is the lead person providing guidance on mobilizing resources for the construction of the abattoir.    A Women's group from Komana village were supported to undergo a six weeks piggery training course and bought the initial stock. The project is continuing the group has been able to raise the first litter of 32 piglets. |
| Off-take rate for cattle | Tbd during range assessments under the economic section | *(not set or not applicable)* | Tbd after range assessments | Baseline of 10% off-take from the Ranches was established. Annual number of cattle slaughtered at the Maun BMC increased from 19,000 in 2015 to 25,000 in 2016. Due to the outbreak of Foot and Mouth Disease in September 2017, and subsequent closure of the BMC, only 18,000 cattle were slaughtered in 2017. | Baseline of 10% off-take from the Ranches was established. Annual number of cattle slaughtered at the Maun BMC increased from 19,000 in 2015 to 25,000 in 2016. Due to the outbreak of Foot and Mouth Disease in September 2017, and subsequent closure of the BMC, only 18,000 cattle were slaughtered in 2017. In 2018, the BMC was closed most of the year due to two Foot and Mouth outbreaks which resulted in a slaughter of only 9800 cattle. However, two private Abattoirs were opened in 2018 slaughtering a combined figure of 14,683 cattle in 2018. |
| **The progress of the objective can be described as:** | | **Achieved** | | | | |

# Implementation Progress



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| Cumulative GL delivery against total approved amount (in prodoc): | 87.07% |
| Cumulative GL delivery against expected delivery as of this year: | 87.07% |
| Cumulative disbursement as of 30 June (note: amount to be updated in late August): | 2,683,254 |

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| **Key Financing Amounts** | |
| PPG Amount | 100,000 |
| GEF Grant Amount | 3,081,800 |
| Co-financing | 28,599,000 |

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| **Key Project Dates** | |
| PIF Approval Date | Mar 22, 2012 |
| CEO Endorsement Date | Nov 20, 2013 |
| Project Document Signature Date (project start date): | Mar 12, 2014 |
| Date of Inception Workshop | Aug 20, 2014 |
| Expected Date of Mid-term Review | Nov 30, 2016 |
| Actual Date of Mid-term Review | Nov 30, 2016 |
| Expected Date of Terminal Evaluation | Nov 30, 2019 |
| Original Planned Closing Date | Dec 31, 2019 |
| Revised Planned Closing Date | *(not set or not applicable)* |

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| **Dates of Project Steering Committee/Board Meetings during reporting period (30 June 2018 to 1 July 2019)** |
| 2019-03-01 |
| 2018-10-26 |

# Critical Risk Management

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| Current Types of Critical Risks | Critical risk management measures undertaken this reporting period |
| Political | There was an outbreak of Foot and Mouth Disease in October 2018 after which the Government imposed livestock movement restrictions and temporary closure of the Botswana Meat Commission Abattoir in Maun. The Project supported the Government with materials to refurbish the Makalamabedi Quarantine camp so that cattle could be quarantined first before going to the abattoir which led to the re-opening of the Botswana Meat Commission Abattoir in Maun |

# Adjustments

**Comments on delays in key project milestones**

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| **Project Manager: please provide comments on delays this reporting period in achieving any of the following key project milestones: inception workshop, mid-term review, terminal evaluation and/or project closure. If there are no delays please indicate not applicable.** |
| The terminal evaluation was delayed pending request for extension of the project from March 2019 project closure. |

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| **Country Office: please provide comments on delays this reporting period in achieving any of the following key project milestones: inception workshop, mid-term review, terminal evaluation and/or project closure. If there are no delays please indicate not applicable.** |
| The delays in conducting the project terminal evaluation were caused by the longer than expected procurement process. The terminal evaluation has since kick-started and is expected to be completed by October 2019. |

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| **UNDP-GEF Technical Adviser: please provide comments on delays this reporting period in achieving any of the following key project milestones: inception workshop, mid-term review, terminal evaluation and/or project closure. If there are no delays please indicate not applicable.** |
| The Terminal Evaluation (which is currently underway) was scheduled for completion by March 29th, 2019, but has been delayed due to disruption caused by the project manager leaving to take up another post and difficulties encountered with appointment of a suitable consultant. After three rounds of procurement, which started in December 2018, a consultant was contracted in May, but could only commence work in July (due to prior commitments). The project's operational closure date (29 March 2019) has passed without closure taking place. An extension request has been submitted an a decision is pending. |

# Ratings and Overall Assessments

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| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **Project Manager/Coordinator** | Satisfactory | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | Through the interventions of the Project, there was improved rangeland management in the wild bush fire prone areas of the Tsodilo enclave. The frequency of fires reduced as well as the burnt scar area. The Project interventions which included training of community fire management teams and well as equipping them with fire-fighting equipment contributed to the reductions in frequency and extent of wild bush fires. The main cause of the fires were escaped fires from slash and burn agriculture and through education, farmers take precautions when they slash and burn to reduce incidences of escaped fires. As a result, grazing remains available for longer times for both livestock and wildlife.  Farmers have also adopted some aspects of holistic land and livestock management and have started practicing some techniques such as removing bush encroachment around watering points, introducing grazing plans for the ranches and kraaling livestock at night. These actions collectively has improved the rangeland in the ranches.    A new 4 x 4 trail that has georeferenced points connecting Tsodilo Hills World Heritage site and Qchwihaba Caves has provided new opportunities for communities along the trail to engage in livelihood activities such guiding, tuckshops to sell goods to passing tourists and sale of crafts.    The Tsodilo Hills Heritage Challenge event which brings the spotlight to the world heritage site has helped many SMMEs who were able to sell food and crafts at the event.    Communities continue to be empowered through the Multi-stakeholder forum that discusses pertinent issues that affect the different communities. Some of the topics discussed at the dialogues have found their way to policy makers such as the issue of commodity based trade that has since been adopted by Government for dealing with beef trade from a Foot and Mouth Disease Zone.    Following the recommendation of the Mid-Term review on women participation, the Project carried out a gender analysis study and refocused more on interventions that targeted women such as the Komana Women's Piggery Group and the Matute-A-Mongongo Women's Group. These two initiatives targeted at supporting women groups have been successful in improving the household income of the participating women. | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **UNDP Country Office Programme Officer** | Satisfactory | Satisfactory |
| Overall Assessment | The project is it in final year of implementation with only a few close out activities to be conducted, of particular note being the terminal evaluation. The cumulative milestones set by the project have been satisfactorily achieved through the engagement of all key project stakeholders hence the Project's satisfactory rating. The previous rating was highly satisfactory when the project had a achieved a 100% financial delivery.    The main objective of the project which was to mainstream SLM in rangelands areas of Ngamiland District productive landscapes for improved livelihoods has been achieved. The main factors that were contributing rangeland degradation were uncontrolled bush fires as well as unsupervised roaming livestock. Through the project, farmers and community members have been trained in fire management as well as holistic land management. As a result, the frequency of wild bush fires has declined and the size of burnt area has also declined.    The livelihoods improvement initiatives that were initiated by the project which include charcoal production from bush encroachment have opened new income earning opportunities for local communities as well as new employment opportunities that will be easily scaled up. The training of the women’s group from Komana village in piggery production and additional support to start the piggery project has improved and will continue to improve the household income of the participating women. This project can easily be replicated and scaled up. The same can be said about the women’s group from Shakawe village who are producing cooking oil from Mangetti fruits. This one has potential to have a significantly wide reach as the Mangetti tree occurs in most parts of the District.    In terms of effective governance framework and markets providing incentives for livestock off-take and compliance with SLM, there has been significant achievements also. At the beginning of the Project in 2014, there was only one abattoir with a slaughter capacity of 80 cattle per day, which was the Government BMC abattoir. By the end of the project in 2019, the BMC abattoir had increased slaughter capacity to 120 cattle per day. In addition, two new private abattoirs were opened in 2018 each with a slaughter capacity of 100 cattle per day. As such livestock off-take has trebled. Secondly the selling price for cattle improved from P18/kg in 2017 to P24/kg in 2019 all of which has provided incentives for livestock off-take and well as improved income for farmers who are selling cattle to the abattoirs.  Through the use of the Okavango Wetlands Committee, a multi-stakeholder forum, different topical issues have been discussed and debated and solutions formulated. Through these dialogues, there has been information sharing as well as co-learning between communities, Government workers, civil society organizations, institutions of higher learning and experts. Government will continue using the multi-stakeholder forum to discuss and debate issues at community level.    The risk associated with outbreaks of Foot and Mouth Disease will in the future be mitigated through quarantining cattle before slaughter. The project supported commodity trade for beef in the District and assisted with the refurbishment of one of the Government cattle quarantine. | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **GEF Operational Focal point** | *(not set or not applicable)* | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | *(not set or not applicable)* | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **Project Implementing Partner** | *(not set or not applicable)* | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | *(not set or not applicable)* | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **Other Partners** | *(not set or not applicable)* | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | *(not set or not applicable)* | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **UNDP-GEF Technical Adviser** | Satisfactory | Satisfactory |
| Overall Assessment | This is the fifth and last PIR for this full-sized project operating in the Tsodilo Enclave, and Ngamiland Drylands of Botswana. The previous PIR (2018), should have been the last, but as the Terminal Evaluation was not submitted before the end of May, another PIR had to be completed.    The main objective of this project has been to promote sustainable rangeland and livestock management approaches that reduce land degradation caused by overgrazing and unsustainable herd management practices. The project is structured under two outcomes: 1) Effective range management improves range condition and flow of ecosystem services to support livelihoods of local communities; and 2) An effective governance framework and markets provide incentives for livestock off-take and compliance with SLM.    This project has recovered remarkably from multiple delays at project inception and during its first two years of implementation, to deliver significant results that should contribute to transformative change in the agriculture and livestock sectors, and possibly even beyond the project’s domain, as lessons learnt and best practices are shared and scaled up elsewhere. Although implementation performance was been weak in the first half of the project’s lifespan (with key challenges relating to delivery rate and staffing), adaptive management has generated a notable improvement with cumulative delivery standing at 87%  .  The DO rating and IP rating are both given as Satisfactory, as justified below.    DEVELOPMENT OBJECTIVE RATING: Satisfactory  Targets for the Objective and both Outcomes have been substantially met, with only a few close-out activities requiring completion to improve impact and sustainability, and consolidate support to women’s groups. Had these been completed, the DO progress rating would have been Highly Satisfactory.    The project has contributed to raising SLM awareness and building capacity for improved rangeland management over at least 839,000 ha. This hectarage includes land in Tsodilo enclave (covering 12 villages and 385,000 ha); western Ngamiland (100,000 ha, including the villages of Qangwa, Dobe & Xaixai); the villages of Ikoga, Etsha 1, Etsha 6, Etsha 13, Makakung, Semboyo and Kareng, covering an area of 250,000 ha; Lake Ngami (80,000 hectares); and at least 6 Control Ranches(in Haina Veld, Nxaraga, Lake Ngami & Tlhareseleele, covering 24,000 Hectares). In the land under communal tenure the focus has been on building capacity for improved management of fire and bush encroachment as well as aspects of livestock management, and on the Control Ranches, the project has facilitated uptake of Holistic Land and Livestock Management (HLLM) newly-introduced to Botswana.    Key to the project’s success in delivering on the ambitious target of bringing 1 million hectares of rangeland under improved management,has been:  (i) Intensive and comprehensive awareness raising, capacity building and training for improved landscape management among farmers, community members, government officials, the private sector and political decision-makers. Technical Officers from multiple government agencies (such as Land Boards, District Councils, and National Departments including Forestry and Range Resources, and Wildlife and National Parks; and the Ministry of Agricultural Development and Food Security) have benefitted from training spanning subjects such as Holistic Land and Livestock Management, GIS, Participatory Rural (PRA) Appraisal, Management Oriented Monitoring System (MOMS), Community Facilitation, and Conservation Agreements. This enhances sustainability of the project’s outcomes as in-country capacity has been strengthened, to build on and scale up training activities beyond the project’s life.  (ii) Broadly inclusive stakeholder engagement, including high-level and district-level dialogue for mainstreaming SLM issues in national and regional policies, plans and strategies. This has been achieved by working through established multi-stakeholder platforms that have legitimacy, credibility and known governance systems and processes – such as the Okavango Wetlands Management Committee, among others. These dialogues, which previously were lacking at the district level, enable collective knowledge sharing and problem solving among stakeholders who compete for the same resources – for example how to mitigate and manage the risks posed to the local economy by bush encroachment livestock diseases, human-wildlife conflicts and climate-change induced impacts (such as increased fire risks).    Under outcome 1, the project has delivered on all of its targets under ten indicators, which include the area of land under rehabilitation and the extent of riparian woodland preserved; the extent of land burned annually, and the incidence of both late dry-season fires and uncontrolled burning; the number of farmers practicing conservation agriculture or improved rangeland management, with improved livelihoods and economic returns; and the capacity of relevant institutions to promote and support uptake of SLM.    The stand-out achievements under this outcome relate to the significant investments made by the project in improving capacity for managing and mitigating the risks of fire and bush encroachment. Bush encroachment and fire are two of the key drivers of land degradation in overgrazed rangelands in Botswana, and both have cascading impacts that contribute to increasing competition and conflict among different land user/s, with multiple social, economic and environmental consequences. In Ngamiland district, there is competition between wildlife conservation and livestock/agriculture, and in the Tsodilo Hills area – which is important for conservation of heritage – fires rage annually, damaging infrastructure, posing risks to human lives and reducing the productive capacity of the land, with negative impacts on livelihoods.    Both the incidence of uncontrolled fires, and the extent of land burned has been reduced (with some year-on-year variability), and the incidence of late dry-season fires has been reduced to zero – a significant achievement, as it is difficult to change this long-established practice in savanna-woodlands. To place increased area under improved livestock management, with increased economic returns and more secure livelihoods for farmers, the project has invested heavily in training for Holistic Land and Livestock Management, and SLM learning exchanges – with 60 commercial farmers (double the target) benefiting from these investments. Whilst some farmers are practicing these livestock management strategies, they are costly to implement and innovative approaches will be needed to enable or incentivize wide uptake, especially among poorer farmers. Some of these practices carry their own incentives and have other benefits (for example, night corralling reduces stock losses through predation and reduces human-wildlife conflict). Similarly there has been an increase in the number of farmers trained and equipped for conservation agriculture, with some evidence of increased economic returns resulting from adoption of these practices – through its extension services, the, Ministry of Agriculture will maintain support to the 60 trained farmers and to facilitate effective monitoring.    Great strides have been made in addressing the pervasive problem of bush encroachment in key landscapes, under both private and communal tenure arrangements, although this work was initiated later than originally planned due to delays in completion of the baseline studies. The project has effectively demonstrated how bush thinning can restore degraded landscapes, making it available for other uses, with important livelihood benefits through value chains linked to beneficiation of the cleared material - for example, charcoal and fodder production.    Under Outcome 2, the project has contributed to building an effective framework to provide incentives for livestock offtake, by mainstreaming SLM and livestock-management issues into district-level dialogues facilitated through multi-stakeholder platforms. The project has contributed to diversifying participation in these platforms, including by the Local Enterprise Authority (LEA) - this could provide an effective avenue for bringing about change in the beef industry that is in line with the project’s objective. To enhance market opportunities that could incentivize offtake, the project has invested in a feasibility study. This recommends establishing a multi-species abattoir with capacity to slaughter cattle and other species such as goats, sheep, donkeys and pigs with a throughput of 100 cattle-equivalent per day. This would augment the capacity of the existing abattoir, and enable increased off-take for not only cattle but other livestock. It also opens up entry points into the market for non-cattle livestock farmers, especially women who traditionally work mainly with small stock. The study also proposes that the Botswana Meat Commission explores options for value addition of other non-beef products such as hides, bones, horns and hoofs, to promote beneficiation from livestock – this is expected to result in increased livestock sales and offtakes, which will reduce grazing pressure on over-burdened rangelands. Year-on-year, the project has tracked changes in the number of animals slaughtered at abattoirs as the indicator for increased offtakes. The results show variability, which is unsurprising, as the numbers of animals going to slaughter at any given time could be influenced by multiple factors, such as drought and disease – for example, in 2017, the number of animals slaughtered dropped significantly as a result of the outbreak of Foot and Mouth disease. Furthermore, although it might be possible to infer that observed increases in slaughtered animals (e.g. between 2014 and 2016) could have been influenced by general awareness-raising facilitated through the project, the interventions put in place by the project to deliver against this indicator have yet to be established.  Despite minor shortcomings, the project has achieved most of its targets and can be taken as an example of best practice.    IMPLEMENTATION PERFORMANCE Rating: Satisfactory  Implementation performance over the lifespan of the project has been variable. There were numerous delays at project start (including a 7-month gap before a Project Management Unit was put in place) and the project has only had a full staff complement for 2.5 of its five years – these being the post-MTR years. There have also been staff changes, with a new project Officer and Project Manager coming on board part-way through. Initially, the project staff were based in Gaborone, which limited their effectiveness in building trust and garnering support from stakeholders, but this situation improved after the PMU relocated to Maun. The discontinuities in, and temporary absences of, project leadership slowed down performance, and several important baseline studies were delayed. This included: (i) The Integrated Rangeland Assessment study which was started and completed in year three of the Project. As a result, baselines for the bush encroachment control programme were only established in year three. Livelihood activities associated with the bush encroachment programme only started in year four. (ii) The Gender Analysis was started and completed in year four of the project; which has meant that gender mainstreaming could only be systematically incorporated into project activities from year four; (iii) the Feasibility Study for a community abattoir was started and completed in year four of the Project, so follow-up actions only started in year five and this work is incomplete.    2017 and 2018 were the only years during the life of the project when financial delivery was ‘high’ (>$600, 000). After the new Project Manager came on board, delivery rate improved markedly, with cumulative GL delivery rate currently at some 87% (a good advance over 67% at the end of 2018). Despite these improvements, the slow pace of delivery in the early years of the project could not be completely overcome and an amount of $227,00 remains unspent.  The Prodoc did not anticipate certain risks that emerged during implementation – these included the outbreak of Foot and Mouth disease in 2017, and the increasing risk presented by Human-Wildlife Conflict. Although the project has been alert to emergent risks, and exercised good adaptive management to manage and mitigate the impacts of the outbreak of Foot and Mouth, the Atlas Risks Log has not been regularly updated.    The project should have concluded its MTR and gone to operational closure in March 2019. However, the TE was delayed (see explanation under Adjustments), and this has delayed operational closure. In the interim the project has applied for an extension to the end of December. This would allow the project to consolidate certain fire management and livelihoods-related activities, and support to the Shakawe and Komana Women’s groups.    Despite the challenges, the project has generally been well managed in the current reporting period, its governance structures have functioned effectively and whether or not the extension is granted, it has yielded important results. IP performance is, therefore, rated as Satisfactory. | |

# Gender

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

This information is used in the UNDP-GEF Annual Performance Report, UNDP-GEF Annual Gender Report, reporting to the UNDP Gender Steering and Implementation Committee and for other internal and external communications and learning.  The Project Manager and/or Project Gender Officer should complete this section with support from the UNDP Country Office.

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| **Gender Analysis and Action Plan:** |
| **Please review the project's Gender Analysis and Action Plan. If the document is not attached or an updated Gender Analysis and/or Gender Action Plan is available please upload the document below or send to the Regional Programme Associate to upload in PIMS+. Please note that all projects approved since 1 July 2014 are required to carry out a gender analysis and all projects approved since 1 July 2018 are required to have a gender analysis and action plan.** |
| [Gender Analysis Report - Ngamiland Sustainable Land Management Project - Final Report.pdf](https://undpgefpims.org/attachments/4629/213442/1728013/1742322/Gender%20Analysis%20Report%20-%20Ngamiland%20Sustainable%20Land%20Management%20Project%20-%20Final%20Report.pdf) |

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| **Please indicate in which results areas the project is contributing to gender equality (you may select more than one results area, or select not applicable):** |
| Contributing to closing gender gaps in access to and control over resources: Yes |
| Improving the participation and decision-making of women in natural resource governance: No |
| Targeting socio-economic benefits and services for women: No |
| Not applicable: No |

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| **Atlas Gender Marker Rating** |
| **GEN1:** some contribution to gender equality |

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| **Please describe any experiences or linkages (direct or indirect) between project activities and gender-based violence (GBV). This information is for UNDP use only and will not be shared with GEF Secretariat.** |
| By empowering women to raise their own income, the Project indirectly helped reduce GBV that is escalated by the total dependence of women on their spouses for household income. |

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| **Please specify results achieved this reporting period that focus on increasing gender equality and the empowerment of women.**    **Please explain how the results reported addressed the different needs of men or women, changed norms, values, and power structures, and/or contributed to transforming or challenging gender inequalities and discrimination.** |
| The Project supported three Women from Komana village to undergo training in piggery production and also purchased the first stock for the project to start. The Group has started the project and have already raised the first litter of piglets. This group of women will be able to raise income for themselves and their households through the sales of pigs. They have already secured a market for the pigs.    The Project has supported a Women's Group of ten in Shakawe called Matute-A-Mongongo. These women traditionally make cooking oil from the fruits of Mongongo (Mangetti) tree. The Project assisted the group through a participatory rural appraisal workshop which resulted with an action plan to commercially produce the Mongongo oil. The Women's Group were allocated an area to produce commercially and the Project assisted by renovating the facility to make it functional and then identified an electric oil press machine to commercialize production. The Project has purchased an electronic oil press machine and dehuller for making cooking oil from Mongongo seeds. The oil will be sold at US$5/L and shall bring significant income to the women's group. Other women who are currently not members will benefit through selling fruits to Matute-A-Mongongo. The men will also benefit as they accompany their wives to go and collect the fruits in Elephant infested areas. The skill and knowledge of making the Mongongo oil is a skill held by women and passed down to daughters and or younger females. Therefore this Mongongo project will bring women, men, young and old together in a an income generating venture. |

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| **Please describe how work to advance gender equality and women's empowerment enhanced the project's environmental and/or resilience outcomes.** |
| The Mongongo tree is traditionally cut by men to make dug-out canoes. The Project's work with the group of women making cooking oil from Mongongo oil has sensitized men about carefully selecting the Mongongo trees to cut for making canoes. In particular, men have been sensitized not to cut Mongongo trees that are close to villages so that they can be used by the women to harvest fruits from. Instead they should cut the ones far away from the village. |

# Social and Environmental Standards

**Social and Environmental Standards (Safeguards)**

The Project Manager and/or the project’s Safeguards Officer should complete this section of the PIR with support from the UNDP Country Office. The UNDP-GEF RTA should review to ensure it is complete and accurate.

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| **1) Have any new social and/or environmental risks been identified during project implementation?** |
| No |

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| **If any new social and/or environmental risks have been identified during project implementation please describe the new risk(s) and the response to it.** |
| *(not set or not applicable)* |

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| **2) Have any existing social and/or environmental risks been escalated during the reporting period? For example, when a low risk increased to moderate, or a moderate risk increased to high.** |
| No |

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| **If any existing social and/or environmental risks have been escalated during implementation please describe the change(s) and the response to it.** |
| *(not set or not applicable)* |

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| **SESP:** *not available*  **Environmental and Social Management Plan/Framework:** *not available* |
| **For reference, please find below the project's safeguards screening (Social and Environmental Screening Procedure (SESP) or the old ESSP tool); management plans (if any); and its SESP categorization above. Please note that the SESP categorization might have been corrected during a centralized review.** |
| *(not set or not applicable)* |

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| **3) Have any required social and environmental assessments and/or management plans been prepared in the reporting period? For example, an updated Stakeholder Engagement Plan, Environmental and Social Impact Assessment (ESIA) or Indigenous Peoples Plan.** |
| No |

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| **If yes, please upload the document(s) above. If no, please explain when the required documents will be prepared.** |
| *(not set or not applicable)* |

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| **4) Has the project received complaints related to social and/or environmental impacts (actual or potential )?** |
| No |

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| **If yes, please describe the complaint(s) or grievance(s) in detail including the status, significance, who was involved and what action was taken.** |
| *(not set or not applicable)* |

# Communicating Impact

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| **Tell us the story of the project focusing on how the project has helped to improve people’s lives.**  **(This text will be used for UNDP corporate communications, the UNDP-GEF website, and/or other internal and external knowledge and learning efforts.)** |
| The Project has improved the lives of people around Lake Ngami through charcoal production using bush encroachment. The Project first facilitated benchmarking of members of the Lake Ngami Trust to Namibia to familiarize them with charcoal production using bush encroachment. Thereafter, the Project help establish a relationship between a Namibian Company that produces charcoal and the Lake Ngami trust. The Company then sent its staff members to come to Lake Ngami and train 20 members in the entire process of charcoal production. The entire skill and knowledge of charcoal production now resides in the Lake Ngami area from manufacturing the Kilns, to producing and packaging the charcoal. The people of Lake Ngami are proud about a product that is produced in their own backyard. Those that are employed by the Lake Ngami Conservation Trust to produce charcoal earn their living from it. |

**Knowledge Management, Project Links and Social Media**

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| **Please describe knowledge activities / products as outlined in knowledge management approved at CEO Endorsement /Approval.**    **Please also include: project's website, project page on the UNDP website, blogs, photos stories (e.g. Exposure), Facebook, Twitter, Flickr, YouTube, as well as hyperlinks to any media coverage of the project, for example, stories written by an outside source. Please upload any supporting files, including photos, videos, stories, and other documents using the 'file lirbary' button in the top right of the PIR.** |
| www.bw.undp.org  http://www.dailynews.gov.bw/news-details.php?nid=43199  http://www.sundaystandard.info/sustainable-land-management-project-launched  https://allafrica.com/stories/201806010160.html  http://www.mmegi.bw/index.php?aid=78927&dir=2018/december/14  https://www.weekendpost.co.bw/wp-news-details.php?nid=5970 |

# Partnerships

**Partnerships & Stakeholder Engagment**

Please select yes or no whether the project is working with any of the following partners. Please also provide an update on stakeholder engagement. This information is used by the GEF and UNDP for reporting and is therefore very important!  All sections must be completed by the Project Manager and reviewed by the CO and RTA.

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| **Does the project work with any Civil Society Organisations and/or NGOs?** |
| Yes |

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| **Does the project work with any Indigenous Peoples?** |
| No |

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| **Does the project work with the Private Sector?** |
| Yes |
| Yes |

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| **Does the project work with the GEF Small Grants Programme?** |
| Yes |
| Yes |

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| **Does the project work with UN Volunteers?** |
| No |
| No |

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| **Did the project support South-South Cooperation and/or Triangular Cooperation efforts in the reporting year?** |
| No |
| No |

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| **CEO Endorsement Request:** [PIMS 4629 Botswana SLM CEO Endorsement Request 5 Nov 2013.doc](https://undpgefpims.org/attachments/4629/213442/1666840/1667137/PIMS%204629%20Botswana%20SLM%20CEO%20Endorsement%20Request%205%20Nov%202013.doc) |
| **Provide an update on progress, challenges and outcomes related to stakeholder engagement based on the description of the Stakeholder Engagement Plan as documented at CEO endorsement/approval (see document below). If any surveys have been conducted please upload all survey documents to the PIR file library.** |
| The Project enjoyed support from all stakeholders and no stakeholder engagement challenges were experienced |

# Annex - Ratings Definitions

**Development Objective Progress Ratings Definitions**

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

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

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

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

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

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

**Implementation Progress Ratings Definitions**

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

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

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

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

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

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