



UNDP Project Document

UNDP-GEF Medium-Size Project (MSP)

Government of Botswana

and the

United Nations Development Programme

PIMS no. 3362/ATLAS 00053807

“Accruing Multiple Global Benefits through integrated Water Resources Management/Water Use Efficiency Planning: A demonstration project for Sub-Saharan Africa”

Brief Description:

The objective of the project is to facilitate the development of national processes, procedures, methods and options for efficient and equitable Integrated Water Resources Planning (IWRM). The development and implementation of a dynamic IWRM/Water Efficiency Plan for Botswana will address both national and transboundary water management priorities and will be supported by and contribute to regional knowledge management process, directly contributing to increase awareness and capacity of national and regional stakeholders to engage in IWRM process. To this effect, the project will also implement a pilot project for water conservation through conjunctive use of Grey-water Re-use and rainwater harvesting in selected schools of Botswana with the aim to demonstrate tangible impacts on the ground and further document and disseminate lessons learnt across the Southern African region.

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Acronyms

AIDS	Acquired Immune Deficiency Syndrome
BD	Biodiversity
BOCCIM	Botswana Confederation of Commerce, Industry and Manpower
CBNRM	Community Based Natural Resource Management
Cap-Net	Network for Capacity Building for IWRM
CC	Climate Change
CP	Country Programme
CSO	Civil Society Organization
CWP	Country Water Partnership
DWA	Department of Water Affairs
DEA	Department of Environmental Affairs
EIA	Environmental Impact Assessment
ERP	Every River Has Its People Project
GWP-SA	Global Water Partnership for Southern Africa
GDP	Gross Domestic Product
GEF	Global Environment Facility
GEF IW	GEF International Waters (focal area)
GoB	Government of Botswana
HIV	Human Immunodeficiency Virus
IAS	Invasive Alien Species
IUCN	The World Conservation Union
IWRM/WE	Integrated Water Resources Management/Water Efficiency Plans
IW	International Waters
KCS	Kalahari Conservation Society
KAZA	Kavango Zambezi TFCA
LD	Land Degradation
MDGs	Millennium Development Goals
MMEWR	Ministry of Minerals, Energy and Water Resources
MSP	Medium-Sized Project
NGO	Non-Governmental Organization
NDP	National Development Plan
NDP9	National Development Plan 9 for 2003/4-2008/9
NWMP	National Water Master Plan
NWPS	National Wetlands Policy and Strategy
ODMP	Okavango Delta Management Plan
PMU	Project Management Unit
POPs	Persistent Organic Pollutants
RCF	Regional Coordinating Framework
RIIC	Rural Industries Innovation Centre
RSAP	Regional Strategic Action Plan
SADC	Southern African Development Community
SAP	Strategic Action Programme
SAWINET	Southern Africa Water Information Network
SIDS	Small Island Developing States
Sida	Swedish International Development Agency
TDA	Trans-boundary Diagnostic Assessment
TFCA	Transfrontier Conservation Area
UN	United Nations

UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDP CO	UNDP Country Office
UNEP	United Nations Environment Programme
WAD	Women's Affairs Division
WaterNet	Regional network for Building Capacity for Water Resources Management in Southern Africa
WRC	Water Recourses Council
WSSD	World Summit on Sustainable Development

SECTION I: Elaboration of the Narrative

PART I: Situation Analysis

The World Summit on Sustainable Development Plan of Implementation calls for the development of integrated water resources management and water efficiency plans (IWRM plans) by developing countries as a way of reaching several of the Millennium Development Goals. IWRM Plans will assist countries not only in managing their limited water resources efficiently but also allow them to realize the maximum economic gains from the available resources while increasing the people's access to clean potable water. Currently, water resources management in most countries, including those in the Southern Africa region, is generally fragmented along sectoral lines with little integration and limited stakeholder participation.

Although some countries have made commendable strides towards developing IWRM plans with the assistance of the Global Water Partnership (GWP), a global non-governmental organization that promotes IWRM, there is generally limited institutional capacity to develop such plans. This situation is also compounded by the absence of tried and tested methodologies for the development of national IWRM plans that could offer models for countries in the region to use in their national planning processes. Furthermore, consideration for incorporation of global environmental issues into IWRM plans, such as biodiversity, land degradation, climate variability and change, trans-boundary concerns and persistent organic pollutants, which impact water resources quality and quantity, is limited. It is against this background that the United Nations Development Programme (UNDP) is proposing to support the formulation of this Global Environment Facility (GEF) Medium-Sized Project (MSP) to assist with the development and implementation of a national IWRM plan and increase the awareness and capacity of a wide range of stakeholders in the sub-Saharan Africa region. For the development and implementation of a national IWRM plan, Botswana is selected as a demonstration site in the region.

Botswana's climate is semi-arid with very low and highly variable rainfall. Because of the semi-arid climate, most of the rivers and streams are ephemeral. The only perennial rivers are the Okavango River and the Chobe River in the northern part of the country, both of which have their sources outside the country. Together with the Makgadikgadi Pans in the centre of the country they account for about 95% of the total surface water in Botswana. The majority of the population depends upon ground water which is also facing serious threats from pollution and over-exploitation.

The following features characterize the current situation regarding water management in Botswana:

- Few sources of water supply exist in the country for further development, leading water development authorities to consider water demand management as a development option;
- Despite its scarcity, water is used and managed inefficiently especially by institutional consumers, resulting in high water losses. The financial implication of such insufficiency is high revenue losses and the further need for expensive new investments;

- Water quality in many existing supply sources, especially groundwater, has deteriorated due to pollution, while quantity has also been affected by unsustainable extraction; and
- Competition for water resources among the various uses and users continues to intensify while resource availability diminishes.
- Difficulties caused by all the above situations will be compounded by the anticipated effects of climate change.

The situations highlighted above have made it imperative for the country to adopt a holistic planning process for water development and planning with a view to meeting the needs of all sectors of its economy. Botswana has recently concluded a review of its National Water Master Plan (NWMP) which was initially produced in 1992. The objectives of the review were to assess and project water demands and potential sources over a thirty-year period, and to identify water resources development options that best meet the country's economic efficiency, sustainability and poverty alleviation objectives. It has also included a review of institutional, policy and legal aspects of water resources management and effective implementation of IWRM. The review is a comprehensive effort aimed at addressing all sectoral needs.

PART II : Strategy

The Government of Botswana (GoB) requires assistance to facilitate the development of processes, procedures, methods and options for full integration of water resources management and development options across all sectors. In particular, support is needed to identify and develop water efficiency and conservation options to respond to the problem of increasing water scarcity and the ensuing need to balance the allocation and use of water resources among different users and uses. Among other things, this will be achieved through the implementation of a pilot project aimed at putting in place water conservation measures in selected schools in Botswana. The pilot will directly result in increased awareness and capacity of the stakeholders to engage in IWRM and WE planning, while lessons learnt will be documented and disseminated across the region. (Expected Result/Achievement: All sectoral plans take into account their impact on water resources) In addition to balancing water needs, Botswana also needs assistance with incorporating specific environmental concerns such as the protection of the integrity of ecosystems and the increasing problem of groundwater pollution in water resources management, not only for the environmental purposes but also for the purpose of safeguarding the limited water resources available for potable water uses. (Expected Result/Achievement: Ecosystems management and pollution control incorporated into all water resources management plans to safeguard the limited water resources of potable water for the people of Botswana) These needs form the basis why Botswana is selected as a demonstration site for the proposed GEF/MSP project.

In addition to the demonstration activities in Botswana, including the pilot on water conservation measures at selected schools, the project is designed to make significant contribution to the existing and ongoing regional efforts to develop IWRM Plans through the sharing of knowledge and lessons learned in particular on ways to ensure the global environmental benefits to be included into the IWRM and Water Efficiency planning. (Expected Result/Achievement: Botswana experiences packaged and used to influence the IWRM planning processes in the Sub-Saharan Africa region) Several countries in the Southern Africa region including Malawi, Mozambique, Namibia, Swaziland and Zambia are

presently in the early stages of developing national IWRM plans, while numerous countries elsewhere in Africa are moving to develop such plans. Tested methodologies and processes for incorporating global environmental management objectives into these planning processes are lacking. The proposed Project will significantly contribute to and reinforce the existing regional knowledge management mechanisms to support exchange of experience and lessons learned, and eventually derive best practice and guidance on IWRM planning for use in other countries. Facilities such as the Southern Africa Water Information Network (SAWINET) and GWP country level water partnerships are already working to codify knowledge and best practice for regional replication in collaboration with other stakeholders such as WaterNet. This institutional architecture will be developed with support from this project and become the framework within which to distil and disseminate knowledge on accruing multiple global benefits through IWRM/ Water Efficiency Planning. The integration of global environmental objectives into such planning processes is expected to improve prospects for securing global environmental benefits in the water sector. The identification of benefits and actions needed to secure them will be critical to ensure that future investments in infrastructure balance the need to serve production interests on the one hand and broader environmental considerations.

The project goal, objectives, outcomes and outputs are summarized in Table 1.

Table 1: Summary of Project Goal, Objectives, Outcomes and Outputs

Project Goal:	IWRM is operationalized across southern Africa, and contributes to environmentally, economically and socially sustainable development.
Project Objective	To facilitate national processes and development of institutional mechanisms, supported by and contributing to regional knowledge management processes, for efficient and equitable IWRM planning
Outcome 1	A dynamic IWRM Plan adopted and implemented for Botswana, which addresses national and trans-boundary water management priorities, integrate global environmental management objectives, and balances multiple uses of water resources
	Outputs:
	1.1 An assessment of issues and the status of water resources management (Situation Analysis Report produced)
	1.2 Water resources management issues and actions identified, prioritized and strategized (IWRM Action Plan produced)
	1.3 Cross-sectoral institutional coordination and stakeholder participation mechanisms for integrated water resources planning and management developed and established (Institutional audit and stakeholder participation framework developed)
	1.4 A dynamic IWRM Plan prepared
Outcome 2	Increased awareness and capacity of national and regional stakeholders (government, private sector and members of the public) to engage in the IWRM (planning and implementation) process through regional knowledge management initiatives
	Outputs:
	2.1 Consistent and practical guidance for IWRM developed and made available (IWRM Guidelines)
	2.2 Institutional changes to facilitate stakeholder participation implemented (Creation of Institutions recommended in the Water Sector Review)
	2.3 Knowledge management products produced, knowledge and awareness about IWRM created, and information disseminated, at local, national and regional levels (Publications/Publicity documents, workshops, conferences held)

	2.4 Bi-directional mechanisms to incorporate national and trans-boundary concerns, agreements and processes into respective water resources planning and management arrangements established (Platform for exchanges for information includes, among others, regional conferences organized and/or hosted by SADC related to the revised shared water protocol, etc.)
Outcome 3	Demonstration Project: Water conservation through conjunctive use of Grey-water Re-use and harvested rainwater in schools within Botswana: A Pilot Case for IWRM and WE Plan Implementation
	Outputs:
	3.1 Water conservation measures implemented and demonstrated at selected schools as part of IWRM and WE Plan in Botswana and lessons documented and disseminated across the region.
	3.2 Increased awareness and capacity of national and regional stakeholders (Government, private sector and members of the public) to roll out water conservation and management programmes and actions at public/private institutions throughout Botswana and beyond

Outcome 1 of this project will demonstrate an approach to IWRM/Water Use Efficiency Planning in Botswana. The project will try to demonstrate how a government could go about preparing an IWRM/Water Use Efficiency Plan on the ground. Botswana is chosen as a demonstration country in Sub-Saharan Africa to replicate its practices and extract lessons learned in the region. The demonstration projects will include the formulation of a national IWRM plan, the establishment of institutions to implement the plan as well as to strengthen existing institutions set up to implement transboundary water resources management programmes such as OKACOM for the Okavango basin, ORASECOM for the Orange-Senqu basin and LIMCOM for the Limpopo basin. Outcome 2 of the project is targeted towards achieving regional impacts from the demonstration in Botswana. The experiences and lessons learned from activities under Outcome 1 will be documented and collated for dissemination across the region and beyond, and used to influence processes in countries which are initiating IWRM. The knowledge management efforts will be coordinated with those of existing regional and global networks, such as the Global Water Partnership. Outcome 3 of the project aims at presenting quantitative and measurable results through the implementation of a pilot-scale water conservation programmes and actions at selected schools in Botswana. Through the implementation of the pilot project, necessary capacity of various local stakeholders to implement water conservation measures is identified and strengthened. Further, the pilot project will assist stakeholders to establish a functional inter-sectoral coordination whose purpose is effectively monitor and evaluate the implementation of IRWM practices at a pilot scale. By capacitating and creating awareness about IWRM and WE amongst the stakeholders, the pilot project will inform and contribute to the attainment of Outcome 1, while at the same time the documentation of lessons learnt and knowledge sharing will support and contribute directly to Outcome 2.

The three Project components are interlinked and mutually supportive. The specific activities under each component output will be further defined during the Project Inception Phase.

Outcome 1 comprises support to the national IWRM planning process in Botswana. The outputs of this component are the actual IWRM plan, including the information on which it is based; and the institutional mechanisms necessary for producing, monitoring and updating the plan. The word ‘dynamic’ is a key word in this context, implying that the outcome should be the facilities and capacity for an iterative and strategic planning process, rather than the production of a static plan. All relevant stakeholders, including water users and civil society in addition to government agencies, will be involved in this process, which will be supported by financial and human resources from GoB, UNDP-GEF and the Country Water Partnership in Botswana.

Outcome 2 encompasses the Project's regional knowledge management component, which entails the creation and dissemination of knowledge, awareness raising, institutional changes in order to enhance meaningful stakeholder participation, and creation of mechanisms for addressing both national and regional concerns at appropriate levels. Notably, mechanisms will be put in place to promote incorporation of governance of shared water courses into the national IWRM planning processes. The creation and dissemination of knowledge will be bi-directional. The planning activities in Botswana will be supported by knowledge inputs generated and available regionally and will incorporate trans-boundary concerns into the national plan, while the lessons learned from experiences in Botswana will inform regional stakeholders via existing knowledge network. The regional knowledge management initiatives, such as the annual partners' workshops organized GWP-SA, will be used to advance this component of the project. With regard to its actual content, the knowledge management component should focus on the production and dissemination of concrete knowledge management products that are useful in moving IWRM from an academic and intellectual level to practical implementation. Examples of such products are tool kits and guidance materials that can be used by IWRM practitioners in the region. Although the component will be managed by the Project Management Unit (PMU) located in Botswana, it will of necessity link up with and use the resources and capacity of existing regional networks and capacity building institutions such as WaterNet, GWP-SA and IWSD for the specific activities. It will also link up with Cap-Net, which recently relocated its headquarters in the region (Pretoria, South Africa), in order to benefit from the IWRM practitioners' global network.

Outcome 3 is represented by the implementation of the pilot project "Water conservation through conjunctive Use of Grey-water Re-use and harvested rainwater in schools within Botswana: A Case for IWRM and WE Plan Implementation". It is expected that the results from this pilot project will contribute directly to the overall IWRM project through the practical on-the-ground implementation of IWRM and the enhancement of the capacities of the schools in Botswana involved in the process. The project is expected to influence water conservation awareness and will also have an impact on water allocation and pricing processes in the future thereby promoting the sustainable utilization of this scarce resource. The lessons learnt from the implementation of the pilot project will be packaged and disseminated to a wider audience in Botswana as well as the southern Africa region and beyond.

PART III : Management Arrangements

The Project will be implemented over a three-year period, including a 4-month Inception Phase. The project will be implemented by UNDP and executed by the Government of Botswana (National Execution). The Government of Botswana enters the cooperation agreement with the Kalahari Conservation Society (KCS), the current host and the Secretariat of the Botswana Country Water Partnership, so that KCS will be a responsible party for the project execution. The Cooperation agreement between the Government of Botswana and the Kalahari Conservation Society will be attached to the UNDP Project Document. The Department of Water Affairs, as the lead government department, will be responsible for co-ordination of all concerned government departments as well for chairing the Project Steering Committee.

The main activities during the Inception Phase will be to specify in more detail the content and activities for each of the Project components, prepare Project schedules and initial work plans,

and specify the plans for monitoring and evaluation, and for stakeholder involvement. In addition, one specific task during the Inception Phase will be for the Project Team to carry out an assessment of the institutions and platforms to be involved and used under the regional knowledge management component, and a specification of the types of materials that should be produced under the component. At least one stakeholder workshop will be conducted during the Inception Phase.

Project Steering Committee

For the purposes of steering the implementation of the Project activities, a Project Steering Committee (PSC) will be set up with the following membership:

1. Director, Department of Environmental Affairs, Ministry of Environment, Wildlife and Tourism
2. Representative of Ministry of Finance and Development Planning
3. Director, Department of Water Affairs (chair), Ministry of Minerals, Energy and Water Resources
4. Director, Local Government and Development, Ministry of Local Government
5. Director, Department of Crop Production and Forestry, Ministry of Agriculture
6. Director, Department of Land Board Services/Department of Lands, Ministry of Lands and Housing
7. Director, Department of Waste Management and Pollution Control, Ministry of Environment, Wildlife and Tourism
8. Chief Executive Officer, Kalahari Conservation Society
9. Chairperson, Country Water Partnership
10. Representative, UNDP

The PSC will endorse the appointment of staff of the Project Management Unit; approve and monitor the implementation of Project work plans and budgets; provide technical inputs; and provide general Project supervision.

The Review of the National Water Master Plan suggested that the cross-sectoral coordination mechanism for IWRM in Botswana be assumed by a Water Resources Council (WRC), which will be made up of representatives of government, the private sector and members of the public. The functions of the WRC will also include the coordination and direction of the preparation of a National Water Resources Strategy. In the interim phase before the establishment of the WRC, it is proposed that the Department of Water Affairs assume the responsibility of chairing and coordinating this cross-sectoral mechanism. However, it is envisaged that – once established – the WRC should also assume the role of PSC for the project so to avoid duplication and maximize the coordination efforts for the effective management of water resources and implementation of IWRM at national level.

Project Management Unit

A Project Management Unit (PMU) will be hosted by the Kalahari Conservation Society (KCS). Having the project hosted by KCS will allow for greater efficiencies in terms of time for the project implementation. It will consist of one full-time Project Coordinator, one Assistant (see Part III for their Terms of References) and support staff. A full-time designated staff member of DWA will be attached to the PMU. This will assist integrating and institutionalizing IWRM within the work of the department. Short-term consultants will be

assigned in accordance with the specific component schedules prepared in the Inception Phase and detailed in annual work plans.

The PMU will co-ordinate inputs and activities both at national level with the stakeholders and partners in Botswana, and at regional level with the main co-operating partners GWP-SA and Cap-Net/WaterNet. Consultations held with representatives of these organizations have confirmed their readiness to work with the PMU in this regard.

Inputs

Each of the institutions involved in the Project will provide discrete inputs into the IWRM process. GEF will provide funding incremental to resources provided by GoB in a co-financing arrangement. GWP-SA through the Country Water Partnership will provide expertise in IWRM planning while institutions like Cap-Net, IWSD, IUCN and WaterNet will be expected to provide technical backstopping to the initiative, including training through their well established capacity building programmes.

In order to accord proper acknowledgement to GEF for providing funding, a GEF logo should appear on all relevant GEF project publications, including among others, project hardware and vehicles purchased with GEF funds. Any citation on publications regarding projects funded by GEF should also accord proper acknowledgment to GEF. The UNDP logo should be more prominent -- and separated from the GEF logo if possible, as UN visibility is important for security purposes.

PART IV: Monitoring and Evaluation Plan and Budget

Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures and will be provided by the project team and the UNDP Country Office (UNDP-CO) with support from UNDP/GEF. The Logical Framework Matrix in Annex 1 provides performance and impact indicators for project implementation along with their corresponding means of verification. These will form the basis on which the project's Monitoring and Evaluation system will be built.

The following sections outline the principle components of the Monitoring and Evaluation Plan and indicative cost estimates related to M&E activities. The project's Monitoring and Evaluation Plan will be presented and finalized at the Project's Inception Report following a collective fine-tuning of indicators, means of verification, and the full definition of project staff M&E responsibilities.

1. MONITORING AND REPORTING

1.1. Project Inception Phase

A Project Inception Workshop will be conducted with the full project team, relevant government counterparts, co-financing partners, the UNDP-CO and representation from the UNDP-GEF Regional Coordinating Unit, as well as UNDP-GEF (HQs) as appropriate.

A fundamental objective of this Inception Workshop will be to assist the project team to understand and take ownership of the project's goals and objectives, as well as finalize preparation of the project's first annual work plan on the basis of the project's logframe matrix. This will include reviewing the logframe (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of

this exercise finalize the Annual Work Plan (AWP) with precise and measurable performance indicators, and in a manner consistent with the expected outcomes for the project.

Additionally, the purpose and objective of the Inception Workshop (IW) will be to: (i) introduce project staff with the UNDP-GEF expanded team which will support the project during its implementation, namely the CO and responsible Regional Coordinating Unit staff; (ii) detail the roles, support services and complementary responsibilities of UNDP-CO and RCU staff vis à vis the project team; (iii) provide a detailed overview of UNDP-GEF reporting and monitoring and evaluation (M&E) requirements, with particular emphasis on the Annual Project Implementation Reviews (PIRs) and related documentation, the Annual Project Report (APR), Tripartite Review Meetings, as well as mid-term and final evaluations. Equally, the IW will provide an opportunity to inform the project team on UNDP project related budgetary planning, budget reviews, and mandatory budget rephasings.

The IW will also provide an opportunity for all parties to understand their roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff and decision-making structures will be discussed again, as needed, in order to clarify for all, each party's responsibilities during the project's implementation phase.

1.2. Monitoring responsibilities and events

A detailed schedule of project reviews meetings will be developed by the project management, in consultation with project implementation partners and stakeholder representatives and incorporated in the Project Inception Report. Such a schedule will include: (i) tentative time frames for Tripartite Reviews, Steering Committee Meetings, (or relevant advisory and/or coordination mechanisms) and (ii) project related Monitoring and Evaluation activities.

Day to day monitoring of implementation progress will be the responsibility of the Project Coordinator, based on the project's Annual Work Plan and its indicators. The Project Team will inform the UNDP-CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

The Project Coordinator will fine-tune the progress and performance/impact indicators of the project in consultation with the full project team at the Inception Workshop with support from UNDP-CO and assisted by the UNDP-GEF Regional Coordinating Unit. Specific targets for the first year implementation progress indicators together with their means of verification will be developed at this Workshop. These will be used to assess whether implementation is proceeding at the intended pace and in the right direction and will form part of the Annual Work Plan. The local implementing agencies will also take part in the Inception Workshop in which a common vision of overall project goals will be established. Targets and indicators for subsequent years would be defined annually as part of the internal evaluation and planning processes undertaken by the project team.

Periodic monitoring of implementation progress will be undertaken by the UNDP-CO through quarterly meetings with the project proponent, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.

UNDP Country Offices and UNDP-GEF RCUs as appropriate, will conduct yearly visits to projects that have field sites, or more often based on an agreed upon schedule to be detailed in the project's Inception Report / Annual Work Plan to assess first hand project progress. Any other member of the Steering Committee can also accompany, as decided by the SC. A Field Visit Report will be prepared by the CO

and circulated no less than one month after the visit to the project team, all SC members, and UNDP-GEF.

Annual Monitoring will occur through the Tripartite Review (TPR). This is the highest policy-level meeting of the parties directly involved in the implementation of a project. The project will be subject to Tripartite Review (TPR) at least once every year. The first such meeting will be held within the first twelve months of the start of full implementation. The project proponent will prepare an Annual Project Report (APR) and submit it to UNDP-CO and the UNDP-GEF regional office at least two weeks prior to the TPR for review and comments.

The APR will be used as one of the basic documents for discussions in the TPR meeting. The project proponent will present the APR to the TPR, highlighting policy issues and recommendations for the decision of the TPR participants. The project proponent also informs the participants of any agreement reached by stakeholders during the APR preparation on how to resolve operational issues. Separate reviews of each project component may also be conducted if necessary.

Terminal Tripartite Review (TTR)

The terminal tripartite review is held in the last month of project operations. The project proponent is responsible for preparing the Terminal Report and submitting it to UNDP-CO and LAC-GEF's Regional Coordinating Unit. It shall be prepared in draft at least two months in advance of the TTR in order to allow review, and will serve as the basis for discussions in the TTR. The terminal tripartite review considers the implementation of the project as a whole, paying particular attention to whether the project has achieved its stated objectives and contributed to the broader environmental objective. It decides whether any actions are still necessary, particularly in relation to sustainability of project results, and acts as a vehicle through which lessons learnt can be captured to feed into other projects under implementation of formulation.

The TPR has the authority to suspend disbursement if project performance benchmarks are not met. Benchmarks will be developed at the Inception Workshop, based on delivery rates, and qualitative assessments of achievements of outputs.

1.3. Project Monitoring Reporting

The Project Coordinator in conjunction with the UNDP-GEF extended team will be responsible for the preparation and submission of the following reports that form part of the monitoring process. Items (a) through (f) are mandatory and strictly related to monitoring, while (g) through (h) have a broader function and the frequency and nature is project specific to be defined throughout implementation.

(a) Inception Report (IR)

A Project Inception Report will be prepared immediately following the Inception Workshop. It will include a detailed First Year/ Annual Work Plan divided in quarterly time-frames detailing the activities and progress indicators that will guide implementation during the first year of the project. This Work Plan would include the dates of specific field visits, support missions from the UNDP-CO or the Regional Coordinating Unit (RCU) or consultants, as well as time-frames for meetings of the project's decision making structures. The Report will also include the detailed project budget for the first full year of implementation, prepared on the basis of the Annual Work Plan, and including any monitoring and evaluation requirements to effectively measure project performance during the targeted 12 months time-frame.

The Inception Report will include a more detailed narrative on the institutional roles, responsibilities, coordinating actions and feedback mechanisms of project related partners. In addition, a section will be

included on progress to date on project establishment and start-up activities and an update of any changed external conditions that may effect project implementation.

When finalized the report will be circulated to project counterparts who will be given a period of one calendar month in which to respond with comments or queries. Prior to this circulation of the IR, the UNDP Country Office and UNDP-GEF's Regional Coordinating Unit will review the document.

(b) Annual Project Report (APR)

The APR is a UNDP requirement and part of UNDP's Country Office central oversight, monitoring and project management. It is a self -assessment report by project management to the CO and provides input to the country office reporting process and the ROAR, as well as forming a key input to the Tripartite Project Review. An APR will be prepared on an annual basis prior to the Tripartite Project Review, to reflect progress achieved in meeting the project's Annual Work Plan and assess performance of the project in contributing to intended outcomes through outputs and partnership work.

The format of the APR is flexible but should include the following:

- An analysis of project performance over the reporting period, including outputs produced and, where possible, information on the status of the outcome
- The constraints experienced in the progress towards results and the reasons for these
- The three (at most) major constraints to achievement of results
- AWP, CAE and other expenditure reports (ERP generated)
- Lessons learned
- Clear recommendations for future orientation in addressing key problems in lack of progress

(c) Project Implementation Review (PIR)

The PIR is an annual monitoring process mandated by the GEF. It has become an essential management and monitoring tool for project managers and offers the main vehicle for extracting lessons from ongoing projects. Once the project has been under implementation for a year, a Project Implementation Report must be completed by the CO together with the project. The PIR can be prepared any time during the year (July-June) and ideally prior to the TPR. The PIR should then be discussed in the TPR so that the result would be a PIR that has been agreed upon by the project, the executing agency, UNDP CO and the concerned RC.

The individual PIRs are collected, reviewed and analysed by the RCs prior to sending them to the focal area clusters at the UNDP/GEF headquarters. The focal area clusters supported by the UNDP/GEF M&E Unit analyse the PIRs by focal area, theme and region for common issues/results and lessons. The TAs and PTAs play a key role in this consolidating analysis.

The focal area PIRs are then discussed in the GEF Interagency Focal Area Task Forces in or around November each year and consolidated reports by focal area are collated by the GEF Independent M&E Unit based on the Task Force findings.

The GEF M&E Unit provides the scope and content of the PIR. In light of the similarities of both APR and PIR, UNDP/GEF has prepared a harmonized format for reference.

(d) Quarterly Progress Reports

Short reports outlining main updates in project progress will be provided quarterly to the local UNDP Country Office and the UNDP-GEF regional office by the project team. See format attached.

(e) Periodic Thematic Reports

As and when called for by UNDP, UNDP-GEF or the Implementing Partner, the project team will prepare Specific Thematic Reports, focusing on specific issues or areas of activity. The request for a Thematic Report will be provided to the project team in written form by UNDP and will clearly state the issue or activities that need to be reported on. These reports can be used as a form of lessons learnt exercise, specific oversight in key areas, or as troubleshooting exercises to evaluate and overcome obstacles and difficulties encountered. UNDP is requested to minimize its requests for Thematic Reports, and when such are necessary will allow reasonable timeframes for their preparation by the project team.

(f) Project Terminal Report

During the last three months of the project the project team will prepare the Project Terminal Report. This comprehensive report will summarize all activities, achievements and outputs of the Project, lessons learnt, objectives met, or not achieved, structures and systems implemented, etc. and will be the definitive statement of the Project's activities during its lifetime. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the Project's activities.

(g) Technical Reports

Technical Reports are detailed documents covering specific areas of analysis or scientific specializations within the overall project. As part of the Inception Report, the project team will prepare a draft Reports List, detailing the technical reports that are expected to be prepared on key areas of activity during the course of the Project, and tentative due dates. Where necessary this Reports List will be revised and updated, and included in subsequent APRs. Technical Reports may also be prepared by external consultants and should be comprehensive, specialized analyses of clearly defined areas of research within the framework of the project and its sites. These technical reports will represent, as appropriate, the project's substantive contribution to specific areas, and will be used in efforts to disseminate relevant information and best practices at local, national and international levels.

(h) Project Publications

Project Publications will form a key method of crystallizing and disseminating the results and achievements of the Project. These publications may be scientific or informational texts on the activities and achievements of the Project, in the form of journal articles, multimedia publications, etc. These publications can be based on Technical Reports, depending upon the relevance, scientific worth, etc. of these Reports, or may be summaries or compilations of a series of Technical Reports and other research. The project team will determine if any of the Technical Reports merit formal publication, and will also (in consultation with UNDP, the government and other relevant stakeholder groups) plan and produce these Publications in a consistent and recognizable format. Project resources will need to be defined and allocated for these activities as appropriate and in a manner commensurate with the project's budget.

2. INDEPENDENT EVALUATION

The project will be subjected to at least one independent external evaluation as follows:-

2.1 Mid-term Evaluation

An independent Mid-Term Evaluation might be undertaken at mid-point during the lifespan of the project. The Mid-Term Evaluation will determine progress being made towards the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization, terms of reference and timing of the mid-term evaluation will be

decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF.

The Mid-Term Evaluation may be substituted by an internal review exercise by the Project Steering Committee.

2.2 Final Evaluation

An independent Final Evaluation will take place three months prior to the terminal tripartite review meeting, and will focus on the same issues as the mid-term evaluation. The final evaluation will also look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. The Final Evaluation should also provide recommendations for follow-up activities. The Terms of Reference for this evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF.

2.3 Audit Clause

The Government will provide the Resident Representative with certified periodic financial statements, and with an annual audit of the financial statements relating to the status of UNDP (including GEF) funds according to the established procedures set out in the Programming and Finance manuals. The Audit will be conducted by the legally recognized auditor of the Government, or by a commercial auditor engaged by the Government.

INDICATIVE M & E WORK PLAN AND CORRESPONDING BUDGET

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team Staff time</i>	Time frame
Inception Workshop	<ul style="list-style-type: none"> ▪ Project Coordinator ▪ UNDP CO ▪ UNDP GEF 	7,000	Within first two months of project start up
Inception Report	<ul style="list-style-type: none"> ▪ Project Team ▪ UNDP CO 	500	Immediately following IW
Measurement of Means of Verification for Project Purpose Indicators	<ul style="list-style-type: none"> ▪ Project Coordinator will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members 	10,000	Start, mid and end of project
Measurement of Means of Verification for Project Progress and Performance (measured on an annual basis)	<ul style="list-style-type: none"> ▪ Oversight by Project GEF Technical Advisor and Project Coordinator ▪ Measurements by regional field officers and local IAs 	20,000	Annually prior to APR/PIR and to the definition of annual work plans
APR/PIR	<ul style="list-style-type: none"> ▪ Project Team ▪ UNDP-CO ▪ UNDP-GEF 	None	Annually
TPR and TPR report	<ul style="list-style-type: none"> ▪ Government Counterparts ▪ UNDP CO ▪ Project team ▪ UNDP-GEF Regional Coordinating Unit 	None	Every year, upon receipt of APR
Steering Committee	<ul style="list-style-type: none"> ▪ Project Coordinator 	2,500	Following Project

Meetings	<ul style="list-style-type: none"> ▪ UNDP CO 		IW and subsequently at least once a year
Periodic status reports	<ul style="list-style-type: none"> ▪ Project team 	5,000	To be determined by Project team and UNDP CO
Technical reports	<ul style="list-style-type: none"> ▪ Project team ▪ Hired consultants as needed 	25,000	To be determined by Project Team and UNDP-CO
Mid-term External Evaluation (This may be substituted by an internal review exercise by PSC for an IW MSP project.)	<ul style="list-style-type: none"> ▪ Project team ▪ UNDP- CO ▪ UNDP-GEF Regional Coordinating Unit ▪ External Consultants (i.e. evaluation team) 	20,000	At the mid-point of project implementation.
Final External Evaluation	<ul style="list-style-type: none"> ▪ Project team, ▪ UNDP-CO ▪ UNDP-GEF Regional Coordinating Unit ▪ External Consultants (i.e. evaluation team) 	30,000	At the end of project implementation
Terminal Report	<ul style="list-style-type: none"> ▪ Project team ▪ UNDP-CO ▪ External Consultant 	None	At least one month before the end of the project
Lessons learned	<ul style="list-style-type: none"> ▪ Project team ▪ UNDP-GEF Regional Coordinating Unit (suggested formats for documenting best practices, etc) 	25,000	Yearly
Audit	<ul style="list-style-type: none"> ▪ UNDP-CO ▪ Project team 	9,000	Yearly
Visits to field sites (UNDP staff travel costs to be charged to IA fees)	<ul style="list-style-type: none"> ▪ UNDP Country Office ▪ UNDP-GEF Regional Coordinating Unit (as appropriate) ▪ Government representatives 	15,000 (average one visit per year)	Yearly
TOTAL INDICATIVE COST <i>Excluding project team staff time and UNDP staff and travel expenses</i>		US\$ 170,000	

PART V: Legal Context

This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of Botswana and the United Nations Development Programme, signed by the parties on the 14th May 1975. The host country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.

The UNDP Resident Representative in Botswana is authorized to effect in writing the following types of revision to this Project Document, provided that he/she has verified the agreement thereto by the UNDP-

GEF Unit and is assured that the other signatories to the Project Document have no objection to the proposed changes:

- a) Revision of, or addition to, any of the annexes to the Project Document;
- b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
- c) Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
- d) Inclusion of additional annexes and attachments only as set out here in this Project Document

SECTION II: STRATEGIC RESULTS FRAMEWORK, SRF AND GEF INCREMENT

a) Project Results Framework

Project Title				
Accruing Multiple global benefits through Integrated Water Resource Management/Water Use Efficiency Planning: A demonstration project for sub-Saharan Africa				
GOAL				
IWRM IS OPERATIONALIZED ACROSS SOUTHERN AFRICA, AND CONTRIBUTES TO ENVIRONMENTALLY, ECONOMICALLY AND SOCIALLY SUSTAINABLE DEVELOPMENT				
OBJECTIVE				
To facilitate national processes and development of institutional mechanisms, supported by and informing a regional knowledge management process, for efficient and equitable IWRM planning				
Outcomes				
1. A dynamic IWRM Plan adopted and implemented for Botswana, which addresses national and trans-boundary water management priorities, integrate global environmental management objectives, and balances multiple uses of water resources				
2. Increased awareness and capacity of stakeholders (government, private sector and members of the public) to engage in the IWRM (planning and implementation) process through regional knowledge management initiatives				
3. Pilot Project: Water conservation through conjunctive Use of Grey-water Re-use and Harvested Rainwater in schools in Botswana				
Outcome 1: A dynamic IWRM Plan adopted and implemented for Botswana, which addresses national and trans-boundary water management priorities, integrate global environmental management objectives, and balances multiple uses of water resources				
Outputs	Inputs and Actors	Verifiable indicators	Means of verification	Assumptions
		For Outcome 1: Plan formally adopted by GoB Plan effectively implemented through institutional mechanisms created Trans-boundary priorities addressed Global environmental objectives integrated and pursued Multiple uses of water balanced	Assessment reports IWRM plan Trans-boundary management strategy and programme documents Documentation of cross-sectoral, participatory consultation and coordination processes Records and outputs of inter-ministerial coordination mechanism Planning documents and monitoring reports	Recommendations of NWMP Review are implemented
1.1 An assessment of issues and the status of water resources management	<ul style="list-style-type: none"> PMU Financial and human resource inputs from GoB, UNDP-GEF and CWP 	Workshops performed Assessment report(s) published	Workshop proceedings Assessment report(s)	Current GoB focus on IWRM is maintained
1.2 Water resources management issues and actions identified, prioritized and strategized	<ul style="list-style-type: none"> Stakeholders at all levels, 	Workshops performed Appropriate reports published that specifies agreed actions, priorities and strategies	Workshop proceedings Reports	Multiple stakeholder participation in workshops maintained

1.3 National level institutions for IWRM established and cross-sectoral institutional coordination and stakeholder participation mechanisms for integrated water resources planning and transboundary water resources management developed and established	including water users and civil society • Consultants	National institutions for IWRM established and coordination and stakeholder participation mechanisms in place	DWA Progress Reports Monitoring reports	Water Resources Council established to coordinate IWRM Planning
1.4 A dynamic IWRM Plan prepared		IWRM plan published and processes for its up-dating in place	Plan document DWA Progress Reports	GoB capacity enhanced to facilitate plan formulation
Outcome 2: Increased awareness and capacity of national and regional stakeholders (government, private sector and members of the public) to engage in the IWRM (planning and implementation) process through regional knowledge management initiatives				
Outputs	Inputs and Actors	Verifiable indicators	Means of verification	Assumptions
		For Outcome 2: Knowledge management platforms in place and informing national and regional IWRM planning processes Guidance material accessed by IWRM practitioners	Proceedings of dialogue and networking events Requests for information Project monitoring reports GWP/CWP progress reports and documentation. Documentation from regional networks and Cap-Net IWRM planning guidance material Documentation of planning processes Public outreach and participation plans	Effective linkages between national and regional knowledge management networks created and functional
2.1 Consistent and practical guidance for IWRM developed and made available	• PMU • Financial and human resource inputs from GoB, UNDP-GEF and CWP	Guidelines and information material for IWRM published	Review of guidelines and information material Progress and monitoring reports	PMU established and working with GoB
2.2 Institutional changes to facilitate stakeholder participation implemented	• Institutional and human resource inputs from regional institutions such as GWP-SA, IWSD, WaterNet and SAWINET	Extent and importance of institutional changes made	Progress and monitoring reports	WRC established and functional
2.3 Knowledge and awareness about IWRM created, and information disseminated, at national and regional level		Number of training events and persons trained Number and quality of awareness and information programmes and materials produced	Course reports Materials review Progress and monitoring reports	IWRM Information networks fully functional at national and regional levels
2.4 Bi-directional mechanisms to incorporate national and trans-boundary concerns, agreements and processes into respective water resources planning and management arrangements established	• Consultants	Mechanisms visible in national and trans-boundary plans and arrangements	Progress and monitoring reports National and trans-boundary plan documents and agreements	National water resources planning processes recognize the need to incorporate regional concerns.

Outcome 3: Pilot Project: Water conservation through conjunctive Use of Greywater Re-use and Harvested Rainwater in schools in Botswana				
Outputs	Inputs and Actors	Verifiable indicators	Means of verification	Assumptions
Please refer to the detailed Logframe for this Demonstration project below				

b) Pilot Project Logframe

Pilot Project Title				
Water conservation through conjunctive Use of Grey-water Re-use and harvested rainwater in schools within Botswana: A Case for IWRM and WE Plan Implementation				
GOAL				
IWRM AND WE PLAN IS MADE OPERATIONAL IN BOTSWANA AND CONTRIBUTES TO ENVIRONMENTALLY, ECONOMICALLY AND SOCIALLY SUSTAINABLE DEVELOPMENT				
OBJECTIVE				
To facilitate the development of national processes and institutional mechanisms for IWRM and Water Efficiency planning that will inform and support a regional knowledge management process,				
Outcomes				
<ol style="list-style-type: none"> 1. Water conservation measures implemented and demonstrated at selected schools as part of the IWRM and WE Plan in Botswana and lessons documented and disseminated across the region. 2. Increased awareness and capacity of stakeholders (government, private sector and members of the public) to roll out water conservation and management programmes and actions at public/private institutions through out Botswana and beyond. 				
Outcome 1: Water conservation measures implemented and demonstrated at selected schools as part of the IWRM and WE Plan in Botswana and lessons documented and disseminated across the region.				
Outputs	Inputs and Actors	Verifiable indicators	Means of verification	Assumptions
		Pilot project adopted as a national initiative. Project institutionalized and used as basis for setting water allocation and pricing processes.	Progress reports. Documentation of cross-sectoral, participatory consultation and coordination processes Records and outputs of inter-ministerial coordination meetings. National planning documents and monitoring reports	Recommendations of NWMP Review are implemented

1.1 Schools participating in the pilot identified through stakeholder consultation	<ul style="list-style-type: none"> • PIU • Financial and human resource inputs from schools and other institutions in Botswana • GWP/CWP • Stakeholders at all levels, including water users and civil society • Consultants 	Number of schools participating in the pilot water conservation project	Inception Report	Current GoB focus on IWRM is maintained
1.2 An assessment of capacities of schools for water resources conservation and management conducted, including the identification of 1) technical capacity needs, 2) infrastructure needs and 3) m3/month that can be potentially saved through water conservation measures at each participating school.		Assessment report(s) published that specifies the capacity and infrastructure needs as well as the amount of water that could be potentially saved through various water conservation measures at each participating school.	Assessment report(s)	Commitment and interests from schools in the water conservation practices
1.3 Water resources conservation and management programmes and actions identified, costed, prioritized and strategized at each school and the corresponding M&E framework developed.		<p>Technical Reports summarizing the agreed water resource conservation and management programmes and actions with priorities published.</p> <p>A concrete action plan with financial information and timeline for each participating school.</p> <p>M&E framework with indicators that will measure actual on the ground changes through the pilot project (e.g., # of participating schools, # of participating students, amount of water saved per school, per capita, etc.)</p>	<p>Technical Reports</p> <p>An action plan for each participating school</p> <p>M&E framework</p>	<p>Multiple stakeholder participation in workshops maintained</p> <p>Reasonably costed, readily implementable water conservation measures available.</p> <p>Indicators that can be monitored with non-significant additional financial and human resource inputs available. (e.g., water consumption at school measured periodically.)</p>
1.4 Water conservation and management programmes and actions implemented at each school to realize # m3/month saving of water by the end of year 3. (The appropriate quantitative conservation target for each school will be determined through 3.1.2 and 3.1.3.)		<p>Prioritized water conservation measures (e.g., water conservation and rain harvesting system) designed, adopted and put into practice.</p> <p>Number of sites where the WE measures have been installed</p>	Field visits	
1.5 Cross-sectoral coordination (e.g. between DWA and schools) and stakeholder participation mechanisms established to monitor and evaluate the pilot project implementation at schools		Appropriate coordination committees established and functional	CWP and DWA Progress Reports Monitoring reports Committee meeting minutes	National level IWRM institutions established

Outcome 2: Increased awareness and capacity of national and regional stakeholders (Government ministries of Local Government, Education, private sector and members of the public) to roll out water conservation and management programmes and actions at public/private institutions throughout Botswana and beyond				
Outputs	Inputs and Actors	Verifiable indicators	Means of verification	Assumptions
		IWRM implementation guidelines and material accessed by IWRM practitioners	Project implementation reports by the various institutions Project monitoring reports GWP/CWP progress reports and documentation.	National institutions collaborate in implementation of IWRM and water efficiency programme
2.1 Practical (step-by-step) guidelines for formulation and implementation of the water conservation programme and actions at a school/institution institution developed and made available to wider national audience	<ul style="list-style-type: none"> • PIU • Financial and human resource inputs from various GoB institutions, and the CWP • Consultants 	Guidelines and information material published	Publications and progress and monitoring reports	Water conservation programme and actions successfully formulated at selected schools
2.2 Institutional capacities for adoption of IWRM enhanced.		Training programme developed	Training Programme Progress and monitoring reports	Effective conservation measures identified at selected schools
2.3 Lessons learned on the cross-sectoral coordination and stakeholder participation for the effective M&E for water conservation and management programme and actions extracted and disseminated widely throughout Botswana and beyond.		Lessons learned produced Lessons learned disseminated using at least 3 national/regional fora	Lessons learned publication Progress and monitoring reports	The cross-sectoral coordination committee established and functional.

SECTION III : Total Budget and Workplan

a) GEF Total Budget and Work Plan

Award ID:	00045537
Award Title:	PIMS 3362 IW MSP: Integrated Water Resources Management
Business Unit:	BWA10
Project Title:	Accruing multiple global benefits through Integrated Water Resources Management/Water Use Efficiency Planning: A demonstration project for sub-Saharan Africa (Botswana)
Implementing Partner (Executing Agency)	Government of Botswana (Ministry of Minerals, Energy and Water Resources – MMEWR)

GEF Outcome/Atlas Activity	Responsible Party/	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)	See Budget Note:
	Impl. Agent									
OUTCOME 1: A dynamic IWRM Plan adopted and implemented for Botswana, which addresses national and trans-boundary water management priorities, integrate global environmental management objectives, and balances multiple uses of water resources	MMEWR	62000	GEF	71200	International Consultants	9,000	9,000	9,000	27,000	1
				71300	Local Consultants	5,000	5,000	5,000	15,000	2
				72100	Contractual Services – companies	40,000	40,000	40,000	120,000	3
				71400	Contractual Services – Individuals	16,000	16,000	16,000	48,000	4
				71600	Travel	3,000	3,000	3,000	9,000	5
				74500	Miscellaneous	1,000	1,000	1,000	3,000	
					Total Outcome 1				222,000	
OUTCOME 2: Increased awareness and capacity of national and regional stakeholders (government, private sector and members of the public) to engage in the IWRM (planning and implementation) process	MMEWR	62000	GEF	71200	International Consultants	6,000	7,000	7,000	20,000	6
				71300	Local Consultants	5,000	5,000	5,000	15,000	7
				72100	Contractual services – companies	45,000	45,000	45,000	135,000	8
				71400	Contractual Services – Individuals	22,000	22,000	22,000	66,000	9
				74200	Audio Visual & Print Prod Cost	10,000	20,000	19,000	49,000	10
				71600	Travel	5,000	8,000	8,000	21,000	11

				74500	Miscellaneous	1,000	1,000	1,000	3,000		
					Total Outcome 2				309,000		
OUTCOME 3: Implementation of IWRM and WE Pilot	MMEWR	62000	GEF	71200	International Consultants	6,000	6,000	6,000	18,000	12	
				71300	Local Consultants	4,000	4,000	4,000	12,000	13	
				71600	Travel	7,000	7,000	7,000	21,000	14	
				72100	Contractual services companies	–	48,000	48,000	48,000	144,000	15
				71400	Contractual services individuals	–	20,000	20,000	20,000	60,000	16
				72300	Materials and Goods		20,000	20,000	20,000	60,000	17
				74200	Audio Visual & Print Prod Cost		10,000	10,000	10,000	30,000	18
				74500	Miscellaneous		1,000	2,000	2,000	5,000	
					Total Outcome 3				350,000		
PROJECT MANAGEMENT	MMEWR	62000	GEF	71300	Local Consultants	0	0	15,000	15,000	19	
				71400	Contractual services individuals	–	15,000	16,000	16,000	47,000	20
				74100	Professional Services	9,000	9,000	9,000	27,000	21	
				74500	Miscellaneous	1,000	2,000	2,000	5,000		
					Total Management				94,000		
				PROJECT TOTAL					975,000		

Budget notes:

1. To minimize the transaction cost and maximize the cost effectiveness of the interventions provided by an international consultant in order to attain the project objective, one international consultant will be hired to provide technical support throughout the project lifetime. The international consultant will be selected on competitive basis and will make contribution towards achieving all the three outcomes. Details of the expected inputs provided by the international consultant are shown in the TORs for International Consultant, included in the Annex G. The international consultant will work closely with a national consultant and a locally based organization which will enter into the partnership with the Government of Botswana to implement project activities. Budget for an international consultant includes international consultant travel (two trips per year) to travel to Gaborone in order to ensure the effective coordination with the national consultant as well as the quality control of the outputs for the all the three outcomes, but does not include in-country travels to attend key workshops when it is held outside of Gaborone. Each trip to Botswana will be strategically scheduled so that the international consultant will be able to attend key workshops held in Botswana and be able to contribute to all the Outcomes while he/she is Botswana. It is estimated that approximately 40 % of the international consultant time will be spent towards achieving Outcome 1.

2. To minimize the transaction cost and maximize the cost effectiveness of the interventions provided by a national consultant in order to attain the project objective, one national consultant will be hired to provide technical support throughout the project lifetime. The national consultant will be selected on competitive basis and will make contribution towards achieving all the three outcomes. Details of the expected inputs provided by the national consultant are shown in the TORs for National Consultant, included in the Annex G. The national consultant will work closely with an international consultant and a locally based organization which will enter into the partnership with the Government of Botswana to implement project activities. Budget for a national consultant does not include in-country travels to attend key workshops held in Botswana or regional travels required to ensure the regional component (Outcome 2) of the project. It is estimated that approximately 35 % of the national consultant time will be spent towards achieving Outcome 1.
3. A locally based organization will enter into the cooperation agreement with Government of Botswana to share the responsibility of project activity implementation throughout the project lifetime. An organization will be selected according to its technical and administrative capacities and will conduct or lead bulk of the project activities. For Outcome 1, activities include conducting two national workshops: Expected key outputs from the workshops include: a) findings and recommendations of scoping exercise validated, b) recommendations on how to incorporate scoping study findings into IWRM Plans, c) a roadmap towards national IWRM plans defined, and d) a stakeholder participation strategy for Botswana defined. It is estimated approximately 30% of the organization's contribution will be allocated to attain Outcome 1.
4. Approximately 22% of the staff time of the Project Management Unit, i.e., Project Coordinator and Administrative Assistant, will be spent towards achieving Outcome 1. The TORs for the PMU staff are found in the Annex G.
5. Travel budget is allocated for the national consultant, and Project Manager when necessary, to travel in-country to consult with stakeholders.
6. See the Budget Note 1 above. It is estimated that approximately 30 % of the international consultant time will be spent towards achieving Outcome 2.
7. See the Budget Note 2 above. It is estimated that approximately 35 % of the national consultant time will be spent towards achieving Outcome 2.
8. See the Budget Note 3 above. For Outcome 2, GWP-SA (working with the Kalahari Conservation Society, the host organization for the Botswana Country Water Partnership) will be contracted to implement this component through the use of its network of partnerships in the region. GWP-SA will produce the IWRM Guidelines, conduct institutional and stakeholder participation audits, produce information notes for various stakeholder categories including decision makers, formulate strategies for knowledge and information dissemination across the region. The proposed knowledge management products listed in the MSP proposal is a preliminary list and it will be finalized during the inception workshop based on the needs determined by both national and regional stakeholders. Knowledge management products will be produced based on the experience and lessons learned from the demonstration activities in Botswana (activities under Outcome 1) and disseminated widely across the region. It is expected that GWP, through KCS, will engage individual service providers for certain specified tasks. These will be determined on a case by case and needs basis. The level of efforts put by the KCS towards achieving Outcome 2 is estimated approximately 35% of their total contribution.
9. Approximately 30% of the staff time of the Project Management Unit, i.e., Project Coordinator and Administrative Assistant, will be spent towards achieving Outcome 2.
10. Budget allocated for the actual production of the knowledge management products.
11. The minimum travel budget is allocated for the national consultant, Project Manager and a representative from the locally based organization to attend regional knowledge sharing meetings to share the experiences learned from the IWRM planning in Botswana and to disseminate the knowledge management products. In order to facilitate bi-directional sharing of information and experiences and ensure the achievement of the Outcome 2, this minimum level of the budget allocation is necessary.
12. See the Budget Note 1 above. It is estimated that approximately 30 % of the international consultant time will be spent towards achieving Outcome 3.

13. See the Budget Note 2 above. It is estimated that approximately 30 % of the national consultant time will be spent towards achieving Outcome 3.
14. The minimum travel budget is allocated for the national consultant, Project Manager and a representative from the locally based organization to travel to the district for field visit, attendance to workshops and monitoring of IWRM and WE pilot sites.
15. See the Budget Note 3 above. For Outcome 3, the locally based organization will work closely with the national and the international consultants as well as the responsible national institution for the implementation of a WE demonstration project involving selected schools in Botswana. More in details, the aforementioned organization, through the use of its local network of partnership in the country will contribute to the awareness and capacity building activities for all the stakeholders. Lessons learnt will be documented and disseminated across the region thanks to its regional network. The level of efforts put by the locally based organization towards achieving Outcome 3 is estimated approximately 35% of their total contribution.
16. Approximately 27% of the staff time of the Project Management Unit, i.e., Project Coordinator and Administrative Assistant, will be spent towards achieving Outcome 3.
17. Budget allocated for the actual introduction of the Water Conservation and Efficiency activities.
18. Budget allocated for the publication of the IWRM/WE guidelines and other promotional materials.
19. Budget allocated for the terminal evaluation conducted by a local consultant.
20. Approximately 21% of the staff time of the Project Management Unit, i.e., Project Coordinator and Administrative Assistant, will be spent for project management.
21. Budget allocated for an annual audit conducted by a locally based certified firm according to the UNDP NEX guidelines.

Summary of Funds:¹

	Year 1	Year 2	Year 3	Total
GEF	308,000	324,000	343,000	975,000
UNDP	420,000	250,000	250,000	920,000
Government of Botswana	900,000	4,000,000	5,700,000	10,600,000
Global Water Partnership	100,000	100,000	100,000	300,000
TOTAL	1,728,000	4,674,000	6,393,000	12,795,000

¹ Summary table should include all other co-financing (cash and in-kind) that is not passing through UNDP.

b) Project Total Budget and Work Plan (including co-financing)

Award ID:	00045537
Award Title:	PIMS 3362 IW MSP: Integrated Water Resources Management
Business Unit:	BWA10
Project Title:	Accruing multiple global benefits through Integrated Water Resources Management/Water Use Efficiency Planning: A demonstration project for sub-Saharan Africa (Botswana)
Implementing Partner (Executing Agency)	Government of Botswana (Ministry of Minerals, Energy and Water Resources – MMEWR)

Expected Outputs	Key Activities	Responsible Partner	Planned Budget			
			Budget Description	Amount (US\$)		Total
				GEF	Co-Finance	
OUTCOME 1: A dynamic IWRM Plan adopted and implemented for Botswana, which addresses national and trans-boundary water management priorities, integrate global environmental management objectives, and balances multiple uses of water resources	Situation Assessment of Status of Water	MMEWR	International Consultants - 71200	27,000.00	200,000.00	227,000.00
			Local Consultants - 71300	15,000.00	700,000.00	715,000.00
	Identify, prioritise and strategise water resources management issues and actions		Contractual Services (Companies) – 72100	120,000.00	500,000.00	620,000.00
			Contractual Services (Individuals) – 71400	48,000.00	350,000.00	398,000.00
	Travel – 71600		9,000.00	200,000.00	209,000.00	
	Establish cross-sectoral institutional coordination mechanism for IWRM		Audiovisual & Print Prod. Costs - 74200	0.00	10,000.00	10,000.00
			Rental and Maintenance of Premises - 73100	0.00	70,000.00	70,000.00
	IT Equipment - 72800		0.00	200,000.00	200,000.00	
	Prepare an IWRM Plan		Miscellaneous Expenses - 74500	3,000.00	10,000.00	13,000.00
Sub-Total		222,000.00	2,500,000.00	2,722,000.00		
OUTCOME 2: Increased awareness and capacity of national and regional stakeholders (government, private sector and	Develop and make available consistent and practical guidance for IWRM	MMEWR	International Consultants - 71200	20,000.00	480,000.00	500,000.00
			Local Consultants – 71300	15,000.00	250,000.00	265,000.00
			Contractual Services (Companies) – 72100	135,000.00	150,000.00	285,000.00
			Contractual Services (Individuals) – 71400	66,000.00	150,000.00	216,000.00

members of the public) to engage in the IWRM (planning and implementation) process			Equipment and Furniture - 72200	0.00	200,000.00	200,000.00
	Implement institutional changes to facilitate stakeholder participation		Materials & Goods - 72300	0.00	200,000.00	200,000.00
	Create awareness and disseminate information about IWRM (Knowledge management)		Rental & Maintenance Premises - 73100	0.00	60,000.00	60,000.00
			Supplies	0.00	150,000.00	150,000.00
			IT Equipment - 72800	0.00	200,000.00	200,000.00
		Audiovisual & Print Prod. Costs - 74200	46,000.00	250,000.00	296,000.00	
	Establish bi-directional mechanisms to incorporate national and transboundary concerns and agreements into respective IWRM		Travel – 71600	21,000.00	200,000.00	221,000.00
			Miscellaneous Expenses - 74500	6,000.00	10,000.00	16,000.00
Sub-total				309,000.00	2,310,000.00	2,619,000.00
OUTCOME 3: Implementation of IWRM and WE Pilot	Implement & Demonstrate Water Conservation Measures	MMEWR	International Consultants - 71200	18,000.00	200,000.00	218,000.00
			Local Consultants – 71300	12,000.00	450,000.00	462,000.00
			Travel – 71600	21,000.00	250,000.00	271,000.00
			Contractual Services (Companies) – 72100	144,000.00	1,000,000.00	1,144,000.00
			Contractual Services (Individuals) – 71400	60,000.00	250,000.00	310,000.00
	Rental & Maintenance Premises - 73100		0.00	250,000.00	250,000.00	
	Awareness and Capacity Building and national & regional Stakeholders		Equipment and Furniture - 72200	0.00	1,200,000.00	1,200,000.00
			Materials & Goods - 72300	60,000.00	2,000,000.00	2,060,000.00
			IT Equipment - 72800	0.00	500,000.00	500,000.00
			Audiovisual & Print Prod. Costs - 74200	30,000.00	300,000.00	330,000.00
			Miscellaneous Expenses - 74500	5,000.00	30,000.00	35,000.00

	Sub-Total		350,000.00	6,430,000.00²	6,780,000.00	
Project Management		MMEWR	Local Consultants - 71300	15,000.00	150,000.00	165,000.00
			Contractual Services (Individuals) – 71400	47,000.00	150,000.00	197,000.00
			IT Equipment - 72800	0.00	100,000.00	100,000.00
			Rental & Maintenance Premises - 73100	0.00	120,000.00	120,000.00
			Professional services - 74100	27,000.00	30,000.00	57,000.00
			Miscellaneous Expenses - 74500	5,000.00	30,000.00	35,000.00
	Sub-Total		94,000.00	580,000.00	674,000.00	
	Total		975,000.00	11,820,000.00	12,795,000.00	

² Direct co-financing committed by the Government of Botswana for the implementation of the Demonstration Project “Water conservation through conjunctive Use of Grey-water Re-use and harvested rainwater in schools within Botswana: A Case for IWRM and WE Plan Implementation” is estimated at US\$ 980,000. USD6.43 mil includes the additional investment by the GoB for the implementation and piloting of other IWRM and WE initiatives (i.e. installation of technology to realize night/day switches in institutions; installation of technology to reduce evaporation in Botswana dams; storm water harvesting etc.), as stated in the letter of co-financing from the Department of Water Affairs, the Government of Botswana. These will build on and contribute to the achievements of the outcomes of the demonstration project and ensure the sustainability of outcomes realized by the demonstration project. The additional co-financing has been committed as part of the upcoming 10th National Development Plan.

SECTION IV: ADDITIONAL INFORMATION

PART I:

1. **Approved MSP PIF**

n/a

2. **Other agreements**

2.1 Country Endorsement Letter

TELEPHONE: (267) 390 2050
TELEFAX: (267) 390 2051
Email: envirobotswana@gov.bw



REPUBLIC OF BOTSWANA

Department of Environmental Affairs

PRIVATE BAG 0068

GABORONE

BOTSWANA

REF: NCS/ENV 8/10 VI (99) Ministry of Environment, Wildlife and Tourism 4th May 2005

***All Correspondence to be addressed to
The Executive Secretary***

The UNDP Resident Representative
P. O. Box 54
GABORONE

Attention: Mr L. Dikobe

Dear Sir

**INTERGRATED WATER RESOURCES
MANAGEMENT PLANNING IN SOUTHERN AFRICA**

I refer to the above proposed project.

As the GEF Focal Point I support the project for funding by GEF. It will be of great benefit to the environment.

Water is a very critical environmental issue not only in Botswana but in Southern Africa and a project such as the one proposed would greatly assist in planning for this important resource.

I therefore recommend the proposed project for funding by GEF.

Thank you.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Mushanana L. Nchunga'.

Mushanana L. Nchunga
EXECUTIVE SECRETARY

2.2 Co-financing Letters



GWP-SA Secretariat
141 Creswell Street, Silverton
Tel.: 27 12 845 9119 Fax.: 27 12 845 9110
Cel: +27 82 443 2259

21 February 2007

The Resident Representative:

**UNDP
P O Box 54
Gaborone
BOTSWANA**

Dear Dr Kristan Schoultz

UNDP-GEF PROJECT SUPPORT - IWRM PLANNING IN SOUTHERN AFRICA: GWPSA AND REGIONAL KNOWLEDGE MANAGEMENT ON IWRM

Following our telephonic and email communications on 21 February 2007, this letter serves to express Global Water Partnership-Southern Africa's (GWPSA) tremendous interest in implementing Outcome 2 of the above-mentioned initiative with UNDP-Botswana. **We are committing US\$ 300,000** over 2007-08 in support of Regional Knowledge Management. The details are outlined below.

As a Regional Water Partnership promoting IWRM since 1998, GWPSA has undertaken many IWRM Knowledge Management activities, as it is central to the Partnerships' work in the SADC region. An indication of GWPSA's past, current and future commitments to IWRM Knowledge Management activities as per the regional strategic work plan are as follows:

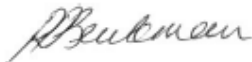
- The Southern African Water Information Network (**SAWINET**), 2001-2003. A regional knowledge management programme that concentrated on strengthening country water information resource centres (involving Botswana, Lesotho, Malawi, Namibia, Swaziland, Zambia and Zimbabwe). Expenditure 2001-2003: USD300 000.
- **GWP Toolbox**: A global compendium of IWRM best practices (as well as 'theory'). GWPSA became active with the Toolbox in 2003 and remains an active player – globally through contributing IWRM cases and providing customised, localised, regionally based 'training in the Toolbox' – packaged for different target groups (such as Catchment Managers in Zimbabwe, National IWRM Planning project teams and IWRM Masters students (WaterNet). A regional Training of Trainers workshop on the Toolbox was also undertaken for all Country Water Partnerships in 2005. To date CWP roll out of the training at national level has occurred in (Botswana, DRC, Swaziland, Malawi and Zambia). Expenditure 2004-2006: USD 150 000, budgeted amount in 2007 and 2008 is **USD100 000**.
- **Regional Knowledge Management Workshops** (annual GWPSA Consulting Partners Meeting and other regional events coordinated through the IWRM Planning project, WARFSA-WaterNet-GWPSA IWRM Symposia and CWP strengthening workshops): Every year since 2000, GWPSA

brings approximately 100 member institutions (of over 200 members in total) to a regional IWRM knowledge management workshop. GWPSA works very closely with its regional partner institutions SADC, WaterNet, SARDC, IUCN and IWSD and Country Water Partnerships (CWPs) in eleven of the 14 SADC member states. The workshops' focus primarily on disseminating recently generated IWRM information/ technical papers discussions in a regional context, bringing together of policy-makers, practitioners and academics to facilitate IWRM policy dialogues and sharing IWRM 'implementation' experiences across the SADC region, stemming mainly from the national and catchment IWRM planning experiences that the CWPs in Zambia, Malawi, Mozambique, Swaziland and Zimbabwe (catchment) are facilitating with their national governments. Future support to Lesotho and Angola is planned and GWPSA is currently fundraising for in-depth processes from 2008 onwards. Expenditure of annual meetings during 2001-2006: USD 120 000 per year = USD 720 000. In 2007 and 2008 budget secured in total is USD 200 000.

From the above brief account of GWPSA's activities and financial commitments in IWRM Knowledge Management since 2000 (almost USD 1,5 million) continuing until the end of 2008 (when a new strategic framework is designed), I trust that UNDP is assured of GWPSA's ability to implement Outcome 2 through the extensive IWRM network of institutions coordinated through the Regional Secretariat (based in Pretoria), and sustain similar activities well into 2009 and beyond.

Should you require any additional information, please do not hesitate to contact me.

Yours faithfully



Ruth Beukman
Regional Executive Secretary GWPSA

Telephone: (267) 3607100
Telegrams: Water
Telex: (267) 3903508



Department of Water
Affairs
Private Bag 0029
Gaborone

REFERENCE: H18/C IV (10)

DATE: 22 December 2006

The Resident Representative
UNDP
P O Box 54
GABORONE

Dear Sir/Madam,

**GEF PROJECT PROPOSAL – INTEGRATED WATER RESOURCES MANAGEMENT
PLANNING IN SOUTHERN AFRICA – BOTSWANA**

This is to inform you and the GEF Council that Department of Water Affairs (DWA) is fully supportive of the above named project proposal. The Government has already spent about US\$2.4million on the Botswana Water Master Plan Review (NWMPR). The new Draft Bill which formed part of the review will provide a legal framework to implement sustainable water development and management programs. The proposed Water Resources Council by the NWMPR will consist of key stakeholders from cross-cutting sectors, facilitating IWRM approach to water resources management. Government has further budgeted up to US\$70,000 for public consultation and awareness creating on the outcome of NWMPR.

In an effort to optimize the use of the country's scarce water resources, Water Demand Management is now a key strategy in Botswana's water sector. Up to US\$900,000 has been budgeted for water conservation projects during the remaining part of National Development Plan 9, which will be ending March 2009.

Therefore, the preceding paragraphs do show Government commitment to a shift towards "best practice" models for water sector institutions, which initiatives commenced even before the conception of the current IWRM project.

The Ministry of Minerals, Energy and Water Resources, through the Department of Water Affairs is looking forward to cooperating with UNDP in the above mentioned project.

Yours faithfully



O. Katai
Acting Director of Water Affairs



Gaborone, 14 March 2008

Dear Madam,

RE: GEF Project Proposal – Accruing multiple benefits through integrated water resources management/Water Use Efficiency Planning: A demonstration project for Sub-Saharan Africa

In support of the GEF project proposal “Accruing multiple benefits through integrated water resources management/Water Use Efficiency Planning: A demonstration project for Sub-Saharan Africa”, the UNDP in Botswana hereby would like to inform you that in the framework of our “Environment Support Programme 2003 - 2009”, jointly funded by UNDP and the Government of Botswana, our organization is funding and supporting a number of activities that will contribute to strengthen the capacity of the Government of Botswana in the field of water governance and integrated water resources management.

Some of the UNDP-funded activities planned for 2008-2009 that are expected to create synergies and add value to the mentioned proposal include, amongst others:

- 1) The development of a National Strategy for Sustainable Development and of an Environmental Management Act that will provide the overarching policy and legislative framework for sustainable development in Botswana, facilitating the adoption of sustainable development principles and the implementation of targeted initiative such as the IWRM. Associated budget: US\$ 150,000
- 2) Revision and dissemination of the Botswana National Wetlands Policy. Associated budget: US\$ 30,000.
- 3) Preparation and piloting of Ecosystem Management Guidelines to be included in the District Planning Handbook currently under revision by the Ministry of Local Government. Associated budget: US\$ 40,000.
- 4) Development of an Environmental Information System (EIS) that will ensure widespread access and dissemination of environmental data to both decision makers and the public. The EIS will ensure an improved monitoring of the status of water resources in Botswana and enhanced capability by the Government to assess success and effectiveness of adopted policies and approaches. Associated budget: US\$ 700,000.

In confirming that a total co-financing of US\$ 920,000 is being made available for the initiatives above by the UNDP in Botswana for the biennium 2008-2009, we would also like to let you know that UNDP will continue to support the initiatives undertaken by Government of Botswana with regards to IWRM in the next UNDAF programming cycle 2010 – 2015.

Yours faithfully


Viola Morgan
Deputy Resident Representative

The Chief Executive Officer
Global Environmental Facility
1818 H Street, NW, MSN G6-602
Washington, DC 20433
U.S.A.

Telephone: (267) 3607100
Telegrams: Water
Telex: (267) 3903508



Republic Of Botswana

Department of Water Affairs
Private Bag 0029
Gaborone

REFERENCE NO: H18/C IV (11)

DATE: 31 March 2008

The Resident Representative
UNDP
P O Box 54
GABORONE

Dear Sir/Madam,

GEF Project Proposal – Accruing multiple benefits through integrated water resources management/Water Use Efficiency Planning: A demonstration project for Sub-Saharan Africa

Further to the inclusion into the above mentioned proposal of a demonstration project on "Water Conservation through conjunctive use of Grey-water Re-use and Harvested Rainwater in Schools within Botswana: A case for IWRM implementation", the Department of Water Affairs (DWA) would like to inform UNDP in Botswana and the GEF Council that additional co-financing in the amount of US\$ 9.7 Million has been proposed for water efficiency projects in the National Development Plan 10, the next programming cycle of the Government of Botswana, starting in April 2009. These projects which focus on water demand management include projects such as; Installation of technology to realize night and day switches in institutions; Utilizing technology to reduce evaporation in dams in Botswana and Storm-water harvesting to name but a few.

We hereby would like to renew our full support to the present initiative and re-emphasize Government of Botswana commitment towards a full implementation of IWRM principles and best practices in Botswana.

The Ministry of Minerals, Energy and Water Resources, through the Department of Water Affairs is looking forward to cooperating with UNDP in the above mentioned project.

Thank You.

Yours faithfully


V.B. Bagopi
Director of Water Affairs

PART II : Terms of References for key project staff and main sub-contracts

The following positions will be recruited for the Project: Project Coordinator and Administrative Assistant. These positions will comprise the core of the Project Management Unit to which GoB will second a senior water resources management staff member.

1. Project Coordinator (PC)

Overall Purpose:

To ensure the overall coordination and smooth implementation of the UNDP-GEF Project: Accruing Multiple Global Benefits through Integrated Water Resource Management/Water Use Efficiency Planning: A Demonstration Project for sub-Saharan Africa (Botswana)

Generic Skills Required:

The PC will be a leader who will bring to the position status and credibility that is recognized by partner institutions/implementers. S(He) will have the ability to think strategically and be able to work effectively under pressure and manage work and resources within tight deadlines.

The PC will possess excellent communication skills including the ability to write lucidly and succinctly. S(He) will also possess above average interpersonal skills and the ability to work in a multicultural environment.

Specific Responsibility

The PC will be responsible for the day-to-day management and implementation of the Project to achieve all the stated outcomes and ensure their incorporation into national water resource development and management initiatives.

Technical, managerial and financial tasks:

The technical, managerial and financial tasks of the Project Coordinator are to:

- a) Work closely with relevant Government agencies and partner NGOs to ensure that Project implementation contributes to IWRM planning at the national level;
- b) Prepare annual work plans and budgets for the Project;
- c) Prepare quarterly, annual, mid-term and terminal Project progress reports that cover technical and financial matters for the consideration of the national PSC, UNDP-GEF, and the UNDP CO;
- d) Manage both staff performance and Project evaluations;
- e) Identify IWRM training needs for national stakeholders and arrange for training;
- f) Represent the Project in meetings and conferences to which the Project is invited;
- g) Supervise the activities or inputs of short/long-term consultants and ensure proper delivery of all outputs under implementation; and
- h) Guide the Project's M&E procedure and make recommendations to national authorities and donors.

2. Administrative Assistant (AA)

Objective:

The AA will provide administrative and management backstopping to the PMU. This will include managing procurement processes, arranging meetings and workshops and maintaining linkages with related projects and programmes in Botswana and in the region.

Specific Administrative tasks:

The specific administrative tasks of the AA are to:

- Organize stakeholder mobilization and consultative meetings and workshops;
- Support the PC in creating an effective and efficient Project management and administrative system;
- Provide support to the PMU in the collection and compilation of data relevant to the Project outcomes;
- Upkeep and sustaining of a Project management framework;
- Perform any other duties assigned by the Project Coordinator;
- Maintains accurate filing system of documentation;
- Issues all stock items to users in accordance with requisitions presented; and
- Maintain a computerized procurement system.

3. National Consultant

Duties:

Under the overall supervision and guidance of the Global Water Partnership and the UNDP Country Office, the consultant will, in close collaboration with the relevant national staff, be responsible for producing information notes on IWRM for use at national level. Specifically s/he will undertake the following tasks:

- Conduct scoping studies to establish status of play in IWRM related sectors such as biodiversity, climate change at national level and recommend actions needed to factor findings into IWRM planning; (*Outcome 1*)
- In association with GoB and Botswana CWP compile information notes for use in disseminating IWRM to national level stakeholders; (*Outcome 2*)
- Facilitate national workshops to discuss knowledge management products.
- Review, editing and finalization of the various knowledge management products to ensure they are of acceptable high technical standard. Products should meet expectations of government and UNDP. (*Outcome 2*)
- Capacity building of UNDP CO, national CWP and government personnel in the area of IWRM planning. This will be achieved through activity implementation. (*Outcome 2*)
- In association with the International consultant, develop national level products, including a monitoring and evaluation plan for the project, for feeding into regional information notes. These will be used to produce information for SADC level as well as transboundary basin level. (*Outcome 3*)

The consultant will spend 35 % of his/her time towards the achievement of Outcome 1, 35% towards Outcome 2, and 30% towards Outcome 3.

Experience and Qualifications:

- Excellent communication and writing skills in English,
- Minimum of a University degree in an area relevant to the consultancy, e.g. Water Resources Management, Environmental Science, Natural Resources Management, Geography.

- Qualifications in Communication will be an added advantage,
- Proven practical experience in capacity building, institutional strengthening, or other related fields;
- Five (5) years previous work experience in southern Africa and Botswana;
- Familiarity with the UNDP/GEF guidelines and requirements an added advantage.

Duration:

The task to be performed by the national consultant is expected to take 40 weeks over the three year period.

Budget:

The table below contains the draft budget for the national consultant.

Item	Unit cost (USD)	Total cost (USD)
Fees for 40 weeks	1000/wk	40,000
Miscellaneous (communications, taxis, flight adjustment, etc.)		2,000
Grand Total		42,000

4. International Consultant

Duties:

Under the overall supervision and guidance of the Global Water Partnership and the UNDP Country Office, the consultant will, in close collaboration with the relevant national staff and consultant, be responsible for producing information notes with a regional component. Specifically s/he will undertake the following tasks:

- Advise IWRM sector on incorporating national environmental concerns into IWRM planning processes; (*Outcome 1*)
- Assist with collation of national and regional experiences with IWRM implementation and packaging these for regional dissemination; (*Outcome 2*)
- Incorporation of international experiences with IWRM into local and regional programmes;
- Review, editing and finalization of the various knowledge management products to ensure they are of acceptable high technical standard. Products should meet expectations of government and UNDP. (*Outcome 2*)
- Capacity building of UNDP CO, national CWP and government personnel in the area of IWRM planning. This will be achieved through activity implementation.
- Together with national consultant, design a comprehensive monitoring and evaluation plan for use in tracking development and implementation of IWRM in Botswana and regionally. (*Outcome 3*)

The consultant will spend 40 % of his/her time towards the achievement of Outcome 1, 30% towards Outcome 2, and 30% towards Outcome 3.

Experience and Qualifications:

- Excellent communication and writing skills in English,
- Postgraduate degree in an area relevant to the consultancy, e.g. Water Resources Management, Environmental Science, Natural Resources Management, Geography.

- Qualifications in Communication will be an added advantage,
- Proven practical experience in capacity building, institutional strengthening, or other related fields;
- Previous work experience in developing countries and in southern Africa.
- Familiarity with the UNDP/GEF guidelines and requirements an added advantage.

Duration:

The task to be performed by the international consultant is expected to take 45 working days over the life of the project (3 years).

Budget:

The table below contains the draft budget for the ToRs.

Item	Unit cost (USD)	Total cost (USD)
Fees for 45 working days	600	27,000
DSA for 30 days in Gaborone	200	6,000
Travel to the region*	5,000	30,000
Miscellaneous (communications, taxis, flight adjustment, etc.)		2,000
Grand Total		65,000

* The international consultant is expected to travel to Botswana twice a year during the duration of the project to ensure the effective coordination of his/her work with the national consultant and the quality of the outputs under all the outcomes. To reduce this cost, the preference will be given to a consultant based in the sub-Saharan Africa region.

5. Contractual Services (Company)

Background:

The Regional Knowledge component of the Botswana IWRM Plan project will be managed by the Global Water Partnership-Southern Africa Chapter in collaboration with the Botswana Country Water Partnership (BCWP). BCWP comprises a variety of institutions including the Botswana Department of Water Affairs. The Partnership is chaired by the University of Botswana and hosted by the Kalahari Conservation Society (KCS) which provides the Secretariat services to the partnership. It is envisaged that GWP-SA will carry the responsibility for the bulk of the work across all the three outcomes, including the generation of regional knowledge management products for dissemination to stakeholders at local level and decision makers both in-country and across the region. GWP will contract with KCS to compile, generate and disseminate this information. KCS will also enter into the partnership with the Government of Botswana to share the project execution responsibilities for this project. The details of the cooperation will be specified in the cooperation agreement between the Government of Botswana and the KCS to be attached to the UNDP Project Document.

This Terms of Reference details the technical tasks that KCS will be expected to perform towards the achievement of the project outcomes. The KSC is expected to spend 30 % of its effort towards the achievement of Outcome 1, 35% towards Outcome 2, and 35 % towards Outcome 3.

DUTIES:

- Conduct scoping exercises to establish the status of play with regard to the implementation of activities in the environmental sector that have a bearing on integrated water resources

management. Relevant sectors include biodiversity management, climate change adaptation, transboundary water resources management.

- Convene stakeholder consultative workshops to define appropriate steps for use in developing an IWRM plan for Botswana;
- Produce information notes and policy briefs for use in IWRM awareness creation among various stakeholders. Principal stakeholders to be targeted include national level as well as regional decision and policy makers.
- Develop mechanisms to ensure that Botswana IWRM planning processes contribute to and learn from on-going IWRM awareness in the region. Clear bi-directional information channels (Botswana to the region and the region to Botswana) need to be developed as part of this task.
- Produce and promote the adoption of a comprehensive IWRM Plan and implementation action plan for Botswana. The Plan to be developed should include transboundary water management priorities for the country, integrate global environmental management objectives and promote the balancing of the interests of multiple water resource uses.
- Develop a comprehensive Monitoring and Evaluation plan for the Botswana IWRM planning process.

Experience and Qualifications:

- Demonstrated institutional capacity to handle the tasks detailed above. This capacity is to include, technical experience with handling similar activities, experience with handling donor funds and familiarity with reporting system of various donors organizations;
- Proven practical experience in capacity building, institutional strengthening, or other related fields;
- Familiarity with the UNDP/GEF guidelines and requirements will be an added advantage.

PART III : Minutes of the Local Project Appraisal Committee

**MINUTES OF THE LOCAL PROJECT APPRAISAL COMMITTEE (LPAC) MEETING
FOR THE PROJECT**

**“ACCRUING MULTIPLE GLOBAL BENEFITS THROUGH INTEGRATED WATER
RESOURCES MANAGEMENT/WATER USE EFFICIENCY PLANNING: A
DEMONSTRATION PROJECT FOR SUB-SAHARAN AFRICA” (PIMS NO.
3362/ATLAS ID: 00053807)**

**GABORONE, BOTSWANA - 28TH OCTOBER 2008
VENUE: DEPARTMENT OF WATER AFFAIRS
TIME: 14:30 HRS**

IN ATTENDANCE:

Name	Organization	Tel/Fax	Email
Felix Monggae	CEO, Kalahari Conservation Society	3974557	ceo@kcs.org.bw
Balisi Khupe	Chairman, Global Water Partnership – Botswana Chapter	3957220 71301274	
Bogadi Mathangwane	Department of Water Affairs, Ministry of Minerals Energy and Water Resources	3607159	bmathangwane@gov.bw
Obolokile T. Obakeng	Director, a.i. Department of Water Affairs, Ministry of Minerals Energy and Water Resources	3959743	oobakeng@gov.bw
Samuel Mabiletsa	Department of Lands, Ministry of Lands and Housing	3682100 3900521	
Luca Perez	Programme Analyst, United Nations Development Programme	3952121	
Boniface Kinnear	Rural Industries Promotion Company Botswana - RIPCO(B)	5445000 72380880	bonifacekinnear@yahoo.com
Jobe Manga	Department of Environmental Affairs, Ministry of Environment, Wildlife and Tourism	3902050	jmanga@gov.bw
Victor Senome	Somarelang Tikologo – Environmental Watch Botswana	3913709	tvsenome@yahoo.com

APOLOGIES:

Name	Organization	Tel/Fax	Email
Tracy Molefi-Mbui	MMEWR	3903441	trsmolefi@gov.bw
M. Modise	Director, Department of Crop Production and Forestry - Ministry of Agriculture	-	mmodise@gov.bw
-	Ministry of Local Government	-	-
-	Ministry of Education	-	-

Ref	Minutes	Action
1.0	<p>Opening Remarks</p> <p>Mr. Felix Monggae, CEO of Kalahari Conservation Society (KCS) as the Coordinator of Global Water Partnership (GWP)-Botswana Chapter chaired the meeting.</p> <p>In his opening remarks, he welcomed the members of the Global Water Partnership (GWP) - Botswana Chapter to this special meeting and highlighted the main purpose of the meeting.</p> <p>The present meeting of the GWP served as Local Project Appraisal Committee for the project “Accruing Multiple Global Benefits Through Integrated Water Resources Management/Water Use Efficiency Planning: A Demonstration Project For Sub-Saharan Africa”. The project has been under development since 2005 and has recently received the endorsement from the Global Environmental Facility (GEF) CEO. UNDP will be the GEF Implementing Agency and the project will be nationally executed by the Department of Water Affairs (DWA) of the Ministry of Minerals, Energy and Water Resources through the NGO Kalahari Conservation Society which serves as secretariat for the Botswana Water Partnership.</p> <p>As explained by Mr. Luca Perez, in accordance with UNDP/GEF requirements, before the project document is submitted to the Government of Botswana and the United Nations Development Programme (UNDP) for signature, it shall be subject to a final and independent review by all the relevant stakeholders, particularly the beneficiaries of the project. The members of the LPAC are requested to review the project document against the criteria included in the “UNDP Checklist for Quality Programming” and confirm in particular whether the situation analysis; the proposed strategy and workplan; the implementation and management arrangement; the budget and the monitoring and evaluation plan are adequate. The minutes of the meeting will form an integral part of the project document and matters arising from the discussion shall be duly taken into consideration during the actual implementation of the project</p>	
2.0	<p>Project Brief</p> <p>Mr Monggae gave a brief of the project, elaborating in details what Integrated Water Resources Management (IWRM) is all about and how it is a requirement by all the nations to have IWRM/Water Efficiency plans in place to ensure water security. He related the IWRM plans to the national and regional initiatives such as the Botswana National Water Master Plan (BNWMP), 2000 SADC Vision for Water, the FFA process to name but a few. He highlighted the principles that guide the IWRM process and the difference between an IWRM plan as compared to the traditional water management plans. The project goal, objectives, outcomes and expected outputs were outlined as described in the Project Logical Framework. A brief overview of the budget was also provided</p> <p>In concluding his presentation, Mr Monggae also outlined the project management and implementation arrangements and guided the members of the LPAC through the proposed organigram.</p>	
3.0	<p>Discussions</p> <p>The following were major points discussed:</p> <p>3.1.1 The LPAC/ PSC composition</p> <p>In addition to the present GWP-Botswana Chapter steering committee, it was suggested that additional members of the PSC might be the Department of Land-Board Services, Ministry of Lands and Housing and the Department of Waste Management and Pollution Control at the Ministry of Environment, Wildlife and Tourism. The project document was amended accordingly (p.10; “project Steering Committee).</p>	<p>PMU/PSC</p>

<p>3.1.2</p>	<p>Project Management</p> <p>3.1.2.1 There was a suggestion that the PMU should ensure the buy-in from the concerned Directors of the identified key stakeholders to ensure sustainability of the project, especially after its completion.</p> <p>3.1.2.2 The PMU was also advised to pay due attention to the need to identify working, efficient communication mechanisms during project implementation, especially with the Directors and the concerned officers directly working with the project team.</p>	<p>KCS / UNDP / PMU</p>
<p>3.1.3</p>	<p>The Project</p> <p>3.1.3.1 It was highlighted that the project has both a national and a regional relevance. Botswana will benefit from existing regional knowledge in terms of IWRM process, while at the same time one of the key outcomes of the project will be to develop lessons learnt which will be shared regionally and disseminated through different partners who will be engaged in the project.</p> <p>3.1.3.2 The project needs to take cognizance of the review of the Botswana National Water Master Plan (BNWMP) so as to avoid duplication of efforts, especially with regards to some outputs. However it was clarified that BNWMP include information of technical nature and does not take into consideration issues related to transboundary waters. Therefore, the IWRM project has been designed in order to look into the recommendations of the BNWMP and take them further by looking involving a whole range of stakeholders into the implementation strategies and – more importantly – look into ways of sustainability of the action plans developed thereof. The LPAC recommended that after having developed the IWRM/WE plan, the project should also assist the stakeholders in identify roles and responsibilities for its implementation and support the establishment of appropriate M&E mechanism.</p> <p>3.1.3.3 The project needs to ensure that its operations are fully aligned with the Botswana National Development Plan 10 2009-2016 and consistently promote clear linkages with other relevant government initiatives so to ensure maximum sustainability and that IWRM planning tool is put into practice. (For example, the Department of Environmental Affairs has done some work on the use of Genuine Resource index such as the Water Accounts – to see how much we have, how much we use etc.)</p> <p>3.1.3.4 While it is understood that the project cannot on its own address and solve issues related to waste water treatment/disposal and contamination of water resources as a result of economic activities (particularly mining), the project needs to ensure that the polluter pays principle is fully integrated in the IWRM/WE plan and that identified priority interventions in this field are carried out.</p> <p>3.1.3.5 The issue of sustainability of the demonstration project to be implemented under Component 3 of the project was highlighted as a critical area. Members of the LPAC stressed the importance of not looking at this demonstration project as a one-off initiative. The Demo should rather be fully understood and implemented as a way to demonstrate valid water efficiency solutions for purpose of mainstreaming into national development initiatives. To this effect, the PMU should consistently document the selected technical options and demonstrate the savings that can be accrued both in financial and water resources management. The role of each partner involved in the demonstration project, particularly the Ministry of Education and the Ministry of Local Government, should be clearly articulated and understood by all players within a shared long term vision.</p> <p>3.1.3.6 The project risks were highlighted and found relevant. Additional risks and related</p>	<p>PMU/PSC</p> <p>PMU/Inception PSC</p> <p>DWA/PMU</p> <p>PMU</p> <p>PMU</p>

	mitigation measures will be discussed further during the inception period once the first annual work plan has been developed.	
3.1.4	<p>Way Forward</p> <p>3.1.4.1 The committee was informed that the government has identified senior staff member to be seconded to the project and this is Mrs. Bogadi Mathangwane who will sit in the International Office of MMWER. It was also agreed that the seconded staff member will have to start work whilst other logistics are being finalized especially with regards the recruitment of other key project management unit staff such as the Project Coordinator and his/her assistant.</p> <p>3.1.4.2 The LPAC members agreed that all the matters and suggestions made above shall be adequately addressed during the inception phase of the project. They also agreed to send their additional comments to UNDP by 29th October 2008 for further input into the minutes before submission to the UNDP Head-Quarters.</p> <p>3.1.4.3 The DWA and KCS will finalize at the soonest the Memorandum of Understanding that will articulate the respective roles and responsibilities during the project Implementation.</p> <p>3.1.4.4 The project is anticipated to kick off as soon as the project document has been signed by all the parties. DWA and KCS will advertise for the project staff position in the first week of November.</p>	<p>DWA/ MMWER/ KCS</p> <p>PMU</p> <p>DWA/KCS</p> <p>DWA/KCS</p>
3.1.5	<p>Closing Remarks</p> <p>These were done by the newly elected Botswana Water Partnership chair, Mr Balisi Khupe, who thanked everyone for attending, especially at such short notice. He encouraged people to work cooperatively with the GWP Botswana Chapter to ensure success of the project and specifically thanked the Deputy Director of Department of Water Affairs for having availed himself to attend to the meeting at such short notice despite his busy schedule.</p>	

SIGNATURE PAGE

Country: **Botswana**

UNDAF Outcome(s): To Assist Botswana to fulfill its obligations under global and regional commitments and goals

Expected Outcome(s): Global environment concerns and commitments integrated in national planning and policy (aligned with MYFF Service Line 3.2 Effective Water Governance)

Indicator(s): Capacity for the development of strategies, actions plans, systems and national communications for various conventions developed in government

Expected Output(s)/Indicator(s): Integrated water resources management plan developed; National capacity-building of key government institutions, NGOs and private sector strengthened and improved

Implementing partner: Department of Water Affairs, Ministry of Minerals Energy and Water Resources

Other Partners:

- Global Water Partnership (GWP) SA
- Ministry of Environment, Wildlife and Tourism
- Ministry of Local Government

Programme Period: UNDP Country Programme 2003-2007 (extended to 2009)
 Programme Component: Effective Water Governance (MYFF Service Line 3.2)
 Project Title: Accruing multiple global benefits through Integrated Water Resource Management/Water Use Efficiency Planning: A demonstration project for sub-Saharan Africa
 Project ID: PIMS 3362, ATLAS 00053807
 Project Duration: 3 years
 Management Arrangement: National Execution (NEX)

Total budget:	\$ 12,795,000
Allocated resources:	
• Government	\$ 10,600,000
• UNDP	\$ 920,000
• Other:	
○ GEF	\$ 975,000
○ GWP	\$ 300,000
• In kind contributions	_____

Agreed by On behalf of	Name/Title	Signature	Date
Government Coordinating Authority	S.S.G. Tumelo Permanent Secretary Ministry of Finance and Development Planning
Implementing Partner	G. Gabaake Permanent Secretary Ministry of Minerals, Energy and Water Resources
UNDP	Khin-Sandi Lwin Resident Representative