

GLOBAL ENVIRONMENT FACILITY SMALL GRANTS PROGRAMME (GEF/SGP)

COUNTRY PROGRAMME STRATEGY FOR OP6 2015-2018

BOTSWANA

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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
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
ENSA	Empowerment of Non-State Actors
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
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
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
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
ZAMCOM	Zambezi Watercourse Commission

Country: Botswana

OP6 Resources (US\$)

a.	Core Funds	:	USD 400,000.00
b.	OP5 Remaining balance	:	USD 0.00
c.	STAR funds	:	USD TBD
d.	Other Funds to be mobilized	:	USD 150,000.00

1. Background

The Global Environment Facility (GEF) Small Grants Programme (SGP) is a corporate programme of the GEF. The programme is implemented by the United Nations Development Programme (UNDP) on behalf of the World Bank, United Nations Environment Programme (UNEP) and United Nations Development Programme (UNDP) and executed by United Nations Office for Project Services (UNOPS). The programme provides grants and technical support to communities through Civil Society Organizations (CSOs) comprising of Non-Governmental Organisations (NGOs) and Community Based Organisations (CBOs).

The grants enable communities to tackle global environmental challenges and tap on opportunities through community based initiatives and actions for long lasting local solutions. The community based initiatives and actions bestow stewardship, generate benefits and instill a sense of ownership of the resources hence contribute to sustainable management. As a GEF corporate programme, SGP aligns its operational phase strategies to that of the GEF, and provides a series of demonstration projects for further scaling up, replication and mainstreaming. Action at the local level by civil society, indigenous peoples and local communities is deemed a vital component of the GEF 20/20 Strategy (i.e. convening multi-stakeholder alliances to deliver global environmental benefits and contribute to UNDP's Strategic Plan and focus on sustainable development). At the global level, the SGP OP6 programme goal is to *"effectively support the creation of global environmental benefits and the safeguarding of the global environment through community and local solutions that complement and add value to national and global level action"*.

In Operational Phase 6, the programme will focus on the strategic initiatives of; landscape conservation, climate smart innovative agro-ecology, low carbon energy access co-benefits and local to global chemical management coalitions. From lessons learnt and experiences, the programme will provide grant maker+ services through CSO-government policy and planning dialogue platforms, promoting social inclusion and global knowledge platforms.

Through the OP6 strategic initiatives, SGP will contribute to attainment of GEF Vision 2020 of being a champion of global environment building particularly addressing the drivers of environmental degradation. Likewise, SGP will link with the UNDP Strategic Plan (2014-2017) that uses sustainable development pathways to improve the resource endowments of the poor and boost their prospects for livelihoods through building strong connections to environmental sustainability, governance and resilience. In addition, GEF/SGP recognizes the United Nation 2030 Agenda for Sustainable Development which commits all stakeholders to work together to achieve sustained and inclusive economic growth, social development and environmental protection; with a commitment to eradicate poverty and leave no one behind.

The African Union (AU) Agenda 2063 strives for sustainable and long term stewardship of unique natural endowments, environment and ecosystems whilst also addressing the global challenge of climate change by prioritizing adaptation. The SADC Vision 2050 commits to positioning itself in a context of emerging global and continental issues particularly climate change. The SGP strategic initiatives provides entry points for Botswana to pursue aspirations of both the African Union and SADC.

At the national level, the Programme is aligned to the 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 thrust for eradication of poverty through provision of opportunities for the poor to have sustainable livelihoods. Through the OP6 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 1.1. of enhanced national capacities to develop integrated policies, strategies and programmes for sustainable development (economy and environment).

Botswana has shown substantial commitment towards environmental management through its land tenure and the various policy and statutory instruments and the legal framework. Botswana 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.¹ 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 to Multi-Lateral Environments 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 178 projects with funds amounting to USD 5,032,685.00 as per Table 1 in the focal areas of; biodiversity, climate change, land degradation, international waters, persistent organic pollutants and chemicals and multi-focal.

Table 1: Funds Allocated per Operational

Phase. Operational Phases	Amount allocated (USD)
Pilot	155,250
OP1	278,033
OP2	911,135.69
OP3	1,306,267
OP4	1,200,000
OP5	1,182,000
Total	5,032,685.69

Source: GEF/SGP Database

As per Figure 1 below, the country portfolio is dominated by biodiversity (39%), multi-focal area (21%) and land degradation (17%) and climate change (12%); the least funded focal areas were international waters (7%) and persistent organic pollutants and chemicals (4%).

¹ Botswana Government, 2009.

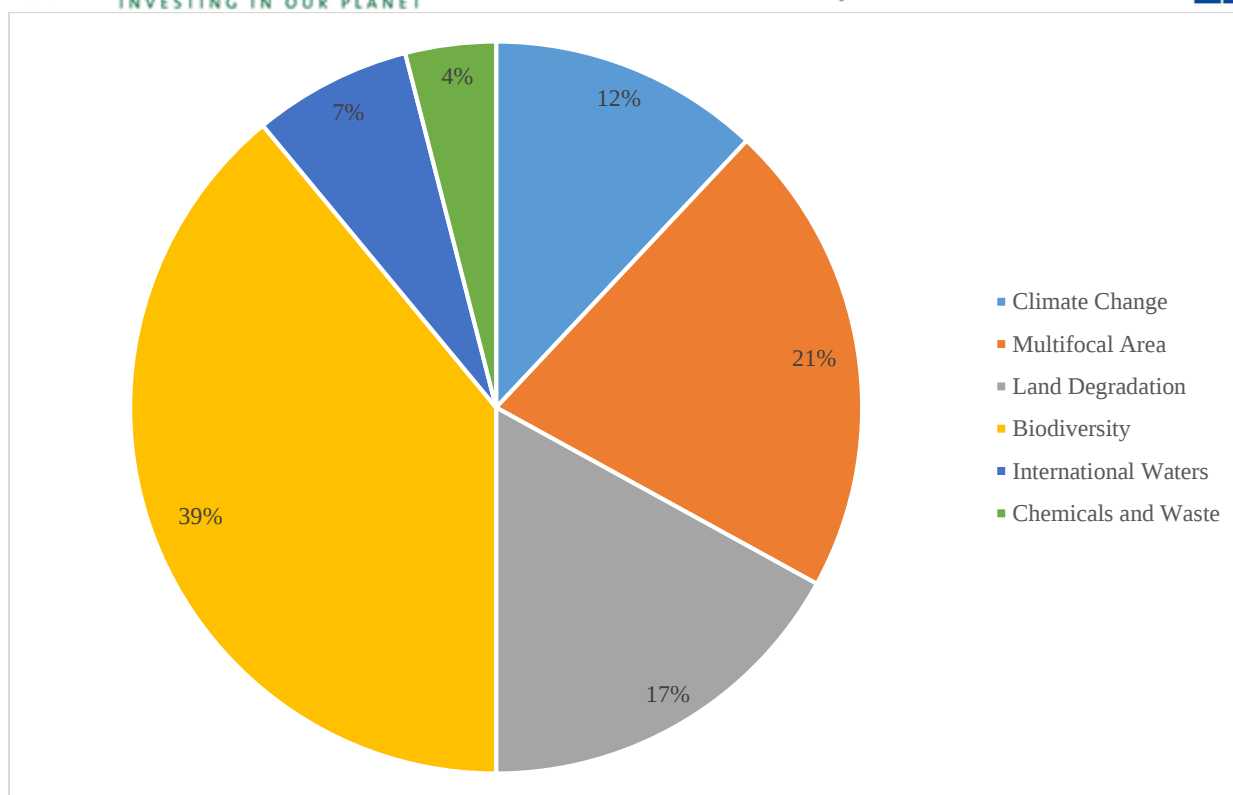


Figure 1: Percent Distribution of Number of Projects Funded by Focal Area (1992-2015).

Source: GEF/SGP database

1.1 (a) 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 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;
- ✓ 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 morula (*Sclerocarya birrea*) sweets by Dibapalwa Nageng Trust generates income, improves livelihoods, creates employment, enhance 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 Trusts 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 kms 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.

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 College of Agriculture (BCA)² 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 environmental 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;

² Now known as Botswana University of Agriculture and Natural Resources (BUAN), Institution rebranded in 2016.

- ✓ 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 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 termites mounds with entomopathogenic fungus ECO-Bb (a microbial pesticide) to reduce termite activities as a better alternative to the chemical methods.

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 organization.
- ✓ 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.

1.1 (b) 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 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.

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 the 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 shown 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 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.

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 potential for 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.

1.2 Experience and Resources of Past Projects as a foundation for Implementing SGP Initiatives in OP6

The projects implemented in the past operational phases has presented opportunities for the Programme to draw lessons and gain experiences that are crucial as a foundation for success of the OP6 strategic

initiatives. The portfolio of projects implemented provides a platform for further exploring and easily linking with envisaged OP6 programming.

The Programme has been creative in using the geographic focus to ensure that projects implemented were impactful within the identified ecosystems; an approach similar to the landscape approach adopted in OP6 programming. Projects were supported in North West region of Botswana due to the natural resources endowment of the area with high conservation value and the existence of protected areas (Chobe National Park and Moremi Game Reserve), the Okavango delta; the only inland delta, third largest Ramsar Site and Tsodilo hills; a UNESCO heritage site. Furthermore, the Central and North East regions were targeted as they are highly degraded with dense population and a high concentration of human activities. Therefore, Programme supported initiatives with the focus to reclaim degraded rangeland and provided alternative livelihoods strategies.

The thematic focus of the Programme ensured that the projects supported contributed immensely to conservation of endangered species with high conservation value (captive breeding of both White & Black Rhinos, Cheetahs, Wattle Cranes, Hoodia). Community embarked on ecotourism ventures, fishing, harvesting of thatching grass, crafts and veld products development Morula oil and sweets to enhance livelihoods. Land reclamation initiatives encompassing value addition and use of water reticulation for livestock as a sustainable land management tool were used to creatively tackle the challenges of degradation. People centered approaches have been found to be crucial in identifying opportunities for diversifying livelihoods especially for vulnerable community groups such as; women, youths and marginalized ethnic groups.

Through the projects, the Programme has used various mode of communication to reach out to a wide audience with both the conservation messages and publicity for the Programme. Arts such as theatrical production, documentaries, murals, song and dance has been used to creatively share messages. In addition, the Programme has contributed to generation of knowledge through collaboration and interlinkages with academia for better understanding of environmental problems and finding possible solutions.

The projects implemented contributed to solving environmental problems through protection of the environment from used oil pollution through provision of public used oil receptacles and reduction of pollution through effluent polishing systems. Participatory human wildlife conflict and carnivore-human conflict mitigation strategies and methodologies were used to address the cases of human wildlife conflict in the Chobe Enclave. Environmentally friendly methods for pest control have been piloted as part of prudent pesticide management. Innovations and technology has been used to provide solutions for challenges of lighting by tapping on renewable energy through solar home systems and solving piggery waste disposal through a mobile biogas plant. A mini morula processing plant was designed and developed to enhance food hygiene and handling while improving production both in scale and quality. A solar powered charger for hearing aids providing a link between uses of renewable energy and solving a health problem and or disability was developed.

The Programme has identified capacitating Civil Society Organisations as a foundation and a building block for successful implementation of projects. Coaching and mentoring increases effectiveness, efficiency, performance and high absorptive capacity of both the Programme and grantees. Through its ability to work and guide CSOs, the Programme has served as an incubator for replication and up scaling of projects as it promotes piloting and innovative approaches. In addition, it has linked with GEF Medium Size and Full Size Projects to support community based activities for sustaining livelihoods and enhancing environmental management. Finally, collaboration with other development partners has been found to enhance success of

the projects as it avails government extension agents with expertise and knowledge on government policies and legislation while the private sector brings along co-financing through innovative funding mechanisms.

1.3 Situation Analysis for the SGP Country Programme in OP6

Botswana as an upper middle income country prides herself of unique ecological features that make up her natural resources base. These are however vulnerable to climate variability and the primary challenge is to achieve sustainable management of renewable natural resources in a semi-arid environment amidst a rapidly growing human population³. Other challenges include competing land-uses, poverty, and inadequate coordination of natural resource-use regimes. In an effort to attain sustainable development, Botswana has adopted robust interventions with the focus to promote environmental conservation and preservation as well as reduction in poverty levels especially at the rural areas. Botswana's development trajectory requires efforts to address persistent poverty and inequality, and promotion of economic diversification while ensuring environmental sustainability and deepening democracy, as outlined in Vision 2036.⁴ In augmenting government efforts, SGP will continue to strategically support CSOs in the rural areas to tackle the environmental challenges and tap into opportunities with potential to improve livelihoods through community based initiatives.

Drawing from the past Operational Phases since inception (OP 1 to 5) lessons, Botswana has several funding modalities that share a common niche with the GEF small Grants Programme in supporting CSO's in the field of environment. Despite the financial support received from GEF, it is imperative for the Programme to diversify its funding pathways so as to augment its financial envelope. In view of this, the Programme has strategically positioned itself as a grant making/funding modality with vast experience, enhancing its ability to work with other financial and development partners to support environmental conservation and improving community livelihoods. The Programme prides itself with the vast knowledge and experience in working with CSO's with communities at grass root level being its cornerstone.

Despite continued dwindling donor support and departure of other donors due to the upper middle income status of the country, the Programme has established linkages and synergies with the private sector through their Corporate Social Investment (CSI) so as to augment the support for the grantees to continue with environmental conservation and livelihood improvement initiatives. The partnerships forged ranges from; various Governments Departments, International donors, Private Sector and other sources. With this synergies, the Programme has been able to reach a wider audience and diverse grantees hence enabled the Programme to establish itself as a funding modality that empowers the grantees Civil Society Organisations and furthering track record of the prudent natural resources management.

A huge co-financing opportunity for OP6 exists with the GEF FSP and MSP in Botswana implemented by UNDP and government. Currently, there are 3 on-going Sustainable Land Management (SLM) projects; Sustainable Land Management – Makgadikgadi, Sustainable land Management – Ngamiland and Bio-Chobe project. SGP can be used as delivery mechanism to implement the community or livelihoods components for the aforementioned projects. Furthermore, another co-financing opportunity exists in the GEF FSP entitled, *'Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands.'* This project will be implemented by UNDP and expected to commission in 2017 upon final approval by GEF Secretariat. Consultations are on-going with the DEA and UNDP in tapping into this opportunity. In addition, co-

³ Government of Botswana and UNDP, 2005.

⁴ Botswana Country Programme Document, 2017.

financing and partnership have been forged with the UNDP through its Economic Diversification and Poverty Reduction portfolio as they focus on improving livelihoods of the rural communities.

Other possible partnerships will be forged with the United State Agency for international Development (USAID), Transboundary River Basin Commissions and Transfrontier Conservation Areas (TFCA) as they address thematic areas of environmental conservation/protection and improvement of rural livelihoods. These areas presents an opportunity for SGP Grantees to upscale initiatives that were piloted through SGP support.

The Government of Botswana through the various Ministries and its various departments has been in the forefront in financing environmental initiatives that involve communities. The Department of Environmental Affairs has established the National Environmental Fund (NEF) which its main objective is *‘to support projects that will help Botswana to achieve the national environmental agenda and meet her international obligations’*. The areas of complementarity with the SGP are projects that address environmental conservation in areas of: sustainable development and use of natural resources; development and implementation of community based natural resource management activities; support to the eco-tourism sector and to the development of natural heritage sites and rehabilitation of degraded ecosystems; capacity building and training programmes in environmental management and sustainable development. Another partnership opportunity exists with the Department of Wildlife and National Parks through the Conservation Trust Fund (CTF). CTF was funded from the once-off sale of ivory stocks and the funds are used exclusively for elephant conservation and development projects for communities living within or near the elephant range. In this regard, NEF and CTF presents a great opportunity that will go a long way in availing funds to sustain the environmental initiatives and a great source for co-financing for the SGP and its grantees.

Apart from financial resources from environmental related support, grantees have benefited from other funding initiatives at the Ministry of Nationality, Immigration and Gender (MNIG)⁵. MNIG has two funding opportunities for grantees to benefit from being; Women Economic Empowerment Programme and the Empowerment of Non-State Actors (ENSA). The Gender Affairs Department through the Women Economic Empowerment Programme funds initiatives focused on empowerment of women in advancement of the development sphere. The opportunity that exists is fostering synergy with SGP on the improvement of livelihoods of communities especially women utilizing the natural resources in their localities. Another opportunity that exists for the programme is through the ministry support from the Empowerment of Non-State Actors (ENSA). The overall objective of ENSA is *‘to contribute to poverty eradication and sustainable development through the empowerment of Civil Society Organizations (CSOs), particularly CBOs and NGOs’*. The areas of complementarity with the SGP is on: community-based natural resource management: actions aimed at leveraging and multiplying the linkages between management of natural resources, conservation of wildlife and community-based economic initiatives, including eco-tourism and climate-friendly activities; and sustainable livelihood actions aimed at improving livelihoods based on sustainable use of natural resources, water and land, including climate smart agriculture.

Furthermore, in her quest to support communities and eradicate poverty, the Government of Botswana established the Poverty Eradication Programme coordinated by the Office of the President (OP). The programme is aimed at, *“improving the livelihoods of Batswana by addressing all aspects of poverty including among others; the policy environment, the institutional framework and the establishment of sustainable economic empowerment projects”*. It is envisaged that the Programme will aid in attaining food

⁵Formerly known as Ministry of Labour and Home Affairs, ministry name was changed in 2016.

security and improve livelihoods of communities which is one of the focus areas for SGP. Therefore, partnerships will be forged with the Poverty Eradication Programme in attaining overall goal for OP6.

In addition, opportunities exist for collaboration with the Ministry of Agricultural Development and Food Security (MoA)⁶ through the Programme called Livestock Management and Infrastructure Development (LIMID) administered by Department of Animal Production. This Programme aims at improving food security and poverty eradication. Two of the LIMID objectives namely; *improved range resources utilization and conservation and eradicate poverty* provides an opportunity for co-financing opportunities for some of the initiatives that SGP funds. The Integrated Support Programme for Arable Agriculture Development (ISPAAD) under DAP also provides for complementarity with SGP through its objective of “*improving food security at household and national level*”.

The Company and Intellectual Property Authority (CIPA), a parastatal under the Ministry of Investment Trade and Industry (MITI) also presents an opportunity for complementarity with SGP on the capacity building thematic area. CIPA administers the levy on technical devise fund and has an objective of assisting with the development of capacity building, quality and diversity of the creative industries which is a window that SGP Grantees could harness for capacity building initiatives. Still on capacity building partnerships, the Ministry of Local Government and Rural Development (MLG&RD) approved a national Local Economic Development (LED) framework to guide and co-ordinate the planning and implementation of local economic growth and diversification initiatives that are expected to be driven by SMMEs owned principally by women and the youths. LED initiative is a framework through which the public, business and non-governmental sectors work together to strengthen local economies in order to achieve rapid inclusive and sustainable economic growth, creates decent jobs and improve the quality of life for all.

Furthermore, a co-financing opportunity exists with Forest Conservation Botswana (FCB). FCB seeks “*to promote initiatives designed to conserve, maintain and restore the forests of Botswana and improve rural livelihoods through the direct and indirect use of forest resources*”. The support of funding by FCB provides for complementarity with SGP as the FCB resources avail a window for civil society organizations to undertake conservation of biodiversity and improvement of livelihoods.

The private sector through the Corporate Social Investment (CSI) has also availed a window to the civil society organizations for various cross-cutting initiatives. The CSI provides the opportunity for greater involvement and co-operation with the community within which the companies operate. To that end, the Barclays Bank Botswana through their CSI provides financial support for livelihoods improvement and environmental conservation initiatives. The First National Bank Foundation focuses on; education, arts and culture, sport and recreation, environmental sustainability, social and welfare development. While the “Debswana Corporate Social Investment Fund” aims at creating a legacy of prosperity and sustainability within the communities in Botswana. Furthermore, the “Botswana Life Insurance Limited Trust” aims at “*empowering communities to be sustainable and alleviate poverty*”. The financial support provided by these private companies provides a vehicle for complementarity and partnership with SGP.

⁶ Formerly known as Ministry of Agriculture, ministry name was changed in 2016.

2. SGP Country Programme Niche

The GEF Small Grants Programme has identified a niche in working with communities at grass root level as a unique opportunity for addressing and bridging the poverty and environment gap through sustainable management of natural resources.

Since inception, the Programme has supported grantees from the Community Based Organizations (CBOs) and community groups that otherwise has limited skill, knowledge and experience in project management. The Programme has taken advantage of the Community Based Natural Resources Management (CBNRM) drive to reach a wider audience and marginalized communities in wildlife rich areas. Therefore, supplementing government efforts to ensure that communities reap benefits from the natural resources within their localities. Furthermore, access to funds is based on the merits of the submitted proposal. Therefore, 'learning by doing', mentoring, coaching and hand holding of grantees by the Programme has facilitated piloting community based solutions for effective and efficient project implementation. Lessons and experiences have provided best practices for greater Programme impact while instilling a sense of ownership of the projects and appreciation of natural resources.

Projects implemented through the focal areas approach present opportunities of diversifying livelihoods in light of climate variability and change; enhancing the conservation value of the resources. In addition, community based initiatives have tended to increase the resource base and food security for the communities and households. Fishing, establishment of eco-tourism ventures and conservation of endangered species have generated income, created employment and provided an opportunity for spin-off activities in the rural communities which used to be hard hit by poverty.

Furthermore, GEF/SGP has established a niche of promoting gender equality and women empowerment. Most of the women in rural areas find themselves trapped in the poverty vicious circle and are trapped with a whole spectrum of health associated issues and a responsibility to provide for their households. Therefore, women find solace in the use of natural resources in particular, the veld products to make a living and in the process, pilot and venture into innovative livelihood support systems. The initiatives enhance skills, create employment, generate income, and instilling a business sense leading to sustainability. Income from the veld products therefore, becomes particularly significant as it could be either the only cash income or a supplementary livelihood benefit that initiates broader development and improvement of the quality of life. Value addition to veld products provides a platform for safeguarding and promoting sound community resource management strategies and an opportunity for improving resource management and environmental understanding at grass-roots level. Therefore, through the support of the Programme, women are empowered to take advantage of opportunities within their localities in improving their livelihoods.

The Programme has worked with the young people that have creatively delivered the conservation message to their cohorts through the use of performing arts and murals. In addition, the Programme has also supported other vulnerable groups such as; Basarwa (San people) in ventures related to tourism using heritage sites and craft production in pursuit of social inclusiveness.

The Programme has also piloted establishing land reclamation initiatives that incorporate value addition activities. Undertaking value addition initiatives on the land being reclaimed has been found to generate and maintain interest in the project. Bee keeping, nursery establishment and guinea fowl rearing provide alternative livelihood and a means to diversify agricultural production that is otherwise on the decline.

The ability of the Programme to allow grantees to undertake piloting and innovative initiatives has accorded an opportunity to find solutions to emerging conservation issues. The piloting of Community Based Fire Management (CBFiM) by Khama Rhino Sanctuary Trust and Mababe Zokotsama Community Development Trust has enhanced the involvement of communities finding solutions to the problem of wild fires in Botswana. The Programme therefore, provides a platform for knowledge sharing and capacity building amongst the grantees. GEF/SGP has supported Khama Rhino Sanctuary Trust to implement a Community Based Fire Management project within the sanctuary. Ngwao-Pinagare Association (a youth group) has used the experiences of Khama Rhino to implement a project using theater as a tool to sensitise communities on veld fire management.

In conclusion, as a Programme, we have also seen a niche and capacitated the communities throughout the past OP's through capacity development efforts provided by SGP. The results have been increase in the number of proposals over all the thematic areas and improved quality of proposals submitted. This clearly depict that communities are aware of SGP areas of support and are interested in working with the Programme in efforts geared towards environmental conservation and improving their livelihoods. This gives us comparative advantage over other funding modalities in the country.

2.1 SGP Country Programme and Its Alignment with National Priorities

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

Table 2 List of Relevant Conventions and National and Regional Programmes

Rio Conventions+ National Planning Frameworks	Date of Ratification
United Nations Convention of Biological Diversity (UNCBD)	1995
CBD National Biodiversity Strategy and Action Plan (NBSAP)	2004
Nagoya Protocol on Access and Benefit-Sharing (ABS)	2014
UN Framework Convention on Climate Change (UNFCCC) and its Kyoto protocol	1994
UNFCCC National Communications (1st, 2nd, 3rd)	2001 (1 st), 2012 (2nd)
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	2013
United Nations Convention to Combat Desertification (UNCCD)	1996
UNCCD National Action Plan (NAP)	2006
United Nations Sustainable Development Goals	2015
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
Southern Africa Development Community Revised Protocol on Shared Water Course System	2001
Strategic Action Plans (SAPs) for shared International water bodies (ORASECOM ZAMCOM and OKACOM)	2003, 2008, 2010
Poverty Reduction Strategy Paper (PRSP)	2003

2.2 Opportunities for Communities and CSO's Involvement

The government of Botswana is a signatory to and has ratified a number of the multilateral environmental agreements. In pursuit of the OP6 strategic initiatives, the Programme will complement government efforts in the implementation of the resolutions, decisions and dispensations of the multi-lateral agreements and frameworks. These frameworks are linked to the United Nations Conventions and provide guidance for implementation within the national settings; presenting a basis for GEF/SGP interventions in the different thematic and focal areas. The OP6 strategic initiatives very much linked to the UN Conventions with the intention of contributing to the global environmental benefits. The initiatives supported by the Programme will therefore contribute to the attainment of amongst others; the Convention of Biological Diversity, UN Convention to Combat Desertification, Stockholm Convention on Persistent Organic Pesticides (POPs), UN Framework Convention on Climate Change (UNFCCC) and its Kyoto protocol.

Furthermore, in OP6 the SGP country Programme will support the implementation of national priorities in attaining notably 8 of the UN Sustainable Development Goals as follows; Goal 1: No poverty; Goal 2: Zero hunger; Goal 4: Gender equality; Goal 6: clean water and sanitation; Goal 7: Affordable and clean energy; Goal 11: Sustainable Cities and Communities; Goal 13: Climate action; Goal 14: Life below water; Goal 15: Life on land and Goal 17: Partnerships for the Goals. A great opportunity exists for the country office to be integrate SGP in their planning, implementation and M&E reporting so as to track progress in attaining the global agenda which Botswana is party to since 2015.

The National Biodiversity Strategy and Action Plan advocates for sustainable management of animal and plant biodiversity in Botswana's wetlands and woodland using ecosystem approach. The strategies for achieving such is through veld products multiplication and commercialization, implementation of conservation agriculture and support facilitation of gazettelement of threatened species hotspots critical biodiversity and key ecosystem functioning. The Makgadikgadi Framework Management Plan is one avenue of ensuring that the NBSAP is achieved; the choice of the areas within the boundaries of the said plan for the landscape approach attest to the extent to which the Programme is committed to attainment of the NBSAP and CBD.

SGP OP 6 strategic initiative on CSO-government dialogue present opportunities for CSOs to prepare and participate through consultative processes in international events including coming up with country positions 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. Moreover, the platforms provides an opportunity for communities to actively participate and sharing insights in implementation of the Strategic Action Plans (SAP) and overall management of transboundary natural resources such as; water bodies (river basins) and trans-frontier parks.

2.3 Complementary and Synergy of OP6 Strategic Initiatives

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 government of Botswana through the Ministry of Environment, Natural Resources and Tourism 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 OP6 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 under the 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 Gender Affairs Department, 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 others 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 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 below 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 contribution to national priorities

SGP OP6 Strategic Initiative	GEF-6 Corporate Results by Focal Area	SGP Country Programme niche relevant to national priorities/other agencies	Description of complementation between the SGP Country Programme UNDP CO strategic programming
Community landscape conservation	<i>Maintain globally significant biodiversity and the ecosystem goods and services that it provides to the society</i>	Long-term conservation and management of Botswana's biological diversity and genetic resources. National Biodiversity Strategy and Action Plan: focuses on the dryland ecosystems; Forest Conservation Botswana: forest resource management in protected and communal areas in Central, North and North-Western Botswana Department of Wildlife and National Parks Conservation Trust Fund: elephant conservation and development activities in the elephant range; Botswana University of Agriculture and Natural Resources & Southern African Science Service Centre for Adaptive Land Use: providing socio-economic baseline data for sustainable forest resource use/goods and value addition	UNDP Country Programme Document (CPD 2017-2021): Implementation of area based management plans (Makgadikgadi & Okavango Delta Framework Management Plan). SGP also complements the CPD implementation as it serves as a delivery mechanism on all the three pillars as it offers a lab 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 this experiences to inform policy design and implementation in the country. 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. Improved Management Effectiveness of the Chobe-Kwando-Linyanti Matrix of Protected areas (BIOCHOBE): Outcome 1 - Collaborative Governance framework in place in PAs and Buffer Zones resulting in reduced threats to Biodiversity and Economic Growth Using SLM to improve the integrity of the Makgadikgadi ecosystem and to secure the livelihoods of rangeland-dependent communities (SLM Makgadikgadi): Outcome 1 - Sustainable land and livestock management in over 1,900,000 hectares improves range condition and flow of ecosystem services to support livelihoods of local communities and biodiversity in Southern Sua Pan Region. 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 - Integrated landscape management practices adopted at community and resource-use levels to reduce

SGP OP6 Strategic Initiative	GEF-6 Corporate Results by Focal Area	SGP Country Programme niche relevant to national priorities/other agencies	Description of complementation between the SGP Country Programme UNDP CO strategic programming
			competition between land-uses and increase agro-ecosystem productivity The Biodiversity Finance Initiative (BIOFIN): The goal of the project is developing and piloting new approaches and methodology for leveraging increased biodiversity investments. The Programme serves as a delivery mechanism for implementation of the outputs of this project.
Innovative climate-smart agro-ecology;	<i>Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)</i>	Efficient and sustainable utilization of all components of biodiversity in Botswana through appropriate land and resource use practices and management Ministry of Environment, Natural Resources Conservation and Tourism: Botswana Climate Smart Agriculture Programme Ministry of Agricultural Development and Food Security: Livestock Management and Infrastructural Development (LIMD) & Integrated Support Programme for Arable Agricultural Development (ISPAAD). 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. Ecoexist: Conservation Agriculture: Improving food security and resilience to human-elephant conflict. Pabalelo Trust: Backyard gardening and Conservation agriculture.	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. Improved Management Effectiveness of the Chobe-Kwando-Linyanti Matrix of Protected areas (BIOCHOBE): Outcome 1 - Collaborative Governance framework in place in PAs and Buffer Zones resulting in reduced threats to Biodiversity and Economic Growth Using SLM to improve the integrity of the Makgadikgadi ecosystem and to secure the livelihoods of rangeland-dependent communities (SLM Makgadikgadi): Outcome 1 - Sustainable land and livestock management in over 1,900,000 hectares improves range condition and flow of ecosystem services to support livelihoods of local communities and biodiversity in Southern Sua Pan Region International Fund for Agricultural Development (IFAD): Pilot Scheme for Wastewater Irrigation
Energy access co-benefits	<i>Support to transformational shifts towards low-emission and resilient development path</i>	Promotion of alternative energy sources in particular solar and biomass technology as accessible and clean energy source Botswana Institute for Technology Research and Innovation: Solar street lighting project called SEDING. Botswana Power Corporation: supply Sekhutlane with solar power grid.	Promoting production and utilisation of bio-methane from agro-waste in South-Eastern Botswana: BITRI & UNDP Leapfrogging energy efficiency: United Nations Environment Programme & UNDP
Local to global chemical coalitions	<i>Increase in phase-out, disposal and reduction of</i>	Promotion of environmentally sound management of POPs and other highly hazardous pesticides	Treatment of POPs contaminated soils using non-thermal methods: Food and Agriculture Organisation

SGP OP6 Strategic Initiative	GEF-6 Corporate Results by Focal Area	SGP Country Programme niche relevant to national priorities/other agencies	Description of complementation between the SGP Country Programme UNDP CO strategic programming
	<i>releases of POPs, ODS, mercury and other chemicals of global concern</i>	Ministry of Agricultural Development and Food Security: Plant Protection, Department of Crop Production	
CSO-Government dialogue platforms	<i>Enhanced capacity of civil society to contribute to implementation of MEAs (multilateral environmental agreements) and national and sub-national policy, planning and legal frameworks</i>	Coordination and empowerment of CSOs Ministry of Environment, Natural Resources Conservation and Tourism: CBNRM Coordinator & Department of Environmental Affairs, MEA Coordinating Committee District CBNRM Forum: Ngamiland CBNRM Forum & Ngamiland Council of NGOs (NCONGO) National CBNRM Forum: Kalahari Conservation Society; NGO Council: Botswana Community Based Organization Network (BOCOBONET) & Botswana Council of Non-Governmental Organization (BOCONGO)	United Nations Sustainable Development Framework (UNSDF). Outcome 1: By 2021, Botswana has quality policies and programmes towards the achievement of Sustainable Development Goals targets and national aspirations 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. Bio-Chobe, SLM Ngamiland and SLM Makgadikgadi projects: Regional SLM stakeholder workshop and district SLM dialogues.
Social inclusion (gender, youth, indigenous people)	<i>GEF Gender Mainstreaming Policy and Gender Equality Action Plan and GEF Principles for Engagement with Indigenous Peoples</i>	Ministry of Youth Empowerment, Sports and Culture Development: Youth Development Fund Citizen Entrepreneurship Development Agency: Young Farmers Fund Ministry of Nationality, Immigration and Gender; Gender Department: Women economic empowerment programme Ministry of Local Government and Rural Development, Remote Area Development Programme: empowering economically vulnerable people by engagement them in suitable social and economic activities Office of the President: Programme on empowering People Living With Disability (PLWDs)	UNSDF: Outcome 1: By 2021, Botswana has quality policies and programmes towards the achievement of Sustainable Development Goals targets and national aspirations UNFPA UNICEF UN Women
Contribution to global knowledge management platforms	<i>Contribute to GEF KM Efforts</i>	Generation and management of knowledge 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	Communities connect GEF CSO network

3. OP6 Strategies

3.1 Cross cutting OP6 grant making strategies

CSO-Government dialogue platforms

In the previous operational phases, the programme identified engagement of CSOs and other stakeholders as crucial in ensuring effective participation in project implementation. The need to bring together role players resulted in the hosting of capacity building dialogues/workshops and knowledge fairs for stakeholders. The coming together of CSOs and service providers was hailed for providing a platform for face to face interactions, exchange of information and learning by sharing experiences. The platforms will be continued as they have been found to be mutual beneficial to both the CSOs and development partners.

Following the success of the capacity building initiatives and knowledge fairs, BirdLife Botswana adopted the same platform for the implementation the strategic project for community engagement and participation in the management of Makgadikgadi Wetlands as in enshrined in the Makgadikgadi Framework Management Plan through the establishment of Makgadikgadi Wetland Committee. The same model of engaging communities is being adopted for Okavango Delta Management Plan. It will be beneficial for the programme to link with CBNRM Forum in the districts where it exists as it presents an opportunity for wider interactions with both the CSOs and the government and private sector.

Furthermore, another avenue to be explored in OP6 is to tap into the opportunity that exists with the establishment of the NGO Council. The mandate of this forum is to coordinate the implementation of the NGO policy with particular reference to the improvement of dialogue and partnership between government and NGO's towards the achievement of the National Development Goals. The programme with continue fostering synergies with this forum as a vehicle for CSO-government engagement in the country.

Social Inclusion

Through the grant maker+ role, the programme will actively engage young people and women in project design and implementation. Botswana has a young population and with proper targeting, young people can play an active role particularly in monitoring and evaluation of project through the use of information and communication technology. Women in rural areas where poverty is particularly pronounced are eager to make a living from natural resources and efforts will be made to assist and direct them to service providers. The vulnerable groups such as the Remote Area Dwellers will be offered training to enhance proposal development, implementation and resource mobilization. The process will involve proactive mentoring and capacity building to increase uptake of project through introduction of alternative formats of proposal development.

Contribution to global knowledge management platforms

In the past, the programme has supported initiatives geared towards sharing information through alternative modes of communication and it will endeavor to promote models such as the participatory video. In addition, the programme will link with government entities such as Statistics Botswana and the private sector with the mandate of generating and managing knowledge to enhance documentation and wide sharing. Reputable academic and research institutions will be invited for collaboration on documentation of best practices from project supported by the programme as there has been a realization that there is weak capture of results.

3.2 Landscape – based OP6 grant making strategies

3.2.1 Overview of the selected landscapes

During the initial consultation workshop hosted on 30 June, 2015 for both the Technical Advisory Group and the National Steering Committee with the guidance of the United Nations Development Programme Environment Unit, four landscapes being; Chobe, Ngamiland, Kgalagadi and Ghanzi and Central (within the boundaries delineated for the Makgadikgadi Framework Management Plan) were selected. These landscapes were selected based on the opportunities for partnerships due to the investment made through the Global Environment Facility Medium and Full Size Projects being Sustainable Land Management (SLM) initiatives in Chobe: BIOCHOBE, Ngamiland: SLM Ngamiland, Kgalagadi & Ghanzi, Central (Makgadikgadi Framework): SLM Makgadikgadi. Subsequently, nationwide consultations were carried out during the period January-March, 2016 to ensure that CSOs, communities and stakeholders both within and outside the landscapes contribute to the development of the Country Programme Strategy. With further engagement and the confirmation of the available financial resource envelope and considering the vastness of the initial selected landscapes; it was decided that for greater impact the area delineated for the Makgadikgadi Framework Management Plan (MFMP) landscape (Figure 2 below) be the only one to be used for conclusion of the landscape approach. The landscape will receive 70% of the grants resources allocated for OP6 and the remaining 30% of the resources will be used for supporting initiatives outside the landscape.

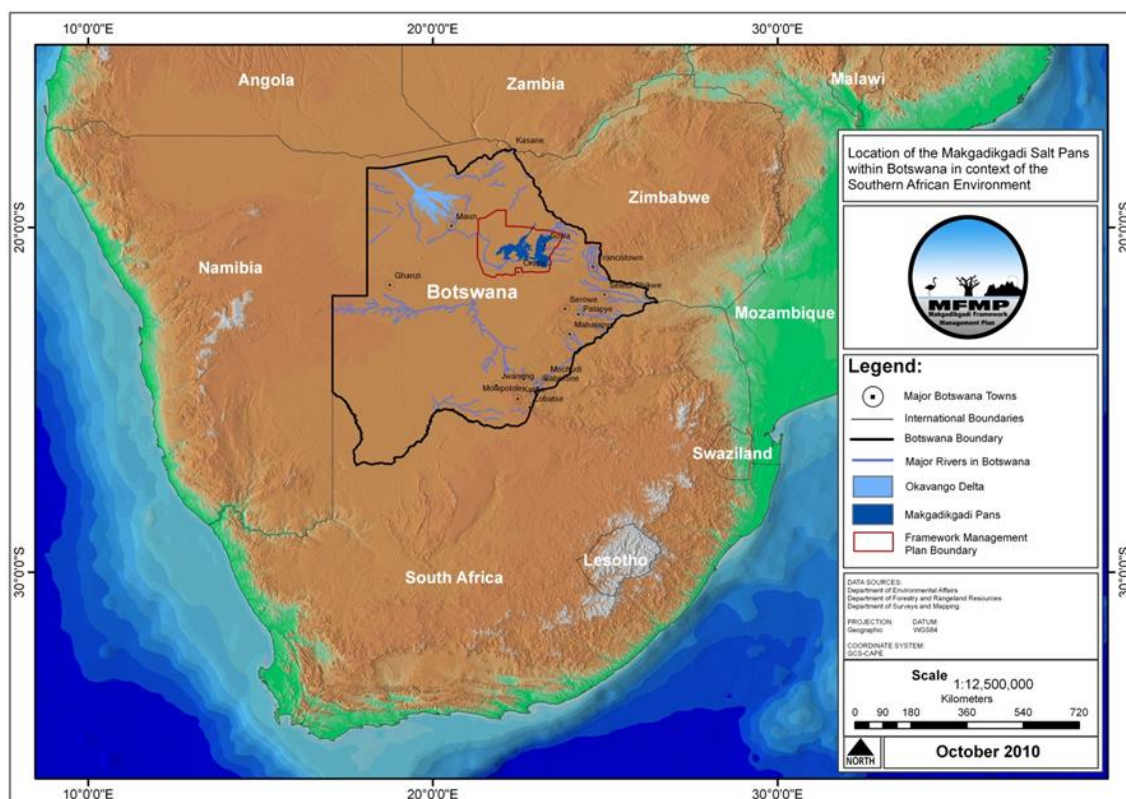


Figure 2: Location of the Makgadikgadi Pans in Botswana and southern Africa

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 respectively) projects 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, Karowe 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 area⁷.

The Makgadikgadi ecosystem was prioritized by the government based on fragility of the ecosystems. The site 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.

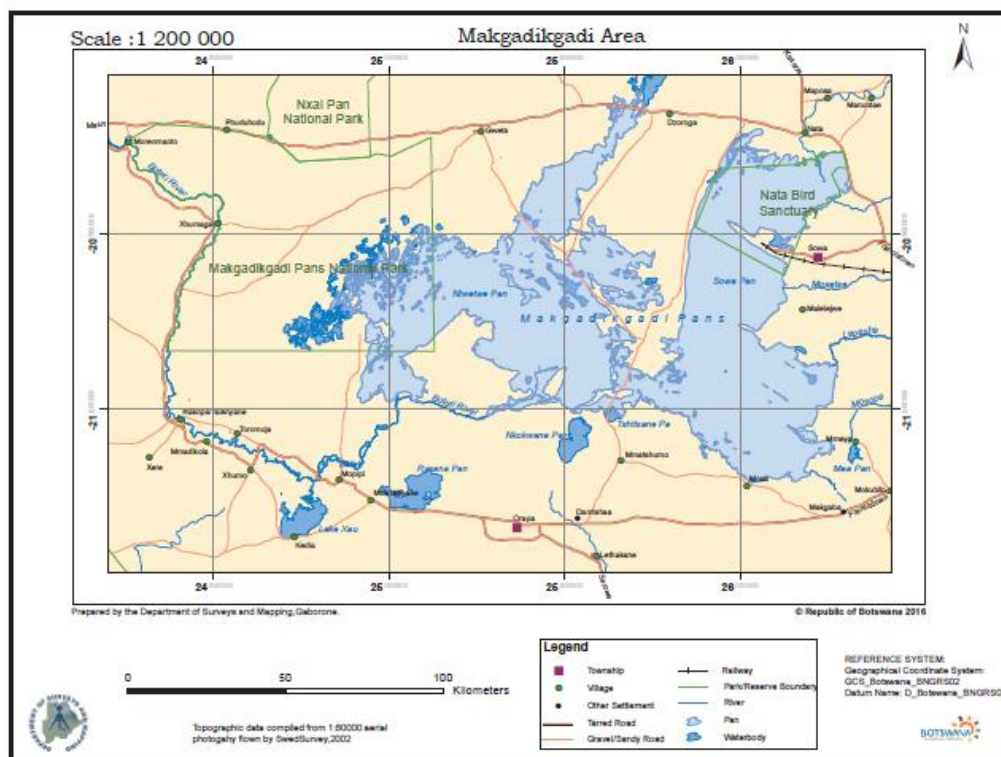


Figure 3: Makgadikgadi Area Location Map.
Source: Department of Surveys and Mapping, 2016.

The Makgadikgadi ecosystem landscape was favored 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

⁷ Statistics Botswana, 2015.

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 optimize the sustainable utilization 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.

3.2.2 Baseline Assessment for OP6 Country Programme Strategy

The baseline assessment within the selected landscape was undertaken by community and stakeholder consultations in selected strategic villages in Central District. Refer to Annex 1 for the detailed Baseline Assessment Report. Makgadikgadi baseline assessments were done in Letlhakane which is home to the Boteti Sub District and in Nata which is home to the Nata Bird Sanctuary. Nata has the junction to the Okavango, Chobe and Francistown areas, incorporating the Great Makgadikgadi Salt Pans which is a multitude of salt pans and vast grass plains. The programme in all consultations constituted the detailed narration of the SGP OP6 strategic initiatives, followed by the participatory engagement of stakeholders generated through the utilization of the tool attached as Annex 2 (Consultation and Scoping Report). The consultations were overarching with the engagement of the media, government institutions and all other stakeholders through the consultation, publicity and information sessions.

Strategic Initiatives prioritization inside landscapes

In prioritizing the strategic initiatives, the programme based the choices on the input from the consultation process with communities and stakeholders. In addition, the programme selected initiatives identified in the matrix of planned MFMP activities that are aligned or in line with the strategic initiatives as such were a result of intense and in depth consultations in the prioritized themes and categories. As per communities and stakeholders consultations (Figure 4 below), projects were identified within the 3 strategic initiatives of; community landscape conservation and climate smart innovative agro-ecology at 35% respectively and initiatives within low carbon energy access co-benefits stood at 29%. The other 4 other strategic initiatives (local to global chemical management coalitions, CSO-government policy and planning dialogue platforms, promoting social inclusion and global knowledge platforms) stood at below 1% each. This depicts that prioritization for the communities within the MWA is skewed towards interventions addressing environmental challenges and tapping into opportunities aligned to the strategic initiatives of; community landscape conservation, climate smart innovative agro-ecology and low carbon energy access co-benefits.

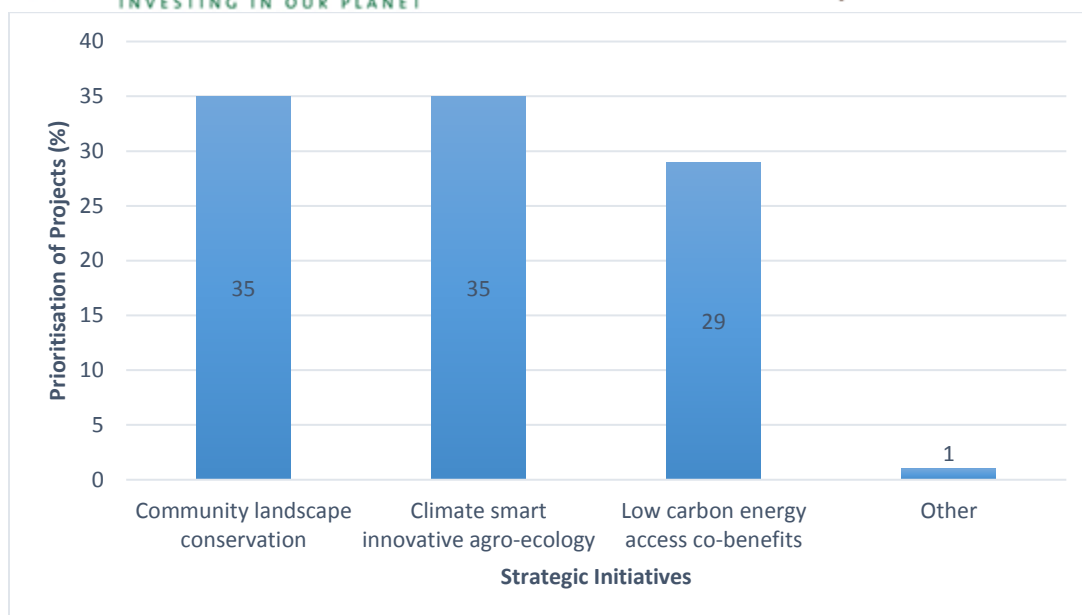


Figure 4: Projects proposed by communities within Makgadikgadi Wetland Area aligned to strategic initiatives.

Specific strategies highlighting types of projects for the selected landscape

Community landscape conservation

- ✓ Promotion of sustainable use of biodiversity hotspots within the boundaries of Makgadikgadi Framework Management Plan area;
- ✓ 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

Climate smart agroecology

- ✓ Diversification of cropping systems through fodder production, agro-forestry;
- ✓ Introduction of new crop farming techniques that enhance crop productivity and resilience such as CA;
- ✓ Support land reclamation initiatives that enhances resilience to climate change

Low Carbon Energy Access

- ✓ Promotion of energy saving and efficient use of renewable resources;
- ✓ Enhance resilience to climate change through water harvesting, conservation farming and drought resistant crops

Local to global chemical coalitions

- ✓ 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.

CSO-government dialogue platforms

- ✓ Capacity building of communities to enhance sustainable and profitable resource utilisation
- ✓ Capacity building and community awareness on human-wildlife conflict mitigation strategies;
- ✓ Training of communities in governance and leadership, management, business, financial management and knowledge management

Global Reach through knowledge based platform

- ✓ Document and publish indigenous knowledge of the MFMP area with particular reference to the biodiversity hotspots, wet spots, archaeological and heritage sites including the area's history;
- ✓ Support preparation of a book on the Makgadikgadi area with popularized scientific findings.

Strategies for enhancing synergy between different initiatives to achieve greater impact at landscape level

The Makgadikgadi Wetlands Management Committee (MWMC) is a structure set by the Makgadikgadi Framework Management Plan and established by BirdLife Botswana through the resources availed by the GEF/SGP strategic project “*Empowering effective civil society participation in the implementation of the Makgadikgadi Framework Management Plan*” have been identified as an entry point for synergy between the different initiatives. Chaired by private sector representative working in tourism, the structure allows non-state actor participation in implementing the MFMP, with the greatest membership being local community representatives. MWMC has become a very important and crucial structure as it has representatives from the clusters of the 31 villages being; Nata, Tsokatshaa, Maposa, Gweta, Sepako, Mmanxotai, Zoroga, Dukwi, Mosetse, Kutamogore, Lepashe, Matsitama, Moreomaoto, Makalamabedi, Phuduhudu, Motlopi, Khumaga, Mmatshumo, Mmea, Mosu, Mokubilo, Toromoja, Kedia, Xhumo, Mmadikola, Xere, Khwee, Mokoboxane, Mopipi, Letlhakane and Rakops. These MFMP structure provide the overarching governance, planning and coordination tool enabling CSOs and communities to significantly engage.

The MWMC as a platform will be used for sharing information and reporting progress made in implementing projects supported within the landscape. In addition, field visits will be used for exchanges and monitoring project activities.

Mobilization of additional funds and resources to support landscape projects

The MFMP recognizes Public Private Partnership as presenting a window worth exploring in detail with Business Botswana as the linking institution by virtue of its mandate. In addition, it identifies government financial resources as crucial in the implementation of the plan particularly the National Environment Fund and the Tropical Forest Conservation Fund administered by Forest Conservation Fund.

The programme will interlink and actively engage with development partners within the landscape. The chosen landscape houses mines for diamonds being; Debswana (Orapa, Damtshaa and Letlhakane) mines and Karowe mine and Botswana Soda Ash mine producing soda ash. The mines support corporate social investment activities that target communities within their area of operation through enhancing livelihood, developments including; infrastructure and conservation of natural resources. The corporate social

investment themes overlap with the strategic initiatives hence the need for collaboration. In addition, the Makgadikgadi landscape falls within the boundaries of the Kavango Zambezi Transfrontier Conservation Area; with such presenting an opportunity for transboundary funding initiatives. Moreover, the programme will continue building partnerships with on-going and proposed initiatives by UNDP, other international donors and embassies. The programme will also explore potential that exists with international funding modalities not yet tapped into such as; Green Climate Fund and Adaptation Fund so as to augment its financial envelope.

Strategic plan for use of reserved 30% for outside the landscape

In OP6, a total of 30% of total resources will be reserved by the Programme to support CSOs outside the selected landscape of Makgadikgadi. Projects will be supported aligned to any of the strategic initiatives based as presented by proposals submitted by the CSOs. Furthermore, through the grant maker+ role, CSOs will be assisted to develop proposals 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.

3.3 Grant-maker+ Strategies

3.3.1 CSO-Government dialogue platform

The Makgadikgadi Framework Management Plan Implementation Committee and Makgadikgadi Wetlands Management Committee (MWMC) will be strengthened and used as a platform for engagement in ensuring that the implementation of both the MFMP and the CPS benefit the communities. The MFMP identifies 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 areas outside the landscape, 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 brings together CBOs, communities and stakeholders with the common interest in sustainable management of natural resources. Moreover, the programme will forge partnerships with private sector, NGO Council, BOCONGO and BOCOBONET forums around the country so as to facilitate dialogue between 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 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.

3.3.2 Policy Influence

Experiences and lessons from the programme activities will be used to inform and influence policies through the grant maker+ role at local, national and regional levels. At the local and national levels, the programme will seize opportunities by participating in consultation forums hosted by the Local Authorities at district level and those hosted by relevant ministries as well as the private sector so as to share experiences and lessons learnt. In addition, the programme will host events such as; grantees expo day so as to showcase the work undertaken by the programme. In partnership with the government, donors and private sector to host annual awards for CSO's so as to showcase the initiatives undertaken by CSOs in the country. It is envisaged that through this, the programme will be able to influence policy design and implementation as we have a niche in acting as lab for piloting innovations aimed at curbing environmental challenges as well as livelihoods improvement for local communities.

Furthermore, within the selected landscape for OP6, the implementation of activities are aligned to the MFMP and this acts as an avenue for piloting and pursuing the use of the area based land plan including management of a wetland. Lessons and experiences from the programme will contribute to NBSAP biodiversity thematic area through the protection of Important Bird Areas. The lessons from the landscape will be used to influence policy in adoption of the area based management in the country.

3.3.3 Promoting social inclusion (mandatory)

Both 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.

3.3.4 Knowledge Management Plan

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 into a booklet showcasing the initiatives, lessons learnt, experiences and best practices.

Sharing and dissemination of lessons and best practices

Documentaries, videos, photo stories, posters, brochures and pamphlets will be shared with wider audiences through both print and electronic media, public meetings and consultation forums. The programme will also explore 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. 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 programme.

3.3.5 Communication strategy

The programme will set in motion a strategy to enhance the image and services offered to stakeholders as a way of marketing, building partnerships and an avenue for mobilising resources. 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, 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.

4. Expected Results Framework

Table 4: Consistency with SGP OP 6 global programme components

OP6 Global Project Components	CPS Output	Indicators & Targets	Activities	Means of Verification
Community landscape conservation 1.1 SGP country programmes improve conservation and sustainable use, and management of important terrestrial and coastal/marine ecosystems through implementation of community based landscape/seascape approaches in approximately 50 countries.	Improved conservation for sustainable use and management of Makgadikgadi ecosystems.	Area of land under improved community conservation (area of coverage 10,000km ²)	Promotion of sustainable use of biodiversity hotspots (areas of highest conservation priority) within the boundaries of Makgadikgadi through 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; Promote human wildlife co-existence	Quarterly reports by beneficiaries. Annual Monitoring Reports (AMR) by GEF-SGP Mission reports for project site visits and workshops. CPS Review
	Enhanced sustainable use of natural resources within the boundaries of Makgadikgadi.	No. of legally registered biological hot spots under protection and sustainable utilization (at least 1)	Assist the communities with development of management plans for the biological hotspots. Facilitate the registration process with the relevant authorities Facilitate the protection of Important Bird Areas (IBA) to enhance avi-tourism product within the MFMP boundaries.	
	Enhanced access to socio-economic benefits for local communities.	No. of CSO's supported (at least 5)	Promote veld product development and value addition to improve livelihoods; Promote sustainable fishing value chain activities.	

OP6 Global Project Components	CPS Output	Indicators & Targets	Activities	Means of Verification
			Training of communities in governance and leadership skills, proposal development, project management, business, financial management and knowledge management to enhance sustainable and profitable resource utilisation;	
Innovative climate-smart agro-ecology 2.1 Agro-ecology practices incorporating measures to reduce CO2 emissions and enhancing resilience to climate change tried and tested in protected area buffer zones and forest corridors and disseminated widely in at least 30 priority countries	Agro ecology practices incorporated to enhance resilience to climate change for farming communities.	No. of Agro ecology practices piloted (at least 2)	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.	Annual Monitoring Report Quarterly progress reports Annual Monitoring Reports for SGP. Project site visits reports Seminar/training report CPS Review
		No. of hectares under agro-ecological practices in farming (at least 1 ha per farmer)	Piloting of new crop farming techniques to enhance resilience to climate change impacts.	
		No. Famers practicing agro-ecological practices in farming (at least 15)	Integrated farming systems promoted and piloted Promotion of water harvesting techniques for domestic and farming use.	
		No. of farmers undertaking improved rangeland management practices within the communal rangelands (at least 5 farmers)	Training of communities on sustainable rangeland management. Piloting of community based rangeland management and livestock husbandry practices. Promote alternative livelihoods strategies such as; bee keeping, guinea fowl farming, horticulture targeting vulnerable groups.	

OP6 Global Project Components	CPS Output	Indicators & Targets	Activities	Means of Verification
Energy access co-benefits 3.1 Low carbon community energy access solutions successfully deployed in 50 countries with alignment and integration of these approaches within larger frameworks such as SE4ALL initiated in at least 12 countries	Enhanced Access to low carbon energy solutions by communities	No. of households piloting low carbon energy solutions at community level. (At least 15 households)	Facilitate capacity building workshops on the use of renewable energy sources and technologies for communities. Piloting of alternative renewable energy sources and technologies e.g. Solar energy projects for heating, cooking and lighting; biogas digester; energy efficiency projects etc.	Quarterly reports by beneficiaries. Annual Monitoring Reports Workshop/training report CPS Review
Local to global chemical coalitions 4.1 Innovative community-based tools and approaches demonstrated, deployed and transferred, with support from newly organized or existing coalitions in at least 20 countries for managing harmful chemicals and waste in a sound manner	Enhanced community based chemical and waste management practices.	No. of CSOs engaged in waste collection and disposal (At least 3) No of CSO piloting innovative tools for domestic and agrochemicals management (At least 3)	Promote awareness raising, knowledge and technical capacity for waste management, POPs and hazardous pesticides. Establish community based waste sorting, collection and recycling for environmentally sound waste management Design of products and processes that minimise the use and generation of hazardous substances and waste Explore, pilot and replicate the use of new, appropriate and best available technologies for on-site sanitation facilities; Introduction of alternative environmental friendly vector control approaches; Promote integrated pesticide management in farming communities.	Quarterly reports by beneficiaries. Annual Monitoring Reports Project site visits reports Seminar/training report CPS Review
CSO-Government dialogue platforms 5.1 SGP supports establishment of “CSO-Government Policy and Planning Dialogue	CSO-Government Policy and Planning Dialogue Platforms strengthened.	At least one CSO - Government dialogue support government. No. of CSOs empowered to contribute towards	Support active participation of CSOs in the CSO-Government dialogue platforms. Facilitate CSOs to register as members of national and global networks (e.g. NGO	Grantee progress reports Annual Monitoring Report

OP6 Global Project Components	CPS Output	Indicators & Targets	Activities	Means of Verification
Platforms”, leveraging existing and potential partnerships, in at least 50 countries		implementation of MEAs, national policies and legal frameworks (at least 3)	Council-national and GEF CSO Network - global) Enhance capacity of CSOs through training to contribute to implementation of MEAs, national policies, planning and legal frameworks.	Project site monitoring reports Country Programme Strategy Review Global database
Social inclusion (gender, youth & vulnerable groups) 6.1 Gender mainstreaming considerations applied by all SGP country programmes; Gender training utilized by SGP staff, grantees, NSC members, partners 6.2 Involvement of youth, remote area dwellers and disabled is further supported in SGP projects and guidelines and best practices are widely shared with countries.	Enhanced gender mainstreaming in environmental management	Equitable representation of men and women in project governance structures (at least 40% women representation) At least one women CSO project supported	Strengthen and advocate for gender mainstreaming in project development and implementation. Support projects that create opportunities for active participation of vulnerable groups such as women, youths, PLWDs and remote area dwellers. Training of communities in governance and leadership skills, proposal development, project management, business, financial management and knowledge management to enhance sustainable and profitable resource utilisation;	Database of project members Project site visits reports Training/seminar reports AMR CPS review
	Enhanced inclusiveness of vulnerable groups in environmental management	Equitable representation of vulnerable groups project governance structures (at least 40% representation) Vulnerable group CSO project supported (At least 1 – youth, At least 1 – PLWDs, At least 1 – remote area dwellers)		

OP6 Global Project Components	CPS Output	Indicators & Targets	Activities	Means of Verification
Contribution to global knowledge management platforms 7.1 South-South Community Innovation Exchange Platform promotes south-south exchanges on global environmental issues in at least 20 countries	Enhanced contribution to knowledge management on community innovations Inter-community access to information	No. of knowledge products (At least 1 p.a. from projects) (At least 1 p.a. produced from partnerships with academia and research institutions) Knowledge Products Database developed (by 2018) At least one national knowledge fair conducted	Facilitate training for communities on data collection, documenting and storage. Document use of indigenous knowledge system in sustainable harvesting, processing and management of natural resources; Partner with the academia to better document, monitor and evaluate progress of projects over time. Document and share best practices on natural resources management Promotion of inter-community engagement platforms at district and national levels	repository A digital and printed collection of knowledge products AMR Project site visits reports AMR CPS review

5. Monitoring and Evaluation Plan

5.1 Monitoring and Evaluation Plan at the Country Programme Level

To ensure that programme deliver the required results and impacts, it is crucial to have a system/plan in place with tools to use in engaging the progress of projects throughout the implementation period. Monitoring and evaluation ensure that the initiatives are delivered within budget and time set for the project; achieves the envisaged impacts/results; 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.

5.2 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 OP6, 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 OP6, 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 are done once a year to ensure continuum in 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 also conduct exchange visits with other countries in Southern Africa so as to share knowledge and experiences.

Table 5: Monitoring and Evaluation Plan at the Project Level

SGP Individual Project Level		
M&E Activity	Responsible Parties	Timeframe
Participatory Project Monitoring	Grantees	Duration of project
Baseline 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
Project Work plans	Grantees, NC, PA, TAC	Duration of project
NC Project Proposal 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

5.3 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.

5.4 Strategy for aggregating individual projects at country level

The results and data 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 initiatives 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 on efforts of 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 6 below;

Table 6: Monitoring and Evaluation Plan at the Country Programme Level.

M&E Activity	Purpose	Responsible Parties	Budget Source	Timing
Country Programme Strategy Elaboration	Framework for Identification of community projects	NC, TAG & NSC, Country Stakeholders and grantees	Covered under preparatory grant	At the start of operational phase
Annual Country Programme Strategy Review	Learning Adaptive management	NC, TAG & NSC, CPMT	Covered under country programme operating costs	Conduct reviews on annual basis to ensure CPS is on track in achieving its outcomes and targets and take decisions on any revisions or adaptive management needs
NSC Meetings for on-going review of project result and analysis	Assess effectiveness of projects, portfolios, approaches, learning, adaptive management	NC, TAG & NSC, UNDP	Covered under country programme operating costs	Minimum twice per year. One dedicated to M&E and adaptive management at the end of grant year
Annual Country Report survey	Enable efficient reporting to NSC	NC presenting to TAG & NSC	Covered under country programme operating costs	Once per year in June
Annual Monitoring Report survey based on Annual Country Report	Enable efficient reporting to CPMT and GEF; presentation of results to donor	NC submission to CPMT	Covered under country programme operating costs	Once per year in July
Strategic Country Portfolio Review	Learning; adaptive management for strategic development of country programme	External Evaluator	Covered under country programme operating costs	Once per operational phase

6. Resource Mobilization Plan

6.1 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 is a very crucial document in efforts to mobilise resources for the landscape. Having been developed by full funding by the government, it has been designed to be a tool to motivate partners to support conservation and guide development efforts within the Makgadikgadi landscape. 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 Karowe 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 ministries that are not considered environmental related but has a bearing on the women empowerment programme, poverty eradication and enhancing productivity of the agriculture sector 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.

vii) Grant maker+ role by SGP team including NSC and TAG to help communities and CSOs develop proposals to access other donor and funding facilities

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 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 Coalition of NGOs (BOCONGO) and Botswana Community Based Organisations Network (BOCOBONET) as umbrella organizations for Non-Governmental Organizations and Community Based Organizations 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 will find collaborating with an entity that can go down to grass roots rewarding due to the complexities of working with communities.

7. Risk Management Plan

7.1 Key risks anticipate in OP6

Table 7 below outlines the key risks anticipated in the implementation of OP6;

Table 7: Description of risks Identified in OP 6

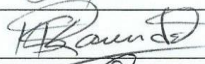
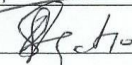
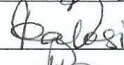
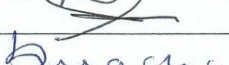
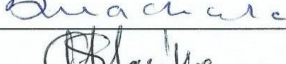
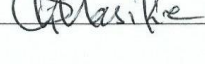
Describe Identified Risk	Degree of Risk	Probability of risk (Low, medium, high)	Risk mitigation measure foreseen
Limited funding for supporting projects	High	High	To leverage resources from other sources such as development partners, government and private sectors so as to augment the country programme financial envelope
Insufficient resources to conduct comprehensive mentoring and monitoring support to grantees.	High	Medium	Forging partnerships with other stakeholders.
Inadequate technical capacity on proposal development and project implementation by CSOs	High	Medium	Effectively empower CSOs through training workshops and seminars.
Lack of buy-in from the stakeholders.	Low	Low	Engage with the relevant stakeholders for support to implementation of projects supported.
Drought	High	High	The programme to identify the specific risk and advise the grantees accordingly in managing this by liaising with relevant stakeholders.
Veld fires	Medium	Medium	Providing information on early warning systems.
Reputational risk	Low	Low	Adhering to UN transparency principles in SGP programming.

7.2 Risks tracking in OP6

During the implementation of the OP6 CPS, the country programme will ensure tracking of key risk. A report will be presented to the programme committees (NSC and TAG) during the CPS annual review meetings. This presents an opportunity for reviewing the degree of risks identified or adjust the probability of the risk. Identified risks may also be removed, and new risks added with appropriate measures identified.

8. National Steering Committee Endorsement

See below endorsement of NSC for the final CPS duly reviewed by the NSC and agreed as a guide to the implementation of OP6 by the SGP Country Programme.

NSC members involved in OP6 CPS development, review and endorsement	Signatures
Ontanebe Joseph	
Samson Kaunda	
Dr Kibelo Sengato	
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Annex 1: OP6 landscape baseline assessment

Participatory OP6 landscape baseline assessment (please attach report)

Annex 2: Scoping Report

Scoping Report for OP6 CPS Development (please attach report)