

SGP The GEF
Small Grants
Programme



The Global Environment Facility
Small Grants Programme

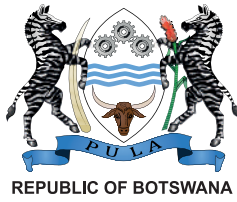
Country Programme Strategy

For Operational Phase 7
Botswana



DECEMBER 2019





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Major Acronyms and Abbreviations

ABS	Access and Benefit Sharing
AU	African Union
BCA	Botswana College of Agriculture
BOCOBONET	Botswana Community Based Organization Network
BOCONGO	Botswana Council of Non-Governmental Organizations
BPC	Botswana Power Corporation
BUAN	Botswana University of Agriculture and Natural Resources
CA	Conservation Agriculture
CARACAL	Centre for African Resources: Animals, Communities and Land use
CBD	Convention of Biological Diversity
CBFIM	Community Based Fire Management
CBNRM	Community Based Natural Resources Management
CBO	Community Based Organizations
CEDA	Citizen Entrepreneurial Development Agency
CIPA	Company and Intellectual Property Authority
CITES	Convention on International Trade in Endangered Species
COP	Conference of Parties
CPD	Country Programme Document
CSA	Climate Smart Agriculture
CSI	Corporate Social Investment
CSO's	Civil Society Organizations
CTF	Conservation Trust Fund
DDE	Dichlorodiphenyldichloroethylene
DDT	Dichlorodiphenyltrichloroethane
DEA	Department Of Environmental Affairs
DFRR	Department of Forestry and Range Resources
DWNP	Department of Wildlife and National Parks
FAO	Food and Agriculture Organization
FCB	Forest Conservation Botswana
FNB	First National Bank of Botswana
FSP	Full Size Project
GDP	Gross Domestic Product
GEF	Global Environment Facility
GHG	Green House Gases
ICT	Information and Communication Technology
IUCN	International Union for Conservation of Nature
IFAD	International fund for Agricultural Development
KYT	Kgetsi ya Tsie Tswapong Hills Women's Resource Enterprise Community Trust
KRS	Khama Rhino Sanctuary
LED	Local Economic Drive
LIMCOM	Limpopo Watercourse Commission
LIMID	Livestock Management and Infrastructure Development
NDP	National Development Plan
MEA	Multilateral Environmental Agreements



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MENT	Ministry of Environment, Natural Resources Conservation and Tourism
MoA	Ministry of Agricultural Development and Food Security
MFMP	Makgadikgadi Framework Management Plan
MITI	Ministry of Investment Trade and Industry
MLG&RD	Ministry of Local Government and Rural Development
MNIG	Ministry of Nationality, Immigration and Gender
MNR	Mokolodi Nature Reserve
MoTE	Ministry of Tertiary Education, Research, Science and Technology
MSP	Medium Size Project
MWA	Makgadikgadi Wetland Area
MWMC	Makgadikgadi Wetlands Management Committee
MYSC	Ministry of Youth Empowerment Sports and Culture Development
NAMA	National Adaptation Plans of Action
NAP	National Action Plan
NBSAP	National Biodiversity Strategy and Action Plan
NCSA	National Capacity Self-Assessment
NEF	National Environmental Fund
NGOs	Non - Governmental Organizations
NIP	National Implementation Plan
NSC	National Steering Committee
OP	Office of the President
OP	Operational Phase
OKACOM	Okavango River Basin Water Commission
ORASECOM	Orange-Senqu River Commission
PLWDs	People Living With Disabilities
POPs	Persistent Organic Pesticides
SADC	Southern African Development Community
SAP	Strategic Action Plan
SGP	Small Grants Programme
SLM	Sustainable Land Management
SPEDU	Selibe Phikwe Economic Diversification Unit
TAC	Technical Advisory Committee
TAG	Technical Advisory Group
TFCA	Transfrontier Conservation Area
UNCBD	United Nations Convention of Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNOPS	United Nations Office for Project Services
UNSDF	United Nations Sustainable Development Framework
USSD	Unstructured Supplementary Service Data
ZAMCOM	Zambezi Watercourse Commission



Operational Phase 7 Financial Resources - SGP Country Programme (estimated US\$)¹

Total SGP Grants to date since 1992:	USD 5,338,617.69
OP7 GEF Core Funds:	USD \$500,000 (tbc)
OP7 GEF STAR Funds:	USD 731,000
OP6 GEF Core and STAR remaining balance (if applicable)	USD 350,000
Other funds (secured)	TBD
Other funds (expected/to be mobilized)	TBD

¹THE LEVEL OF SGP OP7 RESOURCES IS AN ESTIMATED TOTAL OF: (i) THE GEF7 CORE GRANT ALLOCATION (TO BE REVIEWED ANNUALLY BY CPMT ON THE BASIS OF PERFORMANCE, CO-FINANCING AND STRATEGIC PARTNERSHIPS, DEMONSTRATED NSC COMMITMENT RATES, AND UNOPS DELIVERY); (ii) APPROVED STAR RESOURCES; AS WELL AS (iii) OTHER SOURCES OF THIRD PARTY COST SHARING & CO-FINANCING (COUNTRY, REGIONAL AND/OR GLOBAL LEVELS). 5 OP COUNTRIES WITH REMAINING OP6 BALANCES THAT HAVE NOT BEEN PIPELINED WILL BE EXPECTED TO USE THESE BALANCES IN LINE WITH THE OP7 STRATEGIC APPROACH IN ORDER TO BE COHERENT IN TERMS OF SGP PROGRAMMING AND RESULTS EXPECTED.



Background

The Global Environment Facility GEF Small Grants Programme (SGP), as a corporate programme of the GEF implemented by United Nations Development Programme (UNDP) aligns its Operational Phase strategies with those of the GEF and co-financing partners, and provides a global portfolio of innovative, inclusive, and impactful projects that address global environmental and sustainable development issues.

Action at the local level by civil society and community-based organizations, including women groups, indigenous peoples, youth, and persons with disabilities is recognized essential to form multi-stakeholder alliances to deliver global environmental benefits and contribute to the GEF-7 Programming Directions, UNDP's Strategic Plan 2018-2021, and national priorities to achieve the UN Sustainable Development Goals and other international commitments.¹

Specifically, at the national level, the Programme is aligned to Botswana's Vision 2036 Pillars of (a) sustainable economic development; (b) human and social development; (c) sustainable environment. It is also aligned to the National Development Plan (NDP) 11 strategic broad-based national priorities of; social development and sustainable use of natural resources aimed at eradication of poverty through provision of opportunities for the poor to have sustainable livelihoods. Through the OP7 strategic initiatives, the Programme will contribute towards attainment of the United Nations Sustainable Development Framework (UNSDF) 2017-2021 Outcome 2 on supporting Botswana to fully implement policies and programmes towards the achievement of Sustainable Development Goals targets and national aspirations. It also contributes to UNDP Country Programme Document (CPD) 2017-2021 output 2.1. on enhanced national capacities to implement integrated policies, strategies and programmes for sustainable development (economy and environment).

Building on its over 26 years of successful operations in over 133 countries, the 7th Operational Phase of the SGP aims "to promote and support innovative, inclusive and scalable initiatives, and foster multi stakeholder partnerships at the local level to tackle

global environmental issues in priority landscapes and seascapes."

SUMMARY OF KEY RESULTS AND ACCOMPLISHMENTS

Botswana has shown substantial commitment towards environmental management through its land tenure and the various policy and statutory instruments and the legal framework. The country has successfully set aside 45% of its land as protected area: This includes national parks, game reserves, private wildlife and nature reserves, wildlife management areas (WMAs), controlled hunting areas (CHAs), forest reserves and national monuments. The land tenure has enabled co-management of natural resources by communities presenting a platform and entry point for GEF/SGP to support community-based initiatives. The legal framework particularly the Community Based Natural Resources Management (CBNRM) Policy of 2007, promote community participation in environmental management through the CBNRM programme, availing grass root level governance structures.

In addition, Botswana has ratified Multi-Lateral Environmental Agreements (MEA) affirming her commitment as a player in the global environment fora. As a result, the GEF/SGP was launched in Botswana in 1992 to provide facilitative access to funding and technical support to CSOs. Since inception, GEF/SGP Botswana has supported 184 projects with funds amounting to USD 5,682,685.69 as per Table 1 in the focal areas of; biodiversity, climate change, land degradation, international waters, persistent organic pollutants and chemicals and multi-focal. A total of USD 8,732,648.96 and USD 2,526,038.87 has been invested as co-financing both in cash and in-kind through these SGP supported projects since its Pilot Phase to its Operational Phase 6 showing the continued commitment on sustainable development agenda forged between the SGP, government, local communities and other stakeholders.

¹THE INITIAL SGP OP7 CONCEPT WAS INCORPORATED INTO THE STRATEGIC DIRECTIONS FOR THE OVERALL GEF-7 REPLENISHMENT NEGOTIATIONS IN 2017, AND SUBSEQUENTLY APPROVED BY THE GEF COUNCIL PAPER "GEF SMALL GRANTS PROGRAMME: IMPLEMENTATION ARRANGEMENTS FOR GEF-7" (GEF/C.54/05. REV) IN JUNE 2018.

KEY NATIONAL RESULTS AND ACCOMPLISHMENTS

Mainstream biodiversity conservation and sustainable use into production landscapes and

sectors through community initiatives and actions

Birds conservation initiatives by BirdLife Botswana contributed to recognition of birds as key biodiversity indicators, promotion of avi-tourism, identified important bird areas, introduced bird

Table 1: Funds Allocated per Operational Phase

Phase. Operational Phases	Amount allocated (USD)	Co-Financing Amount (USD)	Co-Financing in Kind (USD)
Pilot	155,250	26,607.00	5,727.00
OP1	278,033	5,000.00	00.00
OP2	911,135.69	670,335.16	465,247.00
OP3	1,306,267	3,460,307.07	565,584.84
OP4	1,200,000	2,878,429.84	663,241.40
OP5	1,182,000	1,683,101.79	734,418.40
OP6	650,000	8,868.10	91,820.23
Total	5,682,685.69	8,732,648.96	2,526,038.87

Source: GEF/SGP Database

As per Figure 1, the country portfolio is dominated by biodiversity (39%), multi-focal area (20%), land degradation (17%) and climate change (11%). The least funded focal areas are international waters (6%) and persistent organic pollutants, chemicals and waste (4%).

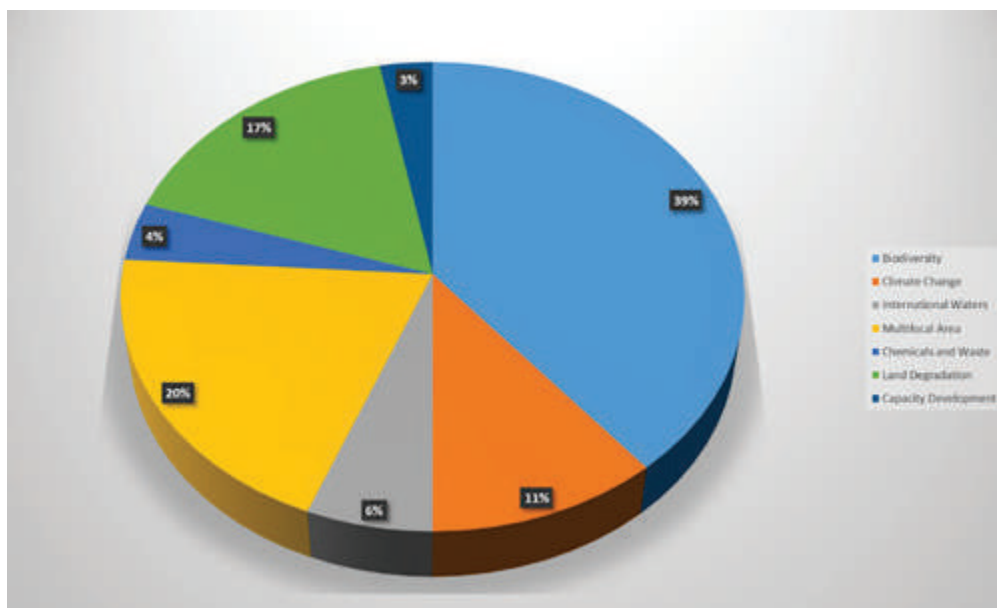


Figure 1: Percentage Distribution of Number of Projects Funded Per Focal Area (1992-2019). Source: GEF/SGP database, 2019.



population monitoring and enhanced conservation of endangered species such as Wattled Cranes, a key indicator species for wetland ecosystem health.

Gaing-O Community Trust and Nata Sanctuary Trust initiatives facilitated management of Lesser Flamingoes, a near threatened species and protection of their key breeding sites.

Cheetah Conservation Botswana successfully piloted and introduced the livestock guarding dog programme as a measure to mitigate small stock and predator conflicts with emphasis on cheetahs. This have since been upscaled and replicated to other areas in the country through government support and other partners.

Value addition to morula by the Kgetsi ya Tsie Tswapong Hills Women's Resource Enterprise Community Trust (KYT) to produce nuts, oil and soap, and production of *Sclerocarya birrea* (morula) sweets by Dibapalwa Nageng Trust generates income, improves livelihoods, creates employment, enhances skills and presents opportunities for business ventures for women. In addition, it increases the conservation value of morula tree, identified as a national tree.

The national monuments and heritage sites of Lekhubu Island, Gcwihaba Caves and Tsodilo hills used by Gaing-O Community Trust, Cgaecgae Tlhabolo Trust and Tsodilo Community Trust respectively have been used to promote

ecotourism and create employment and ultimately improving livelihoods of local communities.

Maintain or improve flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities

Twenty-Four gabions were constructed across dongas and gullies by Nlapkhwane Lingilila Environment Conservation Trust in the 10.25 hectares fenced plot in Nlapkhwane village. As a result of the construction efforts, the dongas and gullies are filling up, grasses and shrubs are growing in areas that were initially bare leading to land and vegetation recovery.

Bush clearing was done on 16*10ha plots removing invasive species particularly *Dichrostachys cinerea* and *Acacia mellifera* in the Northern section of Mokolodi Nature Reserve. Various land rehabilitation and soil erosion prevention techniques were piloted by Mokolodi Wildlife Foundation to reclaim approximately 695 ha of the degraded land, now showing indications of recovery in the Reserve.

Three gabions out of a target of 5 were constructed across dongas and gullies by Mazibakufa Development Trust so as to rehabilitate degraded land in Jackals No1. As a result of the construction efforts, the dongas and gullies are filling up, grasses and shrubs are growing in areas that were initially bare leading to land and vegetation recovery. In addition, the Trust completed and furnished two



chalets and the Trust Office so as to enhance the tourism venture and facilitate the Trust operations.

Monoga Syndicate laid out 10 km of water pipe network to reticulate water connecting the 25 members of the syndicate improving access to water for their domestic use and an opportunity to engage in other livelihood initiatives. In particular, reticulation has eased the burden of fetching water from the borehole by women-some of which had to walk as far as 10km daily. In addition, the 4 km drift fence serves as a range management tool for the (20km²) Monoga rangeland that keeps out the livestock from other boreholes and mitigates land use conflicts that arise due to the proximity to the village of Artesia and the Francistown road.

A total of 40 smallholder farmers and 40 district agriculture managers and extension officers from Borolong and Kgalagadi South Sub-Districts were trained through targeted capacity building interventions on adoption of CSA; food security attained at household levels through adoption of CSA practices, income levels raised through selling of the produce, livelihoods for the farmers improved.

Promoting the demonstration, development and transfer of low carbon technologies at the community level

Diloma Mmogo Nature Conservation Trust installed 30 solar home systems with 4 lights per households and 3 portable solar lantern charging stations, distributed 213 solar lanterns in the Lepurung, Dikhukhung and Mmakgori villages to

promote use of solar technologies.

Solar International Botswana in collaboration with Barclays Bank of Botswana installed 33 solar home systems in Moshaneng improving the quality of air and use of renewable energy to protect the environment.

Botswana University of Agriculture and Natural Resources (BUAN) formally Botswana College of Agriculture (BCA) developed a mobile biogas plant to demonstrate sustainable disposal of piggery waste and provide an alternative green energy option for the rural poor.

Support transboundary water body management with community-based initiatives

The Okavango Polers Trust piloted and demonstrated the polishing of grey water through rehabilitation and refurbishment of a wetland liquid waste facility to reduce the land-based pollution from Mbiroba Camp into the Okavango Delta, a Ramsar Site and a trans-boundary river system.

Tsodilo Community Development Trust constructed an environmentally friendly sewage system using polyrib septic tanks with a chlorinator chamber for effluent polishing for the office, gate house and two ablution blocks to avoid contamination of underground water.



Botswana Gourds Association painted 20 mural paintings in public displays in 6 villages in the Kgatleng-East region to sensitize the communities about water conservation and sustainable use of Madikwe River.

Ghetto Artists sensitized 231 students on water conservation through the use of performing arts such as; drama, poetry, traditional dance, public speaking and debate. A total of 8 schools (4 Junior Secondary Schools, and 4 Primary Schools) in North-East District participated in the competitions as part of this project.

Promote and support phase out of POPs and chemicals of global concern at community level

Cape Vultures Environmental Association painted 6 murals on walls of public gathering places in Otse; South-East Region to raise awareness on the plight of diminishing vulture populations due to the use of agro-chemicals.

The University of Botswana (UB) identified possible sources of contamination with the predominance of Dichlorodiphenyldichloroethylene (DDE) in the sediment as indicative of historical contamination of the Okavango Delta basin ecosystem by Dichlorodiphenyltrichloroethane (DDT); higher levels of pesticides downstream in highly populated areas.

Pandamatenga Commercial Farmers Association successfully treated 75% of termite mounds with entomopathogenic fungus ECO-Bb (a microbial pesticide) to reduce termite activities as a better alternative to the chemical methods.

Promoting and minimising the use and generation of hazardous substances and waste at community level

Tshole Trust successfully sensitised local communities on proper handling, disposal, management of waste oil; opportunities presented by used oil were also explored; environmental pollution reduced through proper disposal of used oil and public health safeguarded. These have since been upscaled and replicated to other areas in the country through government support such as National Environment Fund and other partners.

Nata Conservation Trust successfully piloted the use of enviro-loos targeting the grass harvesters along the Nata - Kasane road. Through this intervention, pollution at the camp as a result of

lack of sanitation services has been mitigated and consequently, reducing the risks of spreading measles to cattle as well as the outbreak of other diseases.

Enhance and strengthen capacities of CSOs to engage in consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and monitor and evaluate environmental impacts and trends

Hundred and thirty-one participants from various CSO's and government departments attended a capacity building workshop facilitated by Khama Rhino Sanctuary in Maun. The participants were empowered on an array of areas such as; financial and project management, access to funding from other donors and establishment or networking with other organisations.

Kalahari Conservation Society facilitated a three days capacity building workshop in Francistown themed, 'The GEF Small Grants Programme: 20 years of supporting community based environmental conservation – future directions and prospects.' The participants were capacitated on areas such as; governance and leadership; budgeting and financial management; proposal development; project design, management and implementation; monitoring and evaluation; networking; team work, resource mobilization and CBO governance and leadership skills. A total of 102 participants (67 males and 35 females) comprising of grantees, other Civil Society Organisations (BOCONGO) and government officials all over Botswana attended the workshop.

Three days capacity development workshops themed 'empowering civil society organisations for sustainable environmental management' were facilitated by Botswana Council of Non-Governmental Organisations. A total of 136 participants (76 males, 60 females) comprising of grantees, other Civil Society Organisations and government officials from Ghanzi, Kgalagadi, Kweneng, Southern, South-East, Kgatleng, Central and North-East Districts attended the workshops in Kang and Khama Rhino Sanctuary.

Enhancing the livelihoods and well-being of the local communities

Since inception, the Country Programme have supported a total of 128 grantees throughout Botswana with the grants and technical support to increase active participation of local communities in the management of the natural resources as well as improve their livelihoods.

Tsodilo Community Development Trust currently has employed 5 staff members (3 females and 2 males) to oversee the daily operations of the CBO. The annual income generated by the Trust is at an estimated BWP300, 000 and this is utilized in improving the livelihoods of the 300 local communities in the village who are predominantly Bambukushu and San people.

A total of 19 (18 females and 1 males) local community members have been employed to oversee the day to day operations of Kgetsi Ya Tsie Tswapong Hills Women's Resource Enterprise Community Trust (KYT) in Lerala village. The CBO benefits a total of about 832 women from the 26 Tswapong villages in the central of Botswana. An estimated total of BWP 45,000 has been recorded as income generated on an annual basis mainly from the value addition of morula and other natural resources in their localities.

Gaing-O Community Trust have utilized the heritage site of Lekhubu Island to promote ecotourism and create employment and ultimately improving livelihoods of local communities. A total of 14 (8 males and 6 females) local community members have been employed to oversee the daily operations and management of the CBO. An estimated total of BWP450, 000 has been recorded as income generated annually by the Trust and this has been used to support initiatives aimed at enhancing the livelihoods of the about 1,500 local communities who are predominantly Bakhurutshe, Kalanga and San communities.

Mokolodi Nature Reserve (MNR) employs a total of 87 people (65 women and 22 men) mostly from villages around the reserve and 22 of these are youths. Since its establishment, the education center has hosted about 270 000 students from schools and orphanages around the country, with an average of 9000 children per annum. Through this, the young people in Botswana are empowered on environmental conservation and they grow up to be good custodians of their natural history, helping to conserve their common heritage for

future generations. Through partnerships with the academic institutions such as; BUAN and UB, the Nature Reserve is also used for research purposes, therefore, contributing to body of knowledge on sustainable management of natural resources. Furthermore, the reserve has provided employment creation and income generation for youth groups such as; Mafitlhakgosi, Ditshwene Traditional Dance and Ngwao Letshwao who perform their art (cultural dance) to clients in MNR. In terms of income generation, MNR has a turnover estimated at BWP10,800,000.00 annually from activities such as; hiring the use of education centre, hosting conferences and workshops and tourism.

Linkages of the key national accomplishments with achievement of global environmental benefits

The breeding of the endangered white and black rhino species by Khama Rhino Sanctuary has contributed to the increase of the national herd and making it a resounding success as a repository;

The bird conservation initiatives by BirdLife Botswana, Gaing-O Community Trust and Nata Sanctuary Trust has contributed to conservation of flamingo and their breeding sites in the Makgadikgadi salt pans supporting the second largest flamingo population in Africa. Birds have been identified as indicator species for sustainable land management.

The Tsodilo Community Development Trust uses Tsodilo hills a national monument and UNESCO World heritage site for its ecotourism venture to promote active community participation, ensure equitable sharing of benefits and enhance their economic and social wellbeing.



International awards

The Somarelang Tikologo through the project Urban Community Empowerment Programme was a finalist at the BIE-Cosmos Prize, Expo Shanghai Expo in 2010 for better cities better lives.

Tsodilo hills project received an award from the African Union Commission in 2015 for sterling job in protection and conservation of the rock painting in Tsodilo Hills. This was through the support from the Programme and Diamond Trust.

Cheetah Conservation Botswana through their project on managing the interface between humans and wildlife with focus on cheetahs was finalist for the Equator Prize Initiative in 2018 and 2019. The Equator initiative is awarded to outstanding community and indigenous peoples' initiatives that advance nature-based solutions to climate change and for sustainable development.

Upscaling

Human-Wildlife Conflict Project implemented by CARACAL was up-scaled through the World Bank and implemented by Department of Wildlife and National Parks as a North-Botswana human-wildlife co-existence project.

BirdLife Botswana project, 'towards a red data book' was up-scaled to GEF Medium Size Project (MSP) in Makgadikgadi Wetland.

The BirdLife Botswana strategic project in Makgadikgadi complement the MSP as a conglomeration of livelihoods initiatives to enable community engagement in the implementation of the Makgadikgadi Framework Management Plan.

Replication and mainstreaming of demonstration projects

The programme successfully piloted community-based fire management initiatives through Khama Rhino Sanctuary Trust and Mababe Zokotsama Community Development Trust; development partners showed interest in replicating the same to address wild fires in the range lands. This has since been replicated through the GEF full size projects of; SLM Ngamiland in Tsodilo area, Bio-Chobe in the Chobe area and MSP project; SLM Makgadikgadi.

Nlapkhwane Lingilila Environment Conservation Trust successfully piloted the land reclamation initiative with livelihood value addition activities leading to the desire by other environment development partners to replicate it elsewhere such as reclamation initiative undertaken in Mmathubudukwane area financially supported by Forest Conservation Botswana (FCB).

BITRI CSA project upscaled to Masunga area. The project is currently being replicated in an agricultural cluster in the North East District in a Cluster farming system, to out-scaling and up-scaling climate-smart agriculture technologies among smallholder farming systems at SAMA cluster at Masunga village.

Key lessons learnt by the SGP Country Programme

The GEF/SGP has realized that the people centred approach to conservation bridges the poverty environment gap and enhances sustainable management of natural resources.

The initiatives in all focal areas create opportunities for diversifying livelihoods with a potential to grow into business ventures leading to sustainability. Women in particular have been found to venture into innovative sustainable initiatives that generate income, improve livelihoods and enhance skills while increasing the resource base and food security for households.

In project implementation, GEF/SGP brings CSOs and government together in programme oversight and decision making hence effectively fosters partnerships.





Country Priorities And Strategic Alignment

Alignment with National Priorities

Botswana is committed to global and regional environmental conservation initiatives in attaining its aspirations for sustainable development. The country is a signatory to and has ratified a number of multilateral environmental agreements. Table 2 shows some examples of relevant conventions and national planning frameworks that address conservation as well climate change which Botswana is party to. In addition, the Government has developed various policies and strategies aimed at addressing environmental conservation and poverty reduction.



Table 2: List of Relevant Conventions, Regional and National Plans and Programmes.

Rio Conventions+ National Planning Frameworks	Date of Ratification
GEF-7 National Dialogues	2018
United Nations Convention of Biological Diversity (UNCBD)	1995
CBD National Biodiversity Strategy and Action Plan (NBSAP)	2004, 2007, 2016
Nagoya Protocol on Access and Benefit-Sharing (ABS)	2014
UNEP Vienna Convention for the Protection of the Ozone Layer	1991
UNEP Montreal Protocol on substances that deplete the ozone layer	1991
UN Framework Convention on Climate Change (UNFCCC)	1994
UNFCCC Kyoto Protocol	2003
UNFCCC National Communications (1st, 2nd, 3rd)	2001, 2012 2019
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	2016
United Nations Convention to Combat Desertification (UNCCD)	1996
UNCCD National Action Plan (NAP)	2006
Nationally Determined Contributions (NDCs) for Paris Accord	2015
UNCCD National Action Programmes (NAP)	2006
United Nations 2030 Sustainable Development Goals	2015
Voluntary National Reviews (VNRs) for the UN SDGs	2017
Botswana Domesticated SDGs Indicators	2018
Stockholm Convention on Persistent Organic Pesticides (POPs)	2002
Stockholm Convention National Implementation Plan (NIP)	2008
Montreal Protocol on Substances that deplete the ozone layer	1991
Rotterdam Convention on Prior Informed Consent for Certain Hazardous Chemicals and Pesticides in International Trade	2008
Minamata Convention on Mercury	2013
World Heritage Convention	1998
Convention on Wetlands of International Importance (RAMSAR Convention)	1997
Convention on International Trade in Endangered Species (CITES)	1997
Basel Convention on the control of transboundary movements of hazardous wastes and their disposal	1998
Biosafety Protocol (Cartagena)	2003
GEF National Capacity Self-Assessment (NCSA)	2007
GEF-6 National Portfolio Formulation Exercise (NPFE)	2014
African Convention on the Conservation of Nature and Natural Resources	2003
Protocol on wildlife conservation and law enforcement in the SADC.	2000
SADC Revised Protocol on Shared Water Course System	2001
Strategic Action Plans (SAPs) for shared International water bodies (ORASECOM ZAMCOM and OKACOM)	2003, 2008, 2010
Gaborone Declaration for Sustainability in Africa	2012
Poverty Reduction Strategy Paper (PRSP)	2003
CBNRM Policy Strategy and Action Plan	2018
National Development Plan 11	2016



Gaps and Opportunities

Based on the scoping exercise and baseline studies conducted for the country Programme CPS development, gaps were identified for meaningful involvement of communities and CSOs to further implement the national priorities. The gaps include but not limited to; lack of awareness by the local communities on MEAs, limited practical skills on project management leading to low capacity to implement projects, constraints in accessing funding to support community led initiatives at the local levels due to limited capacity to write sound proposals, governance issues amongst some of the CSOs, transport and communication challenges, lack of skills for networking and linkages with other actors.

In bridging these gaps, there are opportunities that exists for SGP as entry point to support meaningful involvement of communities and CSOs in OP7. These include; empowering the local communities through capacity building initiatives on MEAS, mentoring on project management tools for successful implementation of community led initiatives, sensitisation and proposal development to enable communities to access funds. Capacity development for successful projects will be done in phases; pre-proposal development, funding and mentoring during implementation to ensure delivery of successful and sustainable projects.

Inordertoensurebusinesscontinuity,accountability

and credibility, community institutions will be trained on governance, leadership and advocacy skills aimed at strengthening CSOs operations. Moreover, for communication the Programme will promote the use of affordable internet-based communication platforms such as; WhatsApp, Skype, google hang out and other platforms. These saves times and resources and are less complex to use.

In order to enhance knowledge sharing, networking platforms through OP7 south-south cooperation mechanisms will be promoted amongst the community projects. This will create opportunities between funded and non-funded projects to interact and share best practices. The networking platforms will provide an opportunity for communities to actively participate and share insights in the implementation of the relevant conventions, regional and national programmes. Furthermore, SGP OP 7 strategic initiative on CSO-Government-Private sector policy and planning dialogue platforms present opportunities for CSOs to prepare and participate through consultative processes in international events including coming up with country positions at Conference of Parties such as; CITES, UNFCCC, UNCBD and UNCCD COPs. The same platforms will be used for feedback from the events and also promote the development of national policy/strategy plans in line with the conventions.



OP7 Strategic Priorities of the SGP Country Programme

The GEF/SGP brings along its vast experience in working with CSOs and in particular rural communities as good constituents strategically positioned to complement the efforts of the government and UNDP Country Office particularly with the UNDP Environment and Climate Change Unit for synergy, greater impact and ripple effects. A potential for synergy also exists with the UNDP Economic Diversification and Poverty Reduction Unit as it focuses on supporting the government on her efforts in eradicating poverty by promoting multi-dimensional approach to poverty eradication. Therefore, synergies between the two units will reap great results in addressing the poverty-environment nexus in the country. As a longstanding environmental funding modality with the knowledge of the grant making landscape, the Programme has the ability to reach a wider audience at grassroots level. The Programme also has an existing governance structure comprising the Technical Advisory Group (TAG) and the National Steering Committee (NSC) for overseeing approval, implementation, monitoring and evaluation of projects. The two structures also have experts who bring wealth of experience to support the Programme.

The government of Botswana through the Ministry of Environment, Natural Resources Conservation and Tourism (MENT) and its various departments presents an opportunity for collaboration through its various environmental financing windows. The National Environment Fund coordinated by the Department of Environmental Affairs (DEA) has themes/areas of focus that directly link and overlap with the OP7 strategic initiatives; complementary funding has been availed for some initiatives. The Conservation Trust Fund (CTF) in the Department of Wildlife and National Parks (DWNP) established exclusively for elephant conservation and development projects for communities within the elephant range present an opportunity for co-financing projects in the eligible areas.

Forest Conservation Botswana (FCB) under MENT through Department of Forestry and Range Resources (DFRR) supports initiatives that balance forest conservation and improvement of rural livelihoods through the direct and indirect use of forest resources. The FCB and DFRR funding window presents an opportunity for complementary funding for the community

landscape conservation and climate smart agro-ecology. To date SGP and FCB has successfully co-financed land reclamation with livelihood value addition projects in Northern parts of Botswana.

The women economic empowerment Programme under the Department of Gender Affairs, Ministry of Nationality, Immigration and Gender provides grants to women groups and individuals for business startup presenting an opportunity to link up with the Programme through social inclusion. The Empowerment of Non-State Actors Programme, a multi-lateral funding modality by the European Union and the government of Botswana, Ministry of Nationality, Immigration and Gender support among other themes such as gender and environment presenting an entry point for grantees supported by the Programme.

The initiatives supported by GEF/SGP have acted as incubators in the design of the GEF Medium Size Project (MSP) for BirdLife Botswana and the World Bank Full Size Project (FSP) for the Centre for Conservation of African Resources: Animals, Communities and Land Use (CARACAL). The Programme has funded community components for GEF FSP for Indigenous Vegetation Project, Environmental Support, Biokavango, Integrated Water Resources Management and Renewable Energy-Based Rural Electrification Programme for Botswana to ensure that the project impacts were felt at community level. Moreover, Table 3 outlines areas of potential complementary and synergy in OP6 for the Country Programme with the government funded programmes, UNDP strategies and GEF funded projects in Botswana.

Table 3: SGP Country Programme's Alignment with SGP OP7 Strategic Initiatives and Country Priorities, Projects and Programmes.

1	2	3
SGP OP7 Strategic Initiatives - Global	SGP Country Programme's OP7 Priorities	SGP Country Programme's complementarity with GEF, UNDP, and other projects and programmes
<p>Community-based conservation of threatened ecosystems and species</p> <p>Key objectives/ focus:</p> <ol style="list-style-type: none"> 1) Improve management effectiveness of protected areas through ICCAs and shared governance with private sector and government. 2) Improve community-led biodiversity friendly practices and approaches, including promoting blue economy (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.) 3) Enhance community led actions for protection of threatened species 	<ol style="list-style-type: none"> 1) <i>Improve community-led biodiversity friendly practices and approaches, including promoting blue economy (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.)</i> 2) <i>Enhance community led actions for protection of threatened species</i> 	<p>The Programme complements and serves as a delivery mechanism for implementation of some components of the following projects and programmes:</p> <p>Implementation of area-based management plans; Makgadikgadi Framework Management Plan and Okavango Delta Management Plans. Implementation of the National Biodiversity and Action Plan of 2016. CBNRM Strategic and Action Plan (2019-2023): Strategic Goal 1, To expand and diversify the tourism product. Goal 4 To ensure natural resource conservation. Goal 6 To enhance capacity and skills development. SPEDU Strategy for Selebi-Phikwe Regional Economic Diversification (2013) Botswana's Cooperative Transformation Strategy (September 2012) Economic Diversification Drive (EDD) Strategy for Botswana (2010) Support the Implementation of National Elephant Action Plan and Rhino Management Plan Strategic Planning Framework for the Conservation and Management of Elephants in the Kavango Zambezi Transfrontier Conservation Area.</p> <p>United Nations Sustainable Development Framework 2017-2021: The SGP complements the UNSDF implementation by strengthening local communities' participation in environmental management and sustainable economic development through supporting and piloting community driven initiatives implemented by CSOs and in particular rural communities through the pillar of; Implementation of Policies and Programmes.</p> <p>UNDP Country Programme Document (CPD 2017-2021): SGP complements the CPD implementation as it serves as a delivery mechanism on all the three pillars of; i) policies and programme design; ii) implementation of policies and programmes; iii) data for planning, monitoring, evaluation and decision making. The Programme as innovative lab, offers a platform to test the policies designed through implementation at the grassroots level. The Programme offers an opportunity for the CO to undertake M&E of the piloted interventions and use these experiences to inform policy design and implementation in the country.</p> <p>Botswana Government and UNDP project on: Environment and Climate Change Response in Botswana (2018-2020): Output 2 improved national capacities to plan for delivery, identify and resolve implementation challenges, and account for the delivery of high quality sustainable development (economic and environmental); Output 3 increased institutional capacities to collect, manage, analyse package and utilize data to improve planning, monitoring, evaluation and decision making.</p> <p>Mainstreaming Sustainable Land Management in rangeland areas of Ngamiland district landscapes for improved livelihoods (SLM Ngamiland): Component 1 - Effective range management in over 1 million hectares improves range condition and flow of ecosystem services to support livelihoods of local communities in Ngamiland.</p> <p>Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands: Component 3 - Integrated landscape planning in conservation areas and SLM practices in communal lands.</p> <p>The Biodiversity Finance Initiative (BIOFIN): The goal of the project is developing and piloting new approaches and methodology for leveraging increased biodiversity investments.</p> <p>Access and Benefit Sharing (ABS) Project, "Strengthening human resources, legal frameworks, and institutional capacities to implement the Nagoya Protocol: Component 2 Building trust between users and providers of genetic resources to facilitate the identification of biodiscovery efforts. Component 3: Strengthening the capacity of indigenous and local communities to contribute to the implementation of Nagoya Protocol.</p>

		<p>Integrating Indigenous Practices and Climate Smart Agriculture into crop and livestock production systems in Botswana- project funded by Green Climate Fund. The project aims to contribute to adaptation and building resilience in crop and livestock production systems through adoption of indigenous and Climate Smart Agriculture practices.</p> <p>OKACOM Strategic Action Plan implementation project: Outcome 3 Environmentally sound socio-economic development demonstrated in the basin to allow the basin population to improve their socio-economic status with minimum adverse impacts to and enhanced protection of the basin ecosystem.</p> <p>Orange-Senqu Project: Component 4: Addressing Land Degradation through community-based ecosystem management.</p>
<p>Sustainable agriculture and fisheries, and food security</p> <ol style="list-style-type: none"> 1) Increase efficiency and effectiveness of overall food production and value chain, including in vulnerable ecosystems (mountains, SIDS, etc.). 2) Increase diversification and livelihood improvement 3) Remove deforestation from supply chain and expanded restoration of degraded lands. 	<ol style="list-style-type: none"> 1) <i>Increase efficiency and effectiveness of overall food production and value chain, including in vulnerable ecosystems.</i> 2) <i>Increase diversification and livelihood improvement</i> 3) <i>Remove deforestation from supply chain and expanded restoration of degraded lands.</i> 	<p>The Programme complements and serves as a delivery mechanism for implementation of some components of the following projects and programmes:</p> <p>Implementation of the National Biodiversity and Action Plan of 2016.</p> <p>Implementation of National Climate Change Strategy for Botswana, 2018.</p> <p>CBNRM Strategic and Action Plan (2019-2023): Strategic Goal 1, To expand and diversify the tourism product. Goal 3 To intensify and improve economic benefits and related distribution.</p> <p>Botswana Government and UNDP project on: Environment and Climate Change Response in Botswana (2018-2020): Output 2 improved national capacities to plan for delivery, identify and resolve implementation challenges, and account for the delivery of high quality sustainable development (economic and environmental)</p> <p>Mainstreaming Sustainable Land Management in rangeland areas of Ngamiland district landscapes for improved livelihoods (SLM Ngamiland): Component 1: Effective range management in over 1 million hectares improves range condition and flow of ecosystem services to support livelihoods of local communities in Ngamiland.</p> <p>Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands: Component 2: Incentives and systems for communities' benefits and participation in combating wildlife crime; Component 3: Integrated landscape planning in conservation areas and SLM practices in communal lands.</p> <p>Access and Benefit Sharing (ABS) Project, "Strengthening human resources, legal frameworks, and institutional capacities to implement the Nagoya Protocol: Component 2: Building trust between users and providers of genetic resources to facilitate the identification of biodiscovery efforts.</p> <p>Ministry of Agricultural Development and Food Security: Continuous utilisation of Wastewater Irrigation scheme based on the pilot project implemented by International Fund for Agricultural Development (IFAD).</p> <p>Integrating Indigenous Practices and Climate Smart Agriculture into crop and livestock production systems in Botswana- project funded by Green Climate Fund. The project aims to contribute to adaptation and building resilience in crop and livestock production systems through adoption of indigenous and Climate Smart Agriculture practices.</p> <p>OKACOM Strategic Action Plan implementation project: Outcome 3 Environmentally sound socio-economic development demonstrated in the basin to allow the basin population to improve their socio-economic status with minimum adverse impacts to and enhanced protection of the basin ecosystem.</p> <p>Orange-Senqu Project: Component 4: Addressing Land Degradation through community-based ecosystem management.</p> <p>The Government of Botswana, Intended Nationally Determined Contributions, 2015.</p> <p>Efficient and sustainable utilization of all components of biodiversity in Botswana through appropriate land and resource use practices and management</p> <p>Ministry of Environment, Natural Resources Conservation and Tourism: Botswana Climate Smart Agriculture Programme</p> <p>Ministry of Agricultural Development and Food Security: Livestock Management and Infrastructural Development (LIMD) & Integrated Support Programme for Arable Agricultural Development (ISPAAD).</p>



		<p>Botswana Institute for Technology Research and Innovation: Climate proofing dryland with small scale farmers with the view to improve livelihoods and food security in light of climate change and variability.</p> <p>Ecoexist: Conservation Agriculture: Improving food security and resilience to human-elephant conflict.</p> <p>Pabalelo Trust: Backyard gardening and Conservation agriculture.</p>
<p>Low-carbon energy access co-benefits Support implementation of Paris Agreement and the NDCs</p> <ol style="list-style-type: none"> 1) Promote renewable and energy efficient technologies providing socio-economic benefits and improving livelihoods. 2) Promote off-grid energy service needs in rural and urban areas. 	<ol style="list-style-type: none"> 1) <i>Promote renewable and energy efficient technologies providing socio-economic benefits and improving livelihoods.</i> 2) <i>Promote off-grid energy service needs in rural and urban areas.</i> 	<p>The Programme complements and serves as a delivery mechanism for implementation of some components of the following projects and programmes:</p> <p>Botswana Government and UNDP project on: Environment and Climate Change Response in Botswana (2018-2020): Output 2 improved national capacities to plan for delivery, identify and resolve implementation challenges, and account for the delivery of high-quality sustainable development (economic and environmental).</p> <p>The Government of Botswana, Intended Nationally Determined Contributions, 2015.</p> <p>Botswana National Climate Change Strategy, 2018.</p> <p>Promoting production and utilisation of bio-methane from agro-waste in South-Eastern Botswana implemented by BITRI & UNDP: Component 2 Facilitation and establishment of the first biogas plants in Botswana.</p> <p>Botswana Institute for Technology Research and Innovation: Solar street lighting project called SEDING.</p> <p>Botswana's Sustainable Energy for All (SE4ALL) Investment Prospectors (2017) and associated frameworks that aims to respond to the dual challenge of; reducing the carbon intensity of energy while making it available to everyone on the country. Through community driven initiatives, the Programme will complement initiatives such as the on-going procurement of 100MW off grid connected PV that is spearheaded by Botswana Power Corporation.</p>
<p>Local to global coalitions for chemicals and waste management</p> <ol style="list-style-type: none"> 1) Reduce and promote alternative to mercury use in artisanal and small-scale gold mining 2) Promote plastics/ solid waste management and circular economy 3) Reduce/ remove use of chemicals in agriculture 4) Enhance local to global coalitions on chemicals, waste and mercury management 	<ol style="list-style-type: none"> 1) <i>Promote plastics/ solid waste management and circular economy</i> 2) <i>Reduce/ remove use of chemicals in agriculture</i> 3) <i>Enhance local to global coalitions on chemicals, waste and mercury management</i> 	<p>The Programme complements and serves as a delivery mechanism for implementation of some components of the following projects and programmes:</p> <p>Botswana Government and UNDP project on: Environment and Climate Change Response in Botswana (2018-2020): Output 2 improved national capacities to plan for delivery, identify and resolve implementation challenges, and account for the delivery of high-quality sustainable development (economic and environmental).</p> <p>Treatment of POPs contaminated soils using non-thermal methods: Food and Agriculture Organisation</p> <p>Ministry of Agricultural Development and Food Security: Plant Protection, Department of Crop Production</p> <p>Botswana's Waste Management Strategy of 1998.</p>

<p>CSO-Government-Private Sector Policy and Planning Dialogue Platforms</p> <p>1) Promote/enhance community voices and participation in global and national policy, strategy development related to global environment and sustainable development issues</p>	<p>1) <i>Promote/enhance community voices and participation in global and national policy, strategy development related to global environment and sustainable development issues</i></p>	<p>The Programme complements and serves as a delivery mechanism for implementation of some components of the following projects and programmes:</p> <p>UNSDF (2017-2021). Outcome 1: By 2021, Botswana has quality policies and programmes towards the achievement of Sustainable Development Goals targets and national aspirations</p> <p>UNDP Country Programme Document (2017-2021): In promoting sound environmental governance particularly in vulnerable communities, UNDP will facilitate the contribution of CSO's to capture public voice.</p> <p>Botswana Government and UNDP project on: Environment and Climate Change Response in Botswana (2018-2020): Output 2 improved national capacities to plan for delivery, identify and resolve implementation challenges, and account for the delivery of high quality sustainable development (economic and environmental).</p> <p>Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands: Component2: Incentives and systems for communities' benefits and participation in combating wildlife crime</p> <p>Botswana Government and UNDP project, Support to the fulfillment of human rights, access to justice and empowerment of youth and women: Output 2.3 Effective public engagement in development of laws, policies and programmes to reduce corruption and deepen access to justice, peace and security for women, youth and vulnerable groups.</p> <p>Ministry of Environment, Natural Resources Conservation and Tourism: CBNRM Coordinator & Department of Environmental Affairs, MEA Coordinating Committee</p> <p>District CBNRM Forum: Ngamiland CBNRM Forum & Ngamiland Council of NGOs (NCONGO)</p> <p>National CBNRM Forum: Kalahari Conservation Society;</p> <p>NGO Council: Botswana Community Based Organization Network (BOCOBONET) & Botswana Council of Non-Governmental Organization (BOCONGO.)</p>
<p>Enhancing social inclusion (mandatory)</p> <p>1) Promote targeted initiatives</p> <p>2) Mainstream social inclusion in all projects (e.g. women/girls, indigenous peoples, youth, and persons with disabilities)</p>	<p>Enhancing social inclusion</p> <p>1) Promote targeted initiatives</p> <p>2) Mainstream social inclusion in all projects (e.g. women/girls, indigenous peoples, youth, and persons with disabilities)</p>	<p>The Programme complements and serves as a delivery mechanism for implementation of some components of the following projects and programmes:</p> <p>UNSDF (2017-2021): Outcome 1: By 2021, Botswana has quality policies and programmes towards the achievement of Sustainable Development Goals targets and national aspirations</p> <p>Disability Inclusive Development: Guidance and Entry Points, 2018.</p> <p>Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands: component 4 Knowledge management, M&E and gender mainstreaming.</p> <p>Botswana Government and UNDP project, Support to the fulfillment of human rights, access to justice and empowerment of youth and women: Output 2.3 Effective public engagement in development of laws, policies and programmes to reduce corruption and deepen access to justice, peace and security for women, youth and vulnerable groups.</p> <p>Draft National Disability Framework</p> <p>UNFPA</p> <p>UNICEF</p> <p>UN Women</p> <ul style="list-style-type: none"> • Ministry of Youth Empowerment, Sports and Culture Development: Youth Development Fund • Citizen Entrepreneurship Development Agency: Young Farmers Fund <p>Ministry of Nationality, Immigration and Gender; Gender Department: Women economic empowerment programme</p> <p>Ministry of Local Government and Rural Development, Remote Area Development Programme: empowering economically vulnerable people by engagement them in suitable social and economic activities</p> <p>Office of the President: Programme on empowering People Living With Disability (PLWDs)</p>



<p>Knowledge Management (mandatory)</p> <ol style="list-style-type: none"> 1) Capture knowledge and lessons from projects and activities 2) Improve capacities of CSOs/CBOs 3) Conduct South-South Exchanges to promote technology transfer and replication of good practices 	<p>Knowledge Management</p> <ol style="list-style-type: none"> 1) Capture knowledge and lessons from projects and activities 2) Improve capacities of CSOs/CBOs 3) To promote and advocate for innovative practices on capturing knowledge and lessons from project activities 4) Conduct South-South Exchanges to promote technology transfer and replication of good practices 	<p>The Programme complements and serves as a delivery mechanism for implementation of some components of the following projects and programmes:</p> <p>Communities connect GEF CSO network</p> <p>Botswana Government and UNDP project on: Environment and Climate Change Response in Botswana (2018-2020): Output 3 increased institutional capacities to collect, manage, analyse package and utilize data to improve planning, monitoring, evaluation and decision making.</p> <p>Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands: component 4 Knowledge management, M&E and gender mainstreaming.</p> <p>ABS Project, "Strengthening human resources, legal frameworks, and institutional capacities to implement the Nagoya Protocol: Component 2 Building trust between users and providers of genetic resources to facilitate the identification of biodiscovery efforts.</p> <p>Promoting production and utilisation of bio-methane from agro-waste in South-Eastern Botswana implemented by BITRI & UNDP: Component 3 Facilitation and establishment of appropriate biogas utilisation platforms in at least two districts of South-Eastern Botswana.</p> <p>Support to the Ministry of Finance and Economic Development to Lead in the Coordination of SDGs Implementation in Botswana project implemented by UNDP: Output 3 A comprehensive advocacy, sensitization and awareness drive undertaken across the country on the SDGs, targets and indicators, to ensure no one is left behind.</p> <p>Support to Economic Diversification and Inclusive Growth in Botswana, Project implemented by UNDP: Output 3.1 Increased institutional capacities to collect, manage, analyses, package and utilize data.</p> <p>Support to Implementation of Suppliers Development Programme (SDP), project implemented by UNDP: Increased institutional capacities to collect, manage, analyses, package and utilise data to improve planning, monitoring, evaluation and decision making towards sustainable development of the economy.</p> <p>Botswana Government and UNDP project, Support to the fulfillment of human rights, access to justice and empowerment of youth and women: Output 2.3 Effective public engagement in development of laws, policies and programmes to reduce corruption and deepen access to justice, peace and security for women, youth and vulnerable groups. Output 3.1 inter sectoral coordination, monitoring and evaluation of national programs strengthened.</p> <p>University of Botswana: Centre for Scientific Research Indigenous Knowledge and Innovation Ministry of Tertiary Education, Research, Science and Technology: Botswana Innovation Hub, Human Resources Development Council & Botswana Education</p>
<p>Results Management, Monitoring & Evaluation (mandatory)</p> <ol style="list-style-type: none"> 1) Administer new M&E strategy in country programme and project design, implementation and overall decision making using participatory mechanisms 	<p>Results Management, Monitoring & Evaluation</p> <ol style="list-style-type: none"> 1) Administer new M&E strategy in country programme and project design, implementation and overall decision making using participatory mechanisms. 2) Translate the new M&E strategy into applicable and simple tools as well as tap into Indigenous Tools of M&E at community levels. 	<p>The Programme complements and serves as a delivery mechanism for implementation of some components of the following projects and programmes:</p> <p>United Nations Sustainable Development Framework 2017-2021: UNDP CPD pillars on data and M&E The SGP complements these programmes through implementation by strengthening local communities' participation in environmental management and sustainable economic development through supporting and piloting community driven initiatives implemented by CSOs and in particular rural communities through pillar of; Data for planning, monitoring, evaluation and decision-making.</p>





OP7 Priority Landscapes & Strategic Initiative



Grantmaking Within the Priority Landscape²

Process for selecting priority landscapes

In supporting the government efforts to drive the development agenda for Botswana, the Country Programme conducted comprehensive consultations both with the Government, private sector, academia institutions as well as the local communities who are the beneficiaries of this programme in the preparation of OP7 CPS. The aim was to identify the priority directions for SGP support in the next four years. Building on experiences from OP6 and previous phases, a key element of SGP's implementation in OP7 is the development of landscape approaches within countries to better focus on grant-making and promote strategic programming and clustering of small grant projects with the aim to achieve greater impact and lead to synergies and opportunities for scaling up. Prioritization of the landscapes started during the negotiations with the government for STAR allocations to support SGP work in OP7.

A meeting was convened with GEF focal point at DEA, CBNRM Coordinator and UNDP on the 29th March 2019 and a follow up meeting with CBNRM Coordinator was held on the 10th April 2019 with the CBNRM team. As an outcome of these meetings, four landscapes were selected being; Central (within the boundaries delineated for the Makgadikgadi Framework Management Plan), Tswapong, Bobirwa and Shoshong areas. Another landscape of Pandhandle of the Okavango Delta was also added based on the already existing partnership with UNESCO World Heritage Centre and Government for the implementation of COMPACT project. The project was supported in OP6 but due to delays this is supposed to be carried out in OP7 to enable successful implementation.

Makgadikgadi Wetland Area was in OP6 landscape and was selected as the Programme has only been supporting initiatives there in two years following approval of OP6 CPS in 2017. To this end, it was emphasized that the desired impact has not yet been broadly realised hence a need to intensify efforts and direct funding to the same areas. The area was selected as there was a need to enhance a business development perspective of funded projects in the area to improve operational efficiency and sustainability. The other 3 areas were selected based on the government efforts of diversifying the CBNRM programme in Botswana

by focusing in areas that received minimal support. Furthermore, not much work has been done in these areas, poverty levels are relatively high and there are salient environmental challenges such as; human-elephant conflicts, drought and land degradation especially around the Bobirwa area. It was also shared that the aforementioned areas had a great potential for tourism ventures as identified by the study that was commissioned by Botswana Tourism Organisation in 2011.

Following in-depth consultations from 18th October to 1st November 2019 with all the stakeholders at sampled sites throughout the country, a key-stakeholders meeting with key and relevant government departments was convened on the 5th November 2019. This was with the purpose to re-prioritise the strategic initiatives as well as the landscapes for focused programming by the SGP in OP7. Based on this meeting, the landscapes of; Makgadikgadi Wetland Area (Figures 2 & 3), Bobirwa (Figure 4) and Panhandle of the Okavango Delta (Figure 5) were finally selected. This prioritisation exercise was guided by the criteria for selecting a landscape as per guidance provided by HQ. In addition to the global environmental, socio-economic characteristics, the landscapes were selected based on the stakeholder capacities and the long-term consideration for SGP role on opportunities for partnerships. These landscapes were selected based on the investment made through the Global Environment Facility Medium sized project in Makgadikgadi Wetland Area (SLM Makgadikgadi), area based management plans (Makgadikgadi and Okavango Delta Management plans) developed by the government, presence of active and strong private sector such as mines in the MWA and government programmes such as SPEDU initiative in the Bobirwa area as well as the presence of eligible organisations that could take upscale the Programme.

²REFER TO THE VARIOUS GUIDANCE DOCUMENTS ON LANDSCAPE/SCAPE SELECTION AND ASSESSMENTS.

This was also based on further engagement and the confirmation of the available financial resource envelope estimated at One million, two hundred and thirty-one Thousand USD (USD 1,231,000) to support OP7 programming. Considering the vastness of the initial selected landscapes; it was decided that for greater impact and focused programming, the area delineated for the Makgadikgadi Framework Management Plan (MFMP) landscape (Figure 2 below), Panhandle of

the Okavango Delta and Bobirwa area be the only three selected as OP7 landscapes. Therefore, the landscapes will receive 70% of the grants resources allocated for OP7 and the remaining 30% of the resources will be used for supporting initiatives outside the landscape.

Selected Landscapes

Makgadikgadi Wetland System

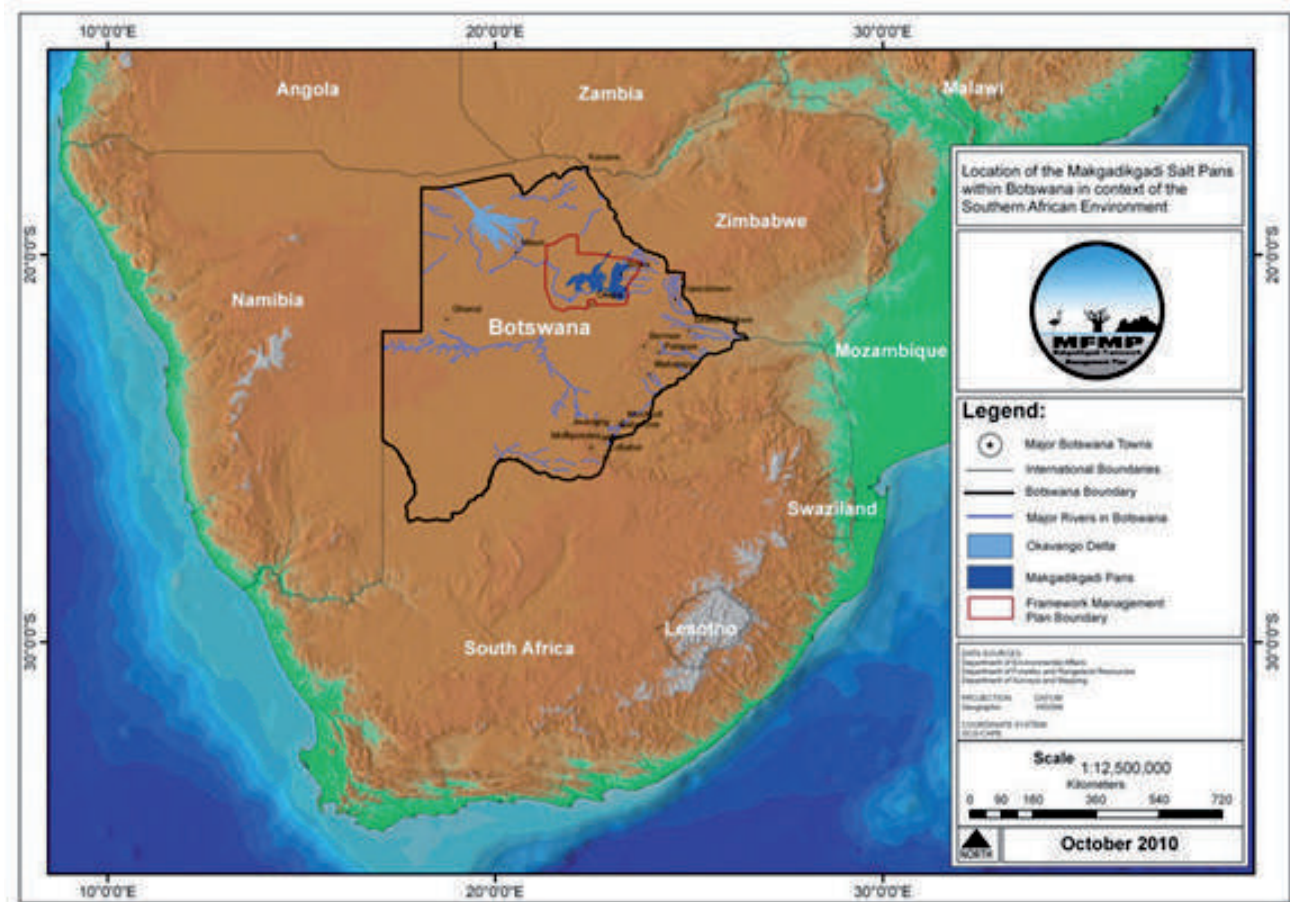


Figure 2: Location of the Makgadikgadi Pans in Botswana and Southern Africa.

Sources: Department of Environmental Affairs and Centre for Applied Research, 2010



The Makgadikgadi Wetland System (MWS) is an area of national and international significance, covers an area of 36, 452 km² and is richly endowed with rangelands and wetlands (Figure 3). The area delineated for the Makgadikgadi Framework Management Plan was selected on the existing investment by GEF (Full Size and Medium Size - past and current projects) respectively and strategic project funded by the programme implemented by BirdLife Botswana. Furthermore, the existence of other development partners within the landscape such as; Debswana Letlhakane Orapa and Damtshaa mines, Lucara mine, Botswana Soda Ash mine, World Bank and Kavango Zambezi Transfrontier Conservation Area in MWS presents opportunities for collaboration and complementary funding for CSO initiatives through corporate social investment windows. The poverty levels are at 33% and 18.9% in Central Boteti and Central Tutume respectively; sub districts that fall within the chosen area³.

The Makgadikgadi ecosystem was prioritised by the government based on fragility of the ecosystems. The area is dry for most of the year and receives its water from rainfall and inflows from ephemeral rivers. MWS offers a habitat and breeding place for the largest and diverse bird species including the flamingos; is home to globally threatened bird species which include, Lesser Kestrel, Wattled Crane, Pallid Harrier, Lesser Flamingo, Black-winged Pratincole, Lappet-faced vulture, White-backed vulture, and Chestnut-banded plover. The area is a transition zone from wet to arid, susceptible to environmental challenges especially land degradation but ideal for tourism due to the abundance of the birdlife, presence of herbivorous and carnivorous animals.

³ STATISTICS BOTSWANA, 2015.

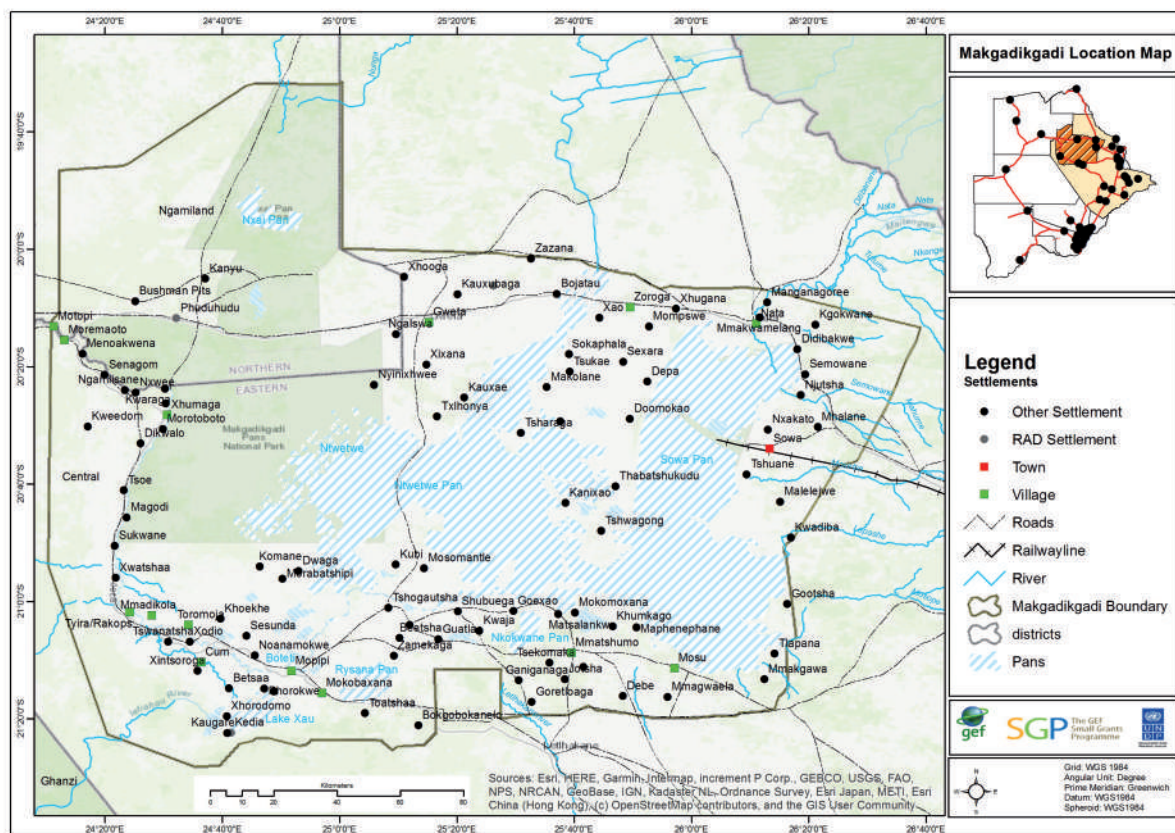


Figure 3: Location Map of Makgadikgadi Wetland Area.

The Makgadikgadi ecosystem landscape was favoured as the government invested huge financial resources in the development of the Makgadikgadi Framework Management Plan as an area based management and also linked it to the NBSAP. The implementation of an area-based management as the Makgadikgadi one was also identified as a priority by the Country Programme Document for Botswana especially as it offers opportunities for replication and scale-up. In addition, the existence of governance structures such as Makgadikgadi Framework Management Plan Implementation Committee and Makgadikgadi Wetlands Management Committee (MWMC) comprising largely communities, community leaders and Community Based Organisations offer a platform for coordination of development activities aligned to implementation of the MFMP.

The Makgadikgadi Framework Management Plan recognizes that the socio-economic development of Makgadikgadi wetlands is affected by different land tenure systems, often conflicting policies with the use and management of its natural resources insufficiently coordinated. As a result, a holistic and integrated management plan was developed

to conserve the integrity of the wetland system and to optimise the sustainable utilisation of its resources. The overall aim of the MFMP is to, *improve the livelihoods of local communities through wise use of the natural resources.*

The MFMP derives its existence on the principles focusing on local stakeholder involvement through participatory planning and implementation; development that meet the livelihood needs of the communities as well as the environment; and vulnerable groups.



Panhandle of the Okavango Delta

The Okavango Delta is located in the north-west of Botswana and comprises of permanent marshlands and seasonally flooded plains (Figure 4 below). It is commonly referred to as the “jewel of Kalahari” owing to its uniqueness. It is one of the very few major interior delta systems that do not flow into a sea or ocean, with a wetland system that is almost intact. The delta has two international designation under the Ramsar and the World Heritage Convention, and this has contributed to the protection and management of the landscape. The site was designated as a Wetland of International Importance (Ramsar Site) on 12 September 1996. At the 38th session of the World Heritage Committee in 2014, it was inscribed on the World Heritage List due to its exceptional biodiversity and scenic values (Criteria: vii, ix and x). Hence, the delta is not only of great significance to its inhabitants, the local and indigenous communities, and the country but also to the global community.

At the time of the inscription, the World Heritage Committee encouraged the State Party of Botswana to expand and strengthen programmes which accommodate traditional resource use for livelihoods, user access rights, cultural rights and access to opportunities to participate in the tourism sector, in keeping with the World Heritage site’s Outstanding Universal Value (Decision 38 COM 8B.5). Supportive of the existing efforts by the government of Botswana and other stakeholders, a process is currently underway to replicate the COMPACT initiative in the Okavango delta WHS-panhandle in Botswana in the selected villages (**Table 4 below**). Through this three-year project, Okavango Delta WHS will establish the COMPACT community conservation programme constituting a permanent structure to support involvement of local communities in the conservation of World Heritage and to provide small-grants for community-based conservation and livelihood projects as well as targeted capacity building, networking and exchange activities.

Table 4: List of Villages Within the Panhandle of Okavango Delta World Heritage Site.

Villages	
Xaxaba	Gudigwa
Jao	Mohembo
Ditshiping	Shakawe
Xakao	Nxamasere
Ngarange	Sepopa
Mogotho	Ikoga
Shaowe	Etsha 1 to 13
Seronga	Shaikarawe
Eretsha	Beetsha
Kauxwi	Sekondomboro
Xakao	Mawana
Xhaoga	Kajaja
Gonutsoga	Qauxa
Tobera	Kauxwi

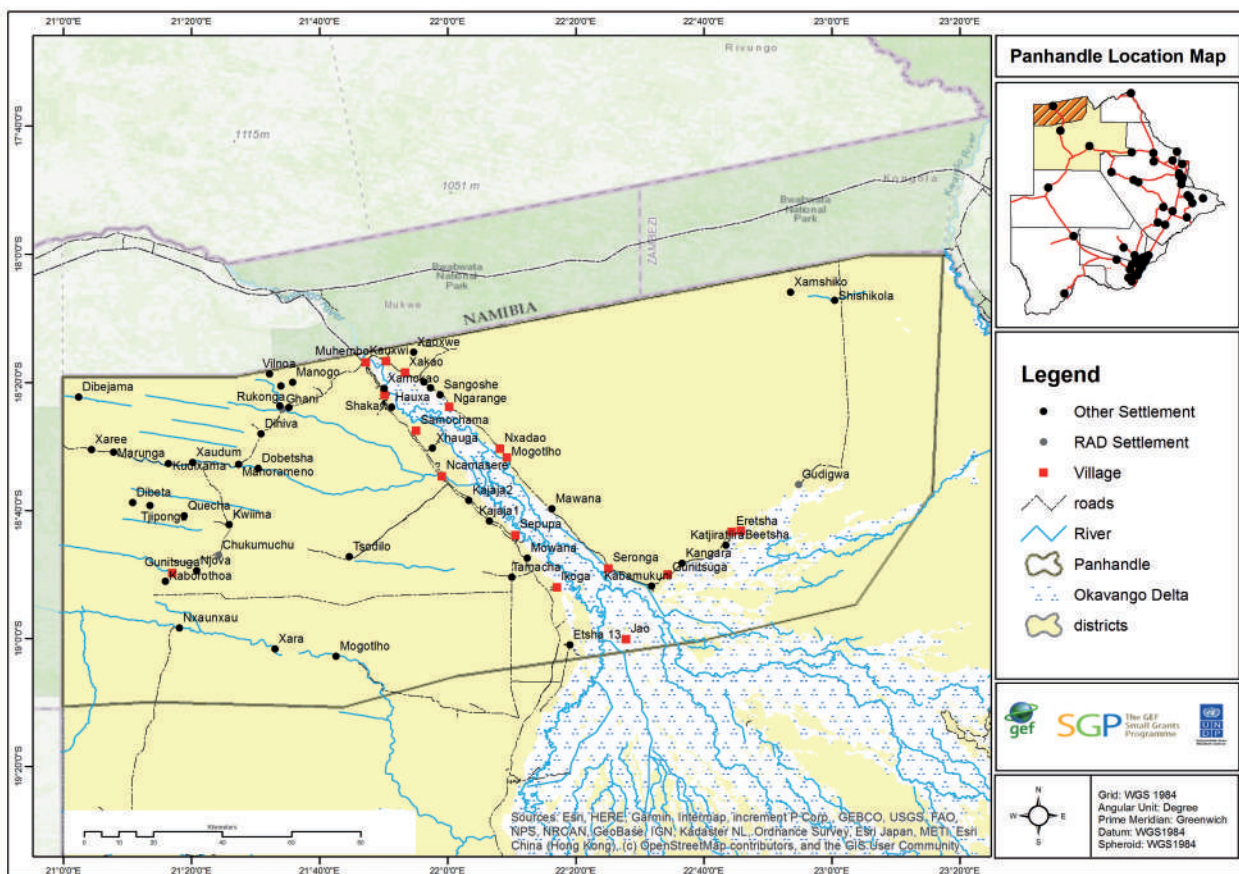


Figure 4: Location Map of Panhandle of the Okavango Delta.



Bobirwa Area

Bobirwa Sub District is located on the eastern part of Botswana in the Central District, adjoining Zimbabwe to the North East and South Africa to the South East at the confluence of Shashe and Limpopo rivers. The Sub District consists of two constituencies being Mmadinare and Bobonong. These constituencies consist of 17 villages. The 7 villages within the Mmadinare constituency are Mmadinare Service Centre, Lepokole, Tshokwe, Robelela, Tobane, Damuchojena and Sefhophe. The 10 villages within the Bobonong constituency consist of Bobonong Rural Administration Centre, Semolale, Mabolwe, Gobojango, Tsetsebjwe, Mathathane, Molalatau, Moletemane, Mothabaneng, Lentswe-Le-Moriti (Figure 5 below). The area experience cold winters and hot summers. There is little to no rain during the entire winter and humidity is low. Rains generally start in October or November and persist through to March or April. According to the climate projects for the country, Bobirwa area will be most hard hit by impacts of climate.

Therefore, there is a need to support initiatives geared towards cubing the impacts of climate change by providing adaptation and mitigation initiatives. The area was reliant on the operation of the Bamangwato Commission Limited (BCL) mine that was mining copper and nickel. However, due to the closure of the mine in 2017, this has resulted increased poverty levels. The majority of the inhabitants now rely on agriculture as the major economic activity in the area. The majority of the local community is involved in subsistence crop farming. However, limited access to markets is the greatest challenge in optimizing benefits. Farmers go through a challenge of selling their livestock to a higher price because of the Foot and Mouth and measles diseases in their area. This makes it difficult for livestock keepers to find secure markets outside of the Bobirwa sub-district. The area has plenty of mophane worms during the rainy season which the community harvest for income generation. To this end, there is a need to support initiatives that will promote tapping into other avenues such as tourism as an income generating initiative.

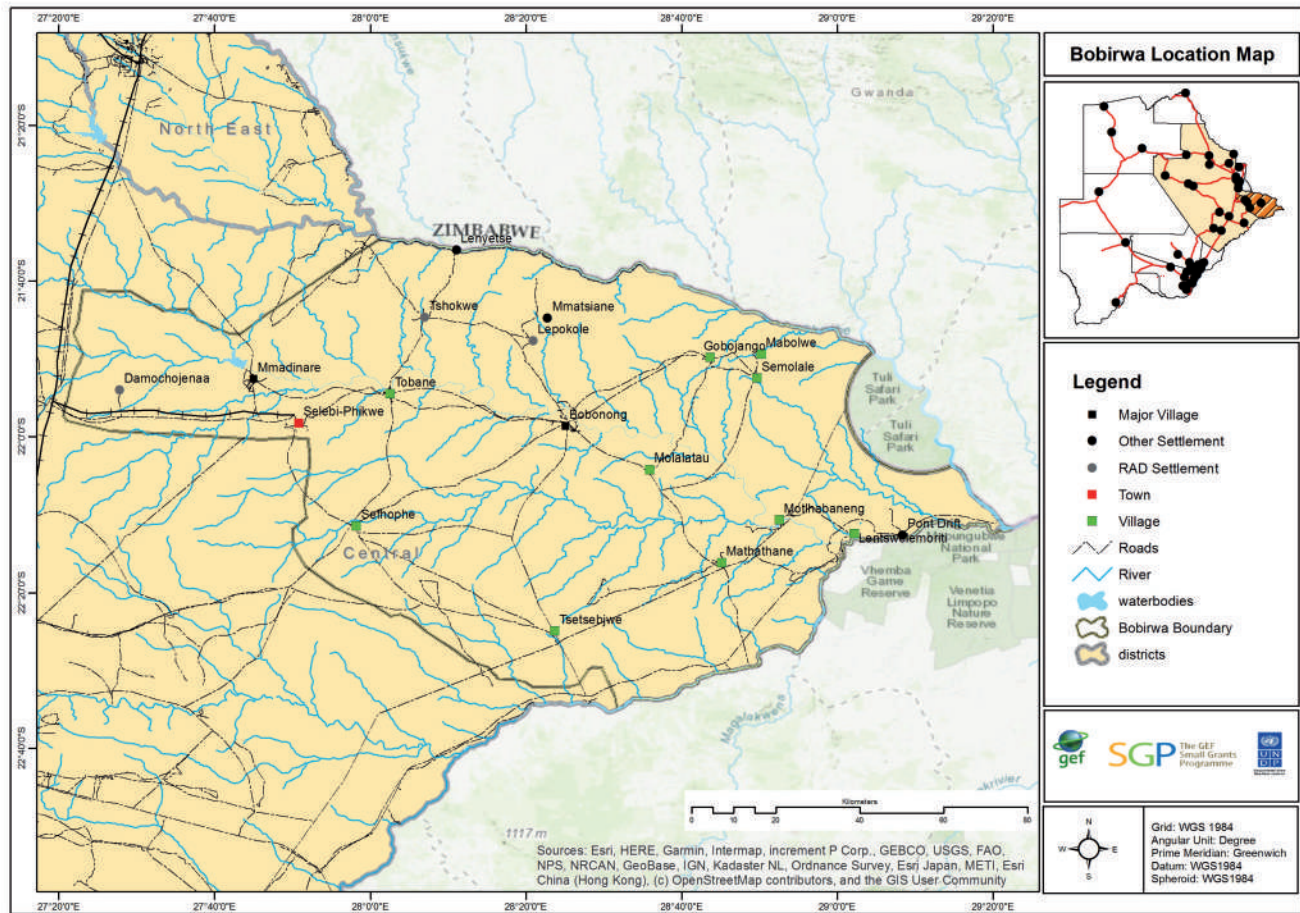


Figure 5: Location Map of Bobirwa Area.

In terms of opportunities for partnerships, Bobirwa area falls within the geographical areas selected for Selebi Phikwe Economic Diversification Unit (SPEDU). SPEDU is an investment promotion company owned by the Government of Botswana tasked to coordinate investment promotion and economic diversification in the SPEDU economic region. The region is found in Central district of Botswana comprising four (4) geographical areas of Bobirwa, Tswapong North, Sefophe, Mmadinare and Selebi Phikwe town. The program has been set to promote business efficiency and competitiveness in the region, promote inward investment and trade facilitation, promote employment creation, enhance the development and application of skills relevant to employment in

the region and to further economic development and regeneration of the Selebi Phikwe region. The GEF SGP aims to catalyse sustainable urban solutions as part of their initiative to contribute to the country's economic development. The programme encourages community participation to improve people livelihood through community led projects.



OP7 Strategic Initiatives in the landscapes/seascapes

In prioritising the strategic initiatives for OP7 programming, the programme based the choices on the input from the consultation process with communities and stakeholders. Coupled with desktop analysis, the Programme selected initiatives as per the area management plans of ODMP and MFMP activities as well as associated District Development Plans (DDPs) for the landscapes that are aligned or in line with the strategic initiatives as such were a result of intense and in-depth consultations in the prioritised themes and categories. Following the scoping

exercise, the local communities ranked the projects in the following strategic initiatives; Community-based conservation of threatened ecosystems and species at 50% , Sustainable agriculture, fisheries and food security at 33%, Low-carbon energy access co-benefits at 6% and lastly Local to global coalitions for chemicals and waste management at 11% (Figure 6). To this end, OP7 programming will focus on the 4 prioritised strategic initiatives both within the 3 selected landscapes and to the rest of the country.

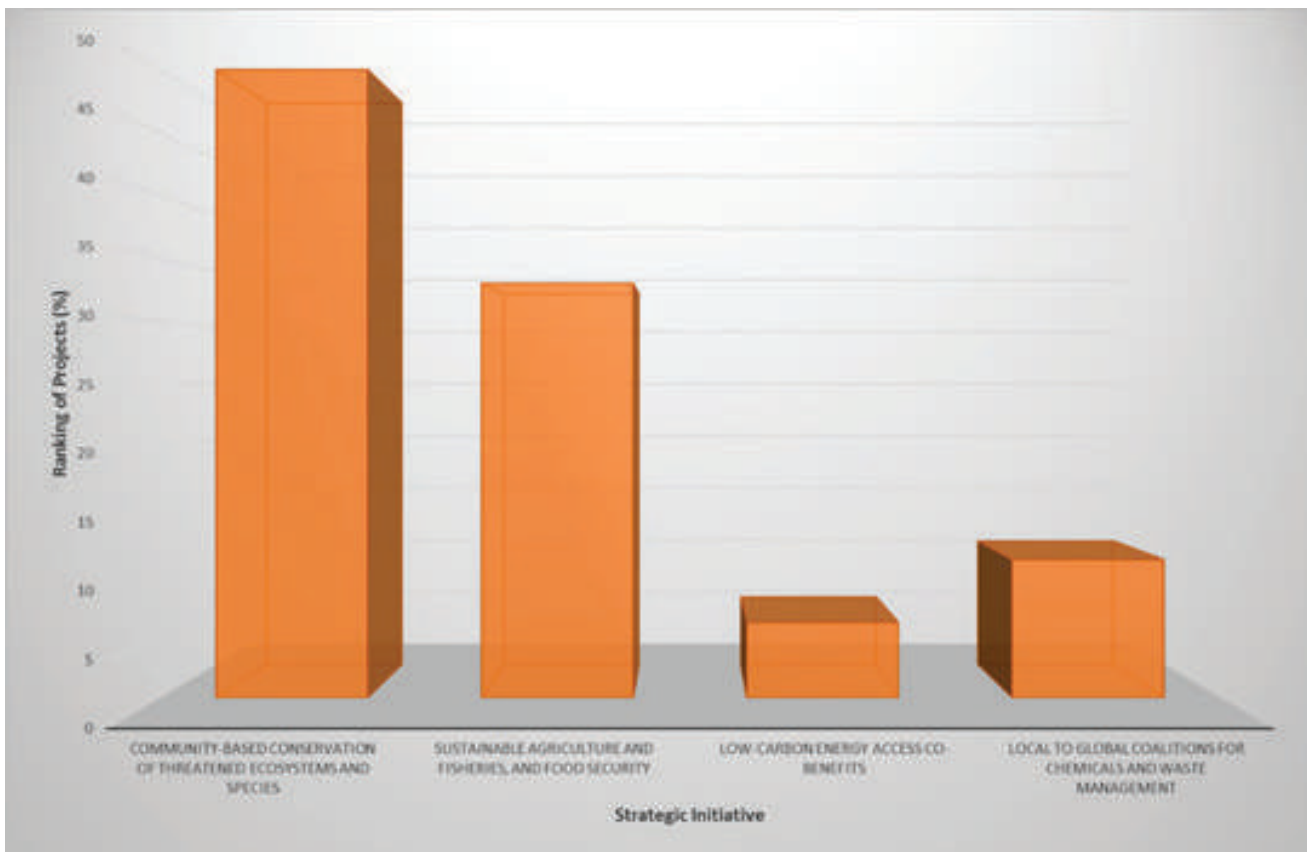


Figure 6: Strategic Initiatives Prioritised by the Local Communities Within the Boundaries of the Three Selected OP7 Landscapes.





Specific strategies highlighting types of projects for the selected landscape

Community-based conservation of threatened ecosystems and species

Promotion of sustainable use of biodiversity hotspots within the boundaries of the 3 selected landscapes;

Protection of bird breeding sites for increased recruitment of bird species;

Support community based fire management approaches for management of wild fires;

Explore sustainable use of natural resources and value chain activities through viable development of fishing and veld products;

Support communities in utilisation of pans, archaeological sites and birds for ecotourism ventures;

Capacity building of communities to enhance sustainable and profitable resource utilisation;

Promote veld product development and value addition to improve livelihoods;
Promotion of human wildlife coexistence measures;

Capacity building and community awareness on human-wildlife conflict mitigation strategies;

Support improved rangeland management and livestock husbandry through rotational grazing, reduced stocking rates and increased herding.

Combat illegal sand mining

Sustainable agriculture and fisheries, and food security

Diversification of cropping systems through fodder production, agro-forestry;

Introduction of new crop farming techniques that enhance crop productivity and resilience such as Climate Smart Agriculture technologies;

Use of early maturing crops, ie those that take too long before harvesting

Support land reclamation initiatives that enhances resilience to climate change.

Low carbon energy access co-benefits

Promotion of energy saving and efficient use of renewable resources;

Enhance resilience to climate change through water harvesting, conservation farming and drought resistant crops.

Promotion of biogas use in rural areas especially where fuel wood is heavily used

Local to global coalitions for chemicals and waste management

Explore, pilot and replicate the use of new, appropriate and best available technologies for on-site sanitation facilities;

Establish community based waste sorting, collection and recycling for environmentally sound waste management;

Support reduce, reuse and recycling of waste;

Promote recycling of wastewater for agribusiness.



Grant making Outside the Priority Landscapes

In OP7, a total of 30% of total resources will be reserved by the Programme to support CSOs outside the selected landscape of Makgadikgadi, Panhandle of the Okavango Delta and Bobirwa areas. Projects will be supported aligned to any of the 4 selected strategic initiatives based as presented by proposals submitted by the CSOs. Furthermore, through the grant maker+ role, CSOs will be assisted to develop high quality proposals that are innovative, inclusive and impactful. Furthermore, through the capacity building platforms, potential grantees will be empowered to develop feasible and bankable proposals with a potential to establish industries at the local community levels. Furthermore, to explore scaling up activities undertaken outside the landscape through synergy with those within the landscape. Dialogue workshops, peer learning and exchanges will be used to share best practices for both outside and within the landscape.

CSO-Government-Private Sector Dialogue Platform

The two Area Management Plan Implementation Committee; Makgadikgadi Wetlands Management Committee (MWMC), the Okavango Wetland Management Committee that implements the Okavango Delta Management Plan will be strengthened and used as a platform for engagement in ensuring that the implementation of both the MFMP, ODMP and the CPS benefit the communities. The MFMP and ODMP identified

capacity building especially training of communities in governance and leadership, management, business, financial management and knowledge management as a priority geared towards human development for CSOs. In the Bobirwa area, partnerships will be forged to establish and strengthen a structure for the SPEDU region aimed at promoting natural resources management and livelihoods improvement.

In the areas both inside and outside the landscapes, the programme will work towards strengthening the District Community Based Natural Resources Management (CBNRM) Forum together with the National CBNRM Forum as existing platforms that bring together CBOs, communities and stakeholders with the common interest in sustainable management of natural resources. In attaining this, the Programme will strengthen the partnerships with the Technical Advisory Committees (TACs) at the district levels. The TAC is a Government structure comprised of various departments and has the primary mandate of; providing oversight technical assistance to the CBO's and ensuring that the CBOs abides by the CBNRM policy and its requirements. The programme will also forge partnerships with private sector, NGO Council, BOCONGO and BOCOBONET forums around the country so as to facilitate dialogue between all stakeholders and in ensuring the voice of the CSO's is captured. The platforms are recognised as an avenue for capacity building workshops and facilitation of sharing experiences, lessons learnt and good practice



through knowledge management and product development. Furthermore, the Programme will invest in capacity building initiatives with the private sector to empower CSOs as well as build networks for effective project design and implementation.

Promoting Social Inclusion, including gender equality and women's empowerment

Within and outside the landscape, vulnerable groups such as women, youth, people living with disability and remote area dweller groups will be targeted for support in accessing financial resources for their projects. The programme will adopt the use of alternative methods of proposal development such as; audio and video recordings targeting remote area dwellers. Capacity building initiatives will be designed to ensure participation of the vulnerable groups (women, youths, PLWDs and the remote area dwellers). The programme will also ensure that vulnerable groups actively participate in project implementation by advocating for vulnerable groups to be elected in the project management teams. In reporting, gender and age disaggregated data will be collected through progress and final reports, monitoring tools, meetings and training to gauge the level of vulnerable groups.

Knowledge Management

Plans for capturing lessons learnt and best practices

In the endeavour to document and manage knowledge generation, grantees will be encouraged to capture their lessons and experiences during project implementation photos and video footages. As part of promoting knowledge generation, funds will be allocated to enable grantees to generate information for use in production of knowledge products. The NSC to agree on the percentage of the projects budget to be allocated for knowledge management. Partnerships with academic and research institutions will be initiated as part of enhancing and fast-tracking documentation and analysis of project results. A portfolio review exercise will be undertaken as part of documentation and preparing a knowledge product that will share grantee, committees and programme stories. The exercise will also enable collation, analysis, synthesis and packaging of information and results from individual projects will be compiled into a booklet showcasing the initiatives, lessons learnt, experiences and best practices.



Sharing and dissemination of lessons and best practices

Programme and individual projects documentaries, videos, photo stories, posters, brochures and pamphlets will be shared with wider audiences through both print and electronic media, public meetings, workshops and consultation forums. The use of other media platforms such as; TV and radio will be utilised as well as the use of arts and theatre to reach out to the schools and other stakeholders. The SGP in OP7 will forge partnerships with Ministry of Education through such platforms such as; the clubs at the schools, for example, wildlife and environmental education clubs aimed at sharing and disseminating lessons and best practices as well as support other platforms such as; exhibitions, trade fairs and education programmes.

As the country and the whole world is in the process of fully adopting the fourth industrial revolution tools, the programme will also explore and support the use of Information and Communication Technology (ICT) in creation of other new and innovative knowledge management products so as to share lessons and experiences. For example, the SGP will support the development of Applications and Unstructured Supplementary Service Data (USSD) codes or quick codes to disseminate the work of supported by the Country Programme, adopt virtual reality as a tool to help in monitoring of the projects and also promote convening virtual meetings with grantees to monitor the projects. Knowledge fairs both within and outside the landscapes will be hosted annually to allow peer to peer exchange and learning. International convention and national commemorative days and events will be used to raise awareness and showcase work done by the Country Programme.

The programme will set in motion a strategy to enhance the services offered to stakeholders and image as a way of marketing, building partnerships and an avenue for mobilising resources. Communication in OP7 will be through the adoption of the 2 official languages of; English and Setswana so as to reach out to all stakeholders. The undertaking will improve communication with stakeholders, bring coherence and clarity on the role and responsibilities of the programme. A wide range of communication platforms among others interactive and participatory methodologies (meetings, edutainment and music), electronic and print media, branding of merchandise, field days and exchange visits will be used. Stakeholder

workshops, knowledge fairs, information sessions and events planned by other development partners will be explored to enhance communication.

RESOURCE MOBILIZATION AND PARTNERSHIP PLAN

6.1. Secured and planned cash and in-kind co-financing

Ways to enhance or increase cash and in-kind co-financing

The Botswana programme will continue to mobilize resources as a way of meeting the 1:1 ratio required at global level and to ensure sustainability of the initiatives supported. This will be through the following strategies;

i) Project level

With the assistance of the programme and through their own initiatives, grantees have been able to leverage additional funding from the government and other development partners. The project results have been used to motivate for continuation of the initiatives as programme funds would have provided a foundation with visible results.

ii) Landscape level

The MFMP and ODMP are very crucial documents in efforts to mobilise resources for the landscape. Having been developed by full funding by the government, they have been designed to be tools to motivate partners to support conservation and guide development efforts within the Makgadikgadi and Okavango Delta landscapes. Efforts will be made to mobilise additional resources from SPEDU as they are a key stakeholder within the Bobirwa area. Furthermore, Government financial resources (National Environment Fund, Conservation Trust Fund and the Tropical Forest Conservation Fund administered by Forest Conservation Fund) together with private sector especially the mines (Debswana (Orapa, Letlhakane and Damtshaa) mines and Lucara mine and Botswana Soda Ash) have been identified as crucial in the implementation of the plan.

iii) Country level

The programme will continue to explore possibilities of partnering with the government, private sector and development partners to raise resources for the programme. Linkages with the United Nations Development Programme Environment Unit will be pursued especially working with the GEF Sustainable Land Management projects in



facilitating the community initiatives and tapping into the opportunities presented by the Green Climate Fund.

iv) Diversify funding sources to achieve greater impact

The programme has identified programmes under other government ministries that are not considered environmental related but have a bearing on the women empowerment programme, poverty eradication and enhancing productivity of the agriculture sector that present an opportunity for matching funds for environmental initiatives. The quest by the Gender Affairs Department to empower women economically and improve their livelihoods avails an opportunity for women and environment interface. In enhancing food security through arable production and improving range resources for the livestock sector through ISPAAD and LIMID programmes in the Ministry of Agricultural Development and Food Security present opportunities for supporting climate smart agro-ecology. The packages identified and supported by the Poverty Eradication Unit in the Office of the President under the Ministry of Presidential Affairs, there are overlaps and areas of complimentary to initiatives supported by the programme; providing room for synergy and complementarity. The Levy on technical devices under CIPA supporting the creative industries can be accessed by entities producing crafts from veld products to leverage the financial support by the programme.

v) An approach to recover cost to co-finance non-grant costs

As one of the grant modalities in the country, the programme is in a position to offer services to other funding modality through availing its expertise in grant management and structures. The programme has periodically been invited by other modalities to share experiences and lessons hence getting a chance to reach a wide audience in the process. For example, it has trained the Levy on Technical Devices Fund Committee members on adjudication of proposal. The GEF/SGP committee members can be trained in same manner while the programme provide expertise and the other partner avails resources. Cost recovery measures can also be put in place in instances where GEF/SGP serves as a delivery mechanism.

vi) Opportunities for SGP to serve as a delivery mechanism

With a long standing experience in grant making and working with community based organisations, GEF/SGP has potential to serve as a delivery mechanism for community components for the GEF MSP and FSP implemented by UNDP including other development partners. The programme has governance structures (Technical Advisory Group and National Steering Committee) to fast track decision making and has a long shelf life compared to projects that are time bound to GEF funding cycles. Bringing on board the programme as a delivery mechanism for the community/CSO components ensures that projects have a follow through beyond the funding life of the projects.

SECTION 7: GRANTMAKER PLUS & PARTNERSHIP OPPORTUNITIES

The SGP team including NSC and TAG members will work with communities and CSOs that have implemented projects with interesting results and potential for upscaling and replication to develop proposals to be submitted to other development partners for funding. In addition, the programme can group a conglomeration of CSOs to access funds as a consortium in order to tap on their individual capabilities/strengths and leverage more resources.

Through the use of the stakeholder workshops and knowledge fairs, the programme will continue to bring on board other development partners and government as a way of marketing the grantees and establishing linkages for further execution of the grant maker+ role. Apart from sharing information on availability of additional financial resources, the programme will run proposal development clinics to further guide CSOs and communities through one-in-one interactions. Stakeholder workshops and partner meetings will be also used to advertise the grant maker+ role of SGP.

viii) Possible proposals for development

The programme has realised that most CSOs have limited managerial, technical and financial management capacities. To that end, capacity development proposals can be developed through linkages with Botswana Council of NGOs (BOCONGO) and Botswana Community Based Organisations Network (BOCOBONET) as umbrella organizations for Non-Governmental Organizations and Community Based Organizations to address the capacity challenges.



In addition, the programme will tap into an opportunity presented by government through the National Internship Programme under the Ministry of Youth Empowerment, Sports and Culture Development by engaging graduates with technical skills to work with the CSO's that have been supported. This avenue will also be explored with other international programmes such as; US Embassy through the Peace Corp volunteer programme. All the donors and funding facilities struggle with absorption of funds and project management by CSOs hence the initiative aforementioned will be a step in the right direction.

ix) Potential for private sector funding

Through the Corporate Social Investment and Corporate Social Responsibility window, the private sector can find the grant maker+ role interesting as it avails an opportunity for achieving results faster through an alternative avenue. Within the Makgadikgadi landscape, the private sector active in the area (especially mining companies) will find collaborating with an entity that can go down to grass roots rewarding due to the complexities of working with communities.

SECTION 8: RISK MANAGEMENT PLAN

Table 5: Description of Risks Identified in OP7.

Risk Category	Describe Identified Risk	Impact of Risk	Probability of risk (Low, medium, high)	Risk mitigation measure
Resource Availability Risk	Due to upper middle income status of the Botswana, the implications are that there is/are: Limited funds to meet the financials demands of grantee projects	High	Medium	To leverage resources from other sources such as development partners, government and private sectors in order to augment the country programme financial envelope. This will be done through implementation of the programme's resource mobilization strategy/plan to forge partnerships with other stakeholders for resource mobilization and funding diversification.
	Insufficient funds to conduct comprehensive continuous capacity building, mentoring and monitoring of grantee projects.	High	Medium	
Fiduciary Risk	Fraud or misuse of project funds by project staff	High	Medium	Train grantee staff on financial management and accountability, fraud prevention and ethics. Ensure strict adherence to financial rules as guided by the GEF SGP legal frameworks. Share examples which demonstrate action (litigation) was taken against offenders.



Technical Capacity Risk	Poor quality submissions due to inadequate technical capacity on proposal development. This will cause delays in appraisals and award of grants. High turnover of CSO trained staff which may negatively impact project implementation. Capacity constraints to implement and manage the projects by the grantees.	High High	Medium High	Effectively empower CSOs through practical and participatory training workshops and seminars. Ensure knowledge sharing, flow and transfer within the grantees in order to facilitate business continuity. Continuous capacity building (training, mentoring, monitoring, etc.)
Partnership risk	Lack of buy-in from the critical stakeholders. Abandonment by critical stakeholders. Non-participation of key stakeholders.	High	medium	Continuously engage with the relevant stakeholders (existing and potential) to ensure progressive and un-interrupted implementation of the projects
Environment and Climate Change	Impact of drought and floods on the project gains (e.g. loss of agric yield and consequently loss of income)	High	High	The programme to identify the specific risk and advise the grantees accordingly in managing this by liaising with relevant stakeholders. Introduce adaption measures to grantees (e.g. Drought resistant crops, tools to measure weather patterns, etc.), indigenous practices that enhance resilience
	Impact of Veld fires on the natural resources that communities depend on for their projects	High	Medium	Facilitate training on fire management strategies and provide fire-fighting equipment Providing information on early warning systems.
	Human-wildlife conflict	High	High	Facilitate training and awareness raising on human wildlife conflict management strategies. To pilot mitigation strategies, share best practices to avert/ management HWC.
Reputational Risk	Non-delivery of expected results	High	Low	Adhering to both UN and Government transparency and ethical principles during programming and implementation.
Regulatory	Critical policies or legislation fails to pass or progress in the legislative process Unharmonised/conflicting policies impacting the communities within the landscapes. Absence and old (ir-relevant) policies and legislation that negatively impact on communities.	High	High	Advocate for policy and legislative approvals and updates.



Risks tracking in OP7

During the implementation of the OP7 CPS, the country programme will ensure tracking of key risks. A risk log will be updated and closely monitored by the programme team. The frequency of risk monitoring will be dependent on the likelihood and severity of risk as identified in the risk log. A status report will be presented to the programme committees (NSC and TAG) during the CPS annual review meetings. Identified depending on their relevance and likelihood of occurrence, risks may be down-graded, removed, or added in the risk monitoring tool.

SECTION 9: MONITORING AND EVALUATION PLAN

9.1 Monitoring Approaches at Project and Country Levels

To ensure that the programme delivers the required results and impacts, it is crucial to have a system/plan in place with tools to use in progress tracking of projects throughout the implementation period. Monitoring and evaluation ensures that the planned actions are delivered within budget and on time; minimises risk impacts, facilitates impacts/results achievement; enabling learning and interventions in case of setbacks. The projects will be required to have a budget on M&E activities and also subjected to monitoring and evaluation for at least 3 times during their lifespan.

9.1.1 Strategies to Strengthening Monitoring and Evaluation of Projects

At project level, grantees will be expected to monitor their own projects to enhance ownership and tracking progress by adhering to approved implementation. Through self-monitoring grantee will timely produce progress in line with the reporting requirements of the programme. In OP7, all projects supported by the programme will be required to have a project board /project implementation committee established who will be in-charge of implementing all the different components of the project. The project board will be encouraged to host meetings monthly to gauge and evaluate progress enabling them to come up with interventions in case there are delays.

The programme has established synergy and working relationships with various departments in the Ministry of Environment Wildlife and Tourism

and other government extension agents through the District Technical Advisory Committees and NGOs as partners at grass root level to fast track monitoring of projects. As part of promoting monitoring and evaluation by other partners at local level, upon approval of project the programme sends a formal notification and invite the entities to a partnership in project implementation. The arrangement has been fruitful as the partners' avails technical expertise and other resources to fast project implementation. In OP7, this will be strengthened and more strategic partnerships such as academic and research institutions will be forged so as to intensify M&E efforts for the projects.

Apart from the grantees and partners, the programme takes a lead in monitoring and evaluation of project through field missions and engagement of both the TAC and programme committees (Technical Advisory Group and National Steering Committee) members. The field monitoring missions will be done, at a minimum, once a year to ensure continued coaching and mentoring for grantees. The monitoring and evaluation arrangements include review of project implementation plans, production of progress reports, field monitoring missions, updating of the database; and constant review of the disbursement table to ensure timely availability of financial resources to grantees. The programme uses the proposal templates, disbursement tables, baseline reports and stakeholder reports as tools for monitoring and evaluation of projects.

In addition to the monitoring visits, the programme will also focus in building capacity of grantees on effective M&E of their individual projects. This will be through facilitating grantees workshops aimed at equipping the grantees with the necessary skills to conduct M&E such as; report writing, M&E tools and proper documentation. This platform will also offer an opportunity for grantees to share knowledge and experiences, network and forge partnerships amongst the grantees themselves for twinning arrangements. The programme will also conduct exchange visits with other countries in Southern Africa so as to share knowledge and experiences.

Table 6: Monitoring and Evaluation at the Project Level.

SGP Individual Project Level		
M&E Activity	Responsible Parties	Timeframe
Participatory Project Monitoring	Grantees	Duration of project
Data Collection	Grantees, NC & PA, TAC	At project concept planning and proposal stage
Progress and financial Reports in accordance with the disbursement schedule	Grantees, NC, PA, TAC	At each disbursement request
Progress Reporting of Project Work plans	Grantees, NC, PA, TAC	Duration of project
NC Project post award due diligence Site Visit	NC, PA	Before project approval, a
NC Project Monitoring Site Visit	NC, PA, TAG & NSC	On average once per year,
NC Project Evaluation Site Visit	NC, PA, TAG & NSC, TAC	At end of project at midterm end of project.
Project Final Report	Grantees	Following completion of project activities
Project Evaluation Report	NC, TAG & NSC, External party	Following completion of project activities at mid-term and end of the project
Prepare project description to be incorporated into global project database	PA, NC	At start of project, and ongoing as appropriate

9.1.2 Stakeholders and Community Participation in Setting Project Objectives and Outputs

Communities participate in setting of project objectives and outputs at the initial stages of proposal development with facilitation by government departments through TAC, relevant stakeholders as identified in the project document. Through consensus, project objectives, outputs, budgets and timelines are set and used in future for monitoring and evaluating the project in a participatory manner. Since government extension agents and NGOs visit communities periodically, the programme takes advantage of the set district timelines and use such for project monitoring. Stakeholders will be expected to interface with the project at least every six months.

9.1.3 Strategy for aggregating individual projects at country level

The data generated and results attained from the individual projects will be collated, analysed and synthesized to produce knowledge products

showcasing the initiatives, lessons learnt, experiences and best practices. The documentation will be available for dissemination to stakeholders and grantees as part of a knowledge management product for use in advocating for community-based interventions that contribute to environmental protection and improvement of livelihoods. In addition, annual country reports showcasing the work done by the grantees will be produced and shared with NSC, TAG, UNDP, government and other stakeholders. Though AMR, the programme will showcase the consolidated efforts for the country programme. This data will be used in reporting of efforts by SGP at the global level on the different GEF focal areas and this will be shared with all the relevant stakeholders. The strategies for aggregating results of SGP individual projects for the country programme are outlined in Table below;

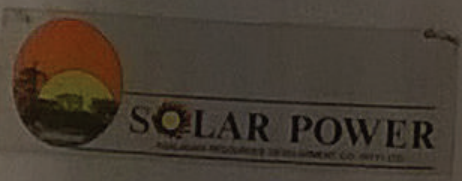
Table 7: Monitoring and Evaluation at the Country Programme Level.

M&E Activity	Purpose	Responsible Parties	Budget Source	Timing
Country Programme Strategy elaboration	Framework for action including identification of community projects.	NC, NSC, country stakeholders, grantees	A SGP planning grant to engage consultants may be used to update OP7 CPS.	At start of OP7
Review and analysis of project results. This includes Annual CPS Review.	Assess effectiveness of projects, country portfolio; learning; adaptive management.	NC, NSC, UNDP Country Office. Final deliberations shared/ analyzed with CPMT colleagues.	Staff time, Country Operating Budget	At least annual review ⁵ to ensure OP7 CPS is on track to achieve its results and make timely and evidence-based modifications to CPS as may be needed ⁶ .
Annual Monitoring Report Survey ⁷	Enable efficient reporting to CPMT and GEF. It serves as the primary tool to record and analytically present results to donors.	NC/PA in close collaboration with NSC. CPMT provides technical guidance support and receives final country submission for further action.	Staff time	Once per year in June- July
Country Portfolio Review	Methodological results capture of the portfolio at a given point to note impact level change as well as broader adoption. The goal is to support reporting to stakeholders, learning, and support to strategic development/ implementation of CPS.	NC, NSC	SGP planning grant to engage consultants may be used to undertake previous operational cycles impact review and utilize lessons for both OP7 CPS development and its implementation. Global technical M&E support can be expected.	Once per operational phase
Monitor and Manage risks	Identify, document and track specific risks that may threaten achievement of intended results	Grantees, NC, NSC	Staff time	Throughout the operational phase(at least quarterly)
Learning and knowledge management	Knowledge products, good practices, lessons learnt to be captured regularly and presented to local, regional and global stakeholders	Grantees, Programme Team, NC	Programme and Project budget	Throughout the operational phase (At least annually)
Data Collection and Processing	Ensure recording and storage of all Project and Country Programme inputs into SGP database.	NCS, PAs,	Staff time	Throughout the operational phase. Ensure quality assurance and completion of data prior to annual monitoring cycle (May- June of every year).
Audit	Ensure compliance with project implementation/management standards and norms.	UNOPS / External Contractor. NC/ PA to provide requisite support.	Global Operating Budget	Annually for selected countries on risk-assessment basis

9.2 Country Programme Strategy Results Framework

MOBILE **BIOGAS** PLANT

BY
BCA



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9.2 Country Programme Strategy Results Framework

Table 8: Results Framework of SGP OP7 Country Programme Strategy.

Alignment with SDGs: 1. Goals Goal 1: No poverty; Goal 2: Zero hunger; Goal 5: Gender equality; Goal 6: clean water and sanitation; Goal 7: Affordable and clean energy; Goal 11: Sustainable Cities and Communities; Goal 12: Responsible Production and Consumption; Goal 13: Climate Action; Goal 14: Life below water; Goal 15: Life on land; Goal 17: Partnerships for the Goals.		
Alignment with SDGs 1. Targets (Annex 1)		
Synergy with UNDP Country Programme Document (CPD): - Output 2.1. Improved national capacities to plan for delivery, identify and resolve implementation challenges, and account for the delivery of high-quality sustainable development (economic and environmental) - Output 2.2. Improved capacities to plan for delivery, identify and resolve implementation challenges related to addressing multidimensional poverty - Output 3.1. Increased institutional capacities to collect, manage, analyse, package and utilize data to improve planning, monitoring, evaluation and decision-making.		
Synergy with Government Planning Frameworks • Vision 2036 Pillars- sustainable economic development; human and social development; sustainable environment pillars. • National Development Plan 11- Sustainable environment and social upliftment pillars.		
OP7 SGP Programme Goal: Promote and support innovative, inclusive and impactful initiatives, and foster multi-stakeholder partnerships at the local level to tackle global environmental issues in priority landscapes and seascapes.		
STRATEGIC INITIATIVE 1: COMMUNITY-BASED CONSERVATION OF THREATENED ECOSYSTEMS AND SPECIES		
Key objective/focus: 1. Improve community-led biodiversity friendly practices and approaches, including promoting blue economy (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.)		
Indicator, Target	Possible actions	Means of Verification
Indicator 1: No. of hectares of landscapes under improved management to benefit biodiversity Target (2024): 10,000 ha	<ul style="list-style-type: none"> - Replication of community-based fire management approaches for management of wild fires - Promote participation of communities in utilisation of pans, archaeological sites and birds for ecotourism ventures; - Support community involvement to utilize dams, rivers and other water sources for fish farming to improve their livelihoods - Promotion of sustainable use of biodiversity hotspots (areas of highest conservation priority) within the boundaries of Makgadikgadi. - Promote veld product development and value addition to improve livelihoods. - Support CSOs to develop biological hotspot management plans 	<ul style="list-style-type: none"> Quarterly reports by beneficiaries. Individual project reporting by SGP country team (as part of midterm and final progress reports) Annual Monitoring Reports (AMR) by GEF-SGP Mission reports for project site visits and workshops. SGP global database. Country Programme Review
Indicator 2: No. of CSO's supported to access financial and technical resources Baseline (2019): 3 Target (2024): 5	<ul style="list-style-type: none"> - Provide training to CSOs on financial, governance and project management practices, - Develop guidance material for proposal writing, financial and project management - Facilitate CSO to register with the relevant authorities 	

Key objective/focus: 2. Enhance community led actions for protection of threatened species		
Indicator, Target	Possible actions	Means of Verification
Indicator 1: No. of community-based conservation areas formed Target: 2	<ul style="list-style-type: none"> - Mobilize communities to form conservation management committees - Targeted trainings of CSOs on conservation management - Promote human-wildlife co-existence 	Quarterly reports by beneficiaries. Individual project reporting by SGP country team (as part of midterm and final progress reports)
Indicator 2: No. of best practices piloted through community led-actions Target: 3	<ul style="list-style-type: none"> - Document and pilot community led best practices on protection of threatened 	Annual Monitoring Reports (AMR) by GEF-SGP Mission reports for project site visits and workshops. SGP global database. Country Programme Review
STRATEGIC INITIATIVE 2: SUSTAINABLE AGRICULTURE AND FISHERIES, AND FOOD SECURITY		
Key objective/focus: 1. Increase efficiency and effectiveness of overall food production and value chain, including in vulnerable ecosystems.		
Indicator, Target	Possible actions	Means of Verification
Indicator 1: No. of operational community-led value chains industries Target: <ul style="list-style-type: none"> - Fisheries (2) - Veld products (2) - Arable farming (1) - Livestock (1) 	<ul style="list-style-type: none"> - Promote veld product development, research and value addition to improve livelihoods; - Promote sustainable value chain activities on fisheries, arable and livestock farming - Train CSOs on participatory value chain development, business management skills and entrepreneurship - Support the development of strategies and plans to be infused in business principles in the proposal development and implementation. 	Quarterly reports by beneficiaries. Individual project reporting by SGP country team (as part of midterm and final progress reports) Annual Monitoring Reports (AMR) by GEF-SGP Mission reports for project site visits and workshops.
Indicator 2: No. of Agro ecology practices piloted Target: At least 2	<ul style="list-style-type: none"> - Introduction of agro-ecological practices in farming systems such as; Conservation Agriculture, agroforestry, crop rotation, composting, aquaculture coupled with aquaponics etc. - Capacity building initiatives targeting women and youths on agro-ecological practices. - Rain water harvesting for domestic and farming purposes. 	SGP global database. Country Programme Review
2. Increase diversification and livelihood improvement		
Indicator, Target	Possible actions	Means of Verification
Indicator 1: No. of alternative livelihood improvement initiatives implemented Target:5	<ul style="list-style-type: none"> - Promote alternative livelihood strategies (e.g. bee keeping, charcoal production, poultry and guinea fowl farming. - Promote integrated land use for livelihood improvement. - Training of CSOs on alternative livelihood improvement initiatives 	Quarterly reports by beneficiaries. Individual project reporting by SGP country team (as part of midterm and final progress reports) Annual Monitoring Reports (AMR) by GEF-SGP Mission reports for project site visits and workshops. SGP global database. Country Programme Review

3. Remove deforestation from supply chain and expanded restoration of degraded lands.		
Indicator, Target	Possible actions	Means of Verification
Indicator 1: No. hectares of landscapes under sustainable land management in production systems Target: At least 2,500 HA	<ul style="list-style-type: none"> - Piloting new crop farming techniques - Training of communities on sustainable land management practices 	Quarterly reports by beneficiaries. Individual project reporting by SGP country team (as part of midterm and final progress reports)
Indicator 2: Hectares of degraded agricultural lands restored Target: At least 5,000 HA	<ul style="list-style-type: none"> - Support gabion construction - Promote rotational livestock grazing - Adoption of agroforestry practices (tree planting) - Training of small holder farmers on sustainable land management practices 	Annual Monitoring Reports (AMR) by GEF-SGP Mission reports for project site visits and workshops.
Indicator 3: No. of small holder farmers practicing land degradation neutrality practices Target: At least 15	<ul style="list-style-type: none"> - Training of small holder farmers on sustainable land management practices - Support small holder farmers to implementation land degradation neutrality practices 	SGP global database. Country Programme Review

STRATEGIC INITIATIVE 3: LOW-CARBON ENERGY ACCESS CO-BENEFITS

Key objective/focus: Support implementation of Paris Agreement and the NDCs

1. Promote renewable and energy efficient technologies providing socio-economic benefits and improving livelihoods

Indicator, Target	Possible actions	Means of Verification
Indicator 1: No. of CSOs trained on renewable and energy efficient technologies Target: At least 30	<ul style="list-style-type: none"> - Facilitate capacity building workshops on the use of renewable energy sources and technologies for communities. 	Quarterly reports by beneficiaries. Individual project reporting by SGP country team (as part of midterm and final progress reports)
Indicator 2: No. of households piloting renewable and energy efficient technologies Target: At least 20	<ul style="list-style-type: none"> - Piloting of alternative renewable energy sources and technologies e.g. Solar energy projects for heating, cooking and lighting; biogas digester; energy efficiency projects etc. 	Annual Monitoring Reports (AMR) by GEF-SGP Mission reports for project site visits and workshops. SGP global database. Country Programme Review

2. Promote off-grid energy service needs in rural and urban areas.

Indicator, Target	Possible actions	Means of Verification
Indicator 1: No. of KW installed energy capacity from local technologies Target: At least 5,000 KW	<ul style="list-style-type: none"> - Promote the use of solar, biogas and other available energy efficient solutions 	Quarterly reports by beneficiaries. Individual project reporting by SGP country team (as part of midterm and final progress reports)
Indicator 2: No. of community-oriented locally adapted energy access solutions with successful demonstration. Target: At least 2	<ul style="list-style-type: none"> - Support piloting of innovative community driven alternative energy access solutions - Training of CSOs on exploring innovative energy solutions. - Intercommunity technology transfer mission. 	Annual Monitoring Reports (AMR) by GEF-SGP Mission reports for project site visits and workshops. SGP global database. Country Programme Review

STRATEGIC INITIATIVE 4: LOCAL TO GLOBAL COALITIONS FOR CHEMICALS AND WASTE MANAGEMENT

Key objective/focus: 1. Promote plastics/solid waste management and circular economy		
Indicator, Target	Possible actions	Means of Verification
<p>Indicator 1: Tons of solid and liquid persistent organic pollutants (POPs) disposed. Target: At least 500 Tons</p>	<ul style="list-style-type: none"> - Awareness creation and training of local communities on waste handling and proper disposal of solid, liquid, POPs and hazardous waste. - To support the adoption of innovative tools to collect and store data on waste disposed. 	<p>Quarterly reports by beneficiaries.</p> <p>Individual project reporting by SGP country team (as part of midterm and final progress reports)</p>
<p>Indicator 2: No. of CSOs engaged in waste collection and disposal Target: At least 5</p>	<ul style="list-style-type: none"> - Promote the adoption of segregation of waste at source. - To support research and training on international best practices on waste collection and disposal. - Establish community-based waste sorting, collection and recycling for environmentally sound waste management - Design of products and processes that minimise the impact of waste - Build awareness and train local communities on proper handling and disposal of hazardous substances. - Pilot and replicate the use of innovative, appropriate and best available technologies for on-site sanitation facilities. 	<p>Annual Monitoring Reports (AMR) by GEF-SGP</p> <p>Mission reports for project site visits and workshops.</p> <p>SGP global database.</p> <p>Country Programme Review</p>
2. Reduce use of chemicals in agriculture		
Indicator, Target	Possible actions	Means of Verification
<p>Indicator 1: No of CSO piloting innovative tools for domestic and agrochemicals management Target: At least 3</p>	<ul style="list-style-type: none"> - Build awareness and train farmers on organic practices of pest control and soil fertility improvement in agriculture. - Select small holder famers and pilot organic practices of pest control and soil fertility improvement in agriculture. - Promote integrated pesticide management in farming communities. - Documentation of best practices and lessons learnt of organic practices of pest control and soil fertility improvement in agriculture. 	<p>Quarterly reports by beneficiaries.</p> <p>Individual project reporting by SGP country team (as part of midterm and final progress reports)</p> <p>Annual Monitoring Reports (AMR) by GEF-SGP</p> <p>Mission reports for project site visits and workshops.</p> <p>SGP global database.</p> <p>Country Programme Review</p>
3. Enhance local to global coalitions on chemicals, waste and mercury management		
Indicator, Target	Possible actions	Means of Verification



<p>Indicator 1: No of communities on increasing awareness and outreach for sound chemicals, waste and mercury management Target: At least 5</p>	<ul style="list-style-type: none"> - Build awareness, training of local communities on chemicals, waste and mercury management. - To facilitate creation of community networks (CSOs) working on increasing awareness and outreach for sound chemicals, waste and mercury management 	<p>Quarterly reports by beneficiaries. Individual project reporting by SGP country team (as part of midterm and final progress reports) Annual Monitoring Reports (AMR) by GEF-SGP Mission reports for project site visits and workshops. SGP global database. Country Programme Review</p>
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STRATEGIC INITIATIVE 5: CSO-GOVERNMENT-PRIVATE SECTOR POLICY AND PLANNING DIALOGUE PLATFORMS

Key objective/focus: Promote/enhance community voices and participation in global and national policy, strategy development related to global environment and sustainable development issues

Indicator, Target	Possible actions	Means of Verification
<p>Indicator 1: No. of CSO-Government-Private Sector dialogues conducted Target: At least 5</p>	<ul style="list-style-type: none"> - Facilitate the establishment of CSOs dialogue platforms related to global and local environment and sustainable development issues. - Promote the use ICT to implement virtual platforms on local environment and sustainable development issues. - Facilitate participation of representatives from vulnerable groups supported with meaningful participation in dialogue platforms. 	<p>Quarterly reports by beneficiaries. Individual project reporting by SGP country team (as part of midterm and final progress reports) Annual Monitoring Reports (AMR) by GEF-SGP</p>
<p>Indicator 2: No of key programming and policy recommendations implemented Target: At least 3</p>	<ul style="list-style-type: none"> - Ensure that all dialogue discussions are recorded, analyzed and disseminated to the relevant stakeholders. - Support the implementation of resolutions by the relevant authorities 	<p>Mission reports for project site visits and workshops. SGP global database.</p>
<p>Indicator 3: No. of partnerships created on CSO-Government-Private Sector Policy and Planning Dialogue Platforms Target: At least 2</p>	<ul style="list-style-type: none"> - Forge partnerships with key stakeholders to enhance dialogues on relevant topics and resolutions. 	<p>Country Programme Review</p>

Strategic Initiative 7: Enhancing social inclusion

Key objective/focus: 1. Promote targeted initiatives

Indicator, Target	Possible actions	Means of Verification
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Indicator 1: At least 40% of direct beneficiaries disaggregated by gender as co-benefit of GEF investment (GEF core indicator 11)	<ul style="list-style-type: none"> - Training of CSOs on accessing support from SGP. - Launch Call for Proposals specifically targeting the vulnerable groups. - Facilitate capacity building for innovations - Support the adoption of innovative tools in enhancing delivery of projects. - Facilitate capacity building and mentoring for the vulnerable groups to enhance project delivery. 	<p>Quarterly reports by beneficiaries.</p> <p>Individual project reporting by SGP country team (as part of midterm and final progress reports)</p> <p>Annual Monitoring Reports (AMR) by GEF-SGP</p> <p>Mission reports for project site visits and workshops.</p> <p>SGP global database.</p> <p>Country Programme Review</p>
Indicator 2: At least 3 of SGP projects that have targeted support for Indigenous Peoples in terms of country level programming and management.		
Indicator 3: At least 5 of SGP projects that demonstrate appropriate models of engaging youth.		
Indicator 4: Three of SGP projects that demonstrate models of engaging persons with disability.		

2. Mainstream social inclusion in all projects (e.g. women/girls, indigenous peoples, youth, and persons with disabilities)

Indicator, Target	Possible actions	Means of Verification
Indicator 1: No of SGP projects led by women. Target:	<ul style="list-style-type: none"> - Facilitate mainstreaming of deliberate mechanisms for increased participation of women. - Training of CSOs on raising awareness on the importance of mainstreaming women in development of proposals. 	<p>Quarterly reports by beneficiaries.</p> <p>Individual project reporting by SGP country team (as part of midterm and final progress reports)</p>
Indicator 2: No of SGP projects led by other vulnerable groups. Target: At least 3	<ul style="list-style-type: none"> - Mainstream deliberate mechanisms for increased participation of vulnerable groups. - Training of CSOs on raising awareness on the importance of mainstreaming vulnerable groups in development of proposals. 	<p>Annual Monitoring Reports (AMR) by GEF-SGP</p> <p>Mission reports for project site visits and workshops.</p> <p>SGP global database.</p> <p>Country Programme Review</p>

Strategic Initiative 7: Monitoring and Evaluation and Knowledge Management

Key objective/focus: 1. Administer new M&E strategy in country programme and project design, implementation and overall decision making using participatory mechanisms.

Indicator, Target	Possible actions	Means of Verification
Indicator 1: No of supported projects with RBME plans Target: At least 5	<ul style="list-style-type: none"> - Train the CSOs to develop RBME. - To support the CSOs to develop RBME plans in line with the new M&E strategy for the CP. - To conduct monitoring of the supported project at all levels to ensure that the RBME principles are adhere to. 	<p>Quarterly reports by beneficiaries.</p> <p>Individual project reporting by SGP country team (as part of midterm and final progress reports)</p> <p>Annual Monitoring Reports (AMR) by GEF-SGP</p> <p>Mission reports for project site visits and workshops.</p> <p>SGP global database.</p> <p>Country Programme Review</p>

1. Translate the new M&E strategy into applicable and simple tools as well as tap into Indigenous Tools of M&E at community levels.		
Indicator, Target	Possible actions	Means of Verification
Indicator 1: Extent at which M&E tools are piloted Target: At least 5	<ul style="list-style-type: none"> - Train the CSOs to develop applicable and simple to use tools on M&E - Document indigenous monitoring practices at the community levels. - Facilitate the piloting of innovative and participatory M&E tools at local levels. - To conduct monitoring of the supported project at all levels to ensure that the RBME principles are adhere to. 	Quarterly reports by beneficiaries. Individual project reporting by SGP country team (as part of midterm and final progress reports) Annual Monitoring Reports (AMR) by GEF-SGP Mission reports for project site visits and workshops. SGP global database. Country Programme Review
2. Capture knowledge and lessons from projects and activities		
Indicator, Target	Possible actions	Means of Verification
Indicator 1: Frequency of updating SGP database for effective data collection, management and analysis supporting gains in programme performance and learning. Target: Bi-monthly	<ul style="list-style-type: none"> - Ensure timely and consistent reporting by the grantees through systematic reminder system. - To conduct data quality checks for data received from the grantees. - Consistent updating of the data base by the SGP team. 	Quarterly reports by beneficiaries. Individual project reporting by SGP country team (as part of midterm and final progress reports) Annual Monitoring Reports (AMR) by GEF-SGP Mission reports for project site visits and workshops. SGP global database. Country Programme Review
3. Improved capacities of CSOs/CBOs on knowledge management		
Indicator, Target	Possible actions	Means of Verification
Indicator 1: No of knowledge products produced within the OP7 from partnerships with academia and research institutions Target: At least 5	<ul style="list-style-type: none"> - Facilitate training of CSOs on data capturing, documentation, and storage. - Support the CSOs to be trained on access and Benefit sharing principles such; Prior Informed Consent, Mutually Agreed Terms etc. - Document use of indigenous knowledge system in sustainable harvesting, processing and management of natural resources; - Forge and strengthen partnerships with the academia to better document, monitor and evaluate progress of projects over time. 	Quarterly reports by beneficiaries. Individual project reporting by SGP country team (as part of midterm and final progress reports) Annual Monitoring Reports (AMR) by GEF-SGP Mission reports for project site visits and workshops. SGP global database. Country Programme Review
4. To promote and advocate for innovative practices on capturing knowledge and lessons from project activities		



<p>Indicator 1: The extent to which innovative practices on capturing knowledge and lessons are used Target: At least 5</p>	<ul style="list-style-type: none"> - Raise awareness and train the CSOs to use innovative and alternative tools in capturing knowledge and lessons learnt. - Support the use of innovative practices on capturing knowledge and lessons learnt from projects. - To facilitate competitions and awards aimed at encouraging the CSOs to adopt the use of innovative practices in knowledge management. 	<p>Quarterly reports by beneficiaries. Individual project reporting by SGP country team (as part of midterm and final progress reports) Annual Monitoring Reports (AMR) by GEF-SGP Mission reports for project site visits and workshops. SGP global database. Country Programme Review</p>
<p>5. Conduct South-South Exchanges to promote technology transfer and replication of good practices.</p>		
<p>Indicator 1: No of south-south exchanges at global and regional levels to transfer knowledge, replicate technology, tools and approaches on global environmental issues. Target: At least 1 per year</p>	<ul style="list-style-type: none"> - Document and share best practices on natural resources management - Promotion of inter-community engagement platforms at district and national levels 	<p>Quarterly reports by beneficiaries. Individual project reporting by SGP country team (as part of midterm and final progress reports) Annual Monitoring Reports (AMR) by GEF-SGP Mission reports for project site visits and workshops. SGP global database. Country Programme Review</p>



SECTION 10: National Steering Committee Endorsement

Table 9: Endorsement of OP7 Country Programme Strategy by the National Steering Committee.

NSC members involved in OP7 CPS development, review and endorsement	Signatures
Richie Moalosi (Prof)	
Barulaganyi Mogotsi	
Kabelo Senyatso (Dr)	
Lesego Seakanyeng	
Onkemetse Joseph	
Moneedi Kgweenyane	
Zuma G Chengeta	
Samson Kenneth Kabajani Kaunda	
Douglas Machacha	
Innocent Magole	
Christopher Batsalelwang	
Botshabelo Othusitse	





ANNEXES

Annex 1: Country Programme Strategy Alignment with SDGs

Alignment with SDGs:		
Goals	SDG Targets	Target Description
Goal 1: No Poverty	Target 1.1	By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day
	Target 1.2	By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions
	Target 1.5	By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters
Goal 2: Zero Hunger	Target 2.1	By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round
	Target 2.5	By 2020, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at the national, regional and international levels, and promote access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge, as internationally agreed
	Target 2.a	Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries
Goal 5: Gender Equality	Target 5.5	Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
	Target 5.b	Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women
Goal 6: clean water and sanitation	Target 6.1	By 2030, achieve universal and equitable access to safe and affordable drinking water for all
	Target 6.2	By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations



	Target 6.4	By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity
	Target 6.5	By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate
	Target 6.6	By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes
	Target 6.a	By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies
	Target 6.b	Support and strengthen the participation of local communities in improving water and sanitation management
Goal 7: Affordable and clean energy	Target 7.1	By 2030, ensure universal access to affordable, reliable and modern energy services
	Target 7.2	By 2030, increase substantially the share of renewable energy in the global energy mix
	Target 7.3	7.3 By 2030, double the global rate of improvement in energy efficiency
	Target 7.a	By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology
Goal 8: Decent Work and Economic growth	Target 8.9	By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products
Goal 9: Industry, Innovation and Infrastructure	Target 9.4	By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities
	Target 9.5	Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending
	Target 9.b	Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities



Goal 12: Responsible Consumption and Production	Target 12.2	By 2030, achieve the sustainable management and efficient use of natural resources
	Target 12.4	By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment
	Target 12.a	Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production
Goal 13: Climate Action	Target 13.1	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
Goal 14: Life Below Water	Target 14.4	By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics
Goal 15: Life on Land	Target 15.1	By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements
	Target 15.5	Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species
	Target 15.7	Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products
	Target 15.a	Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems
	Target 15.b	Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation
	Target 15.c	Enhance global support for efforts to combat poaching and trafficking of protected species, including by increasing the capacity of local communities to pursue sustainable livelihood opportunities
Goal 17: Partnerships for the Goals	Target 17.3	Mobilize additional financial resources for developing countries from multiple sources



	Target 17.6	Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism
	Target 17.9	Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation
	Target 17.16	Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries
	Target 17.17	Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships
	Target 17.18	By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts



SGP The GEF
Small Grants
Programme



Annex 2: Scoping Report



Annex 3: Landscape Baseline Assessment Report



Annex 4: Members of the Task Team

For the development of Operational Phase 7 Country Programme Strategy for SGP Botswana, a Task Team was constituted comprised of members from; NSC, TAG, UNDP and Secretariat. The mandate of this team was to lead the drafting of the OP7 CPS in line with the CPS elaboration process.

Task Team Member	Qualifications	SGP Committee represented	Title & Organisation
Dr Kabelo Senyatso	Philosophy Doctor (Conservation Ecology)	National Steering Committee (NSC)	Director and Lead consultant Fikifeather (Pty) Ltd
Dr Joyce P. Lepetu	Philosophy Doctor (Forest Sciences)	Technical Advisory Group (TAG)	Senior Lecturer, Botswana University of Agriculture and Natural Resources (BUAN)
Dr Mbako Mbo	Philosophy Doctor (Business Management and Administration)	Technical Advisory Group (TAG)	Chief Financial Officer, Standard Chartered Bank
Ms Abigail Engleton	Master of Science (Environmental Science)	Secretariat	National Coordinator, The GEF Small Grants Programme
Mr Lekgatlhanye Kanelo	Master of Science (Agriculture and Development)	Technical Advisory Group (TAG)	Principal Agricultural Scientific Officer, Ministry of Agriculture Development and Food Security
Mr Zuma Chengeta	Master of Science (Strategic Management)	National Steering Committee (NSC)	Mantswe Consulting Pty Ltd Geologist
Mr Bame Mannathoko	Master of Arts (Economics)	United Nations Development Programme (UNDP)	Monitoring and Evaluation Analyst, UNDP
Mr Christopher Batsalelwang	Master of Science (Reproductive Health Management)	National Steering Committee (NSC)	Project Manager, UNDP/Ministry of Youth
Mr Lesego Seakanyeng	Bachelor of Arts (Environmental Science) and Post Graduate Diploma in Education (Geography)	National Steering Committee (NSC)	Senior Natural Resources Officer, Department of Environmental Affairs
Mr Onkemetse Joseph	Bachelor of Arts (Environmental Science and Archaeology)	National Steering Committee (NSC)	Disaster Management Coordinator, Botswana Red Cross Society
Ms Loveness Godisamang	Bachelor of Finance	Secretariat	Programme Assistant, The GEF Small Grants Programme



Annex 5: National Steering Committee and Technical Advisory Group Members (2016 to 2019)

National Steering Committee Members:	Technical Advisory Group
Dr Kabelo Senyatso	Dr Joyce P. Lepetu
Douglas Machacha	Dr Mbako Mbo
Barulaganyi Mogotsi	Mr Lekgatlhanye Kanelo
Samson Kenneth Kabajani Kaunda	Mr Baboloki Autlwetse
Mr Zuma Chengeta	Mr Aobakwe Modisanyane
Dr Oduetse Oldman Koboto	Mrs Tsosoloso Matala
Mr Khulekani Mpofo	Ms Chigedze Chinyepi
Mr Lesego Seakanyeng	Prof Joseph Elizer Mbaiwa
Mr Onkemetse Joseph	Ms Beauty M. Manake
Mr Christopher Batsalelwang	Ms Chanana Gaboiphiwe
Mrs Ngoni Kealotswe	Mr Retlhobogile Botebele
Prof Richie Moalosi	
Mr Innocent Magole	



SUSTAINABLE DEVELOPMENT GOALS

17 GOALS TO TRANSFORM OUR WORLD



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