Executing Agency:

United Nations Development Programme

Implementing Partner:

The Permanent Okavango River Basin Water Commission (OKACOM)

Terminal Evaluation of UNDP-GEF Project: *"Support to the Cubango-Okavango River Basin Strategic Action Programme Implementation"*

(UNDP PIMS ID: 4755, GEF Project ID: 00096121)

Final Report

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SYNOPSIS

Title of UNDP-GEF project: Support to the Cubango-Okavango River Basin Strategic Action Programme Implementation

UNDP Project ID: PIMS 4755

Evaluation time frame: 1 November 2017 to 30 April 2022

Project implementation start date: 1 November 2017

Project end date: 30 June 2022

Date of evaluation report: 18 August 2022

Region and Countries included in the project: Angola, Namibia, Botswana

Implementing partner: OKACOM

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ABBREVIATIONS

Acronym	Meaning
ACADIR	Associação de Conservação do Ambiente e Desenvolvimento Integrado Rural
ADCP	Acoustic doppler current profiler
BDMF	Basin Development Management Framework
BETC	Biodiversity and Environment Technical Committee
BWP	Botswana Pula (currency)
CA	Conservation agriculture
CBNRM	Community Based Natural Resources Management
CBO	Community Based Organisation
CoC	Counsel of Commissioners
CORB	Cubango-Okavango River Basin
CRIDF	Climate Resilient Infrastructure Development Facility
DSS	Decision Support System
EMF	Environmental Monitoring Framework
EOP	End-of-Project
EPSMO	Environmental Protection and Sustainable Management of Okavango River Basin project
EU	European Union
FMC	Fisheries Management Committee
FMP	Fisheries Management Plan
FPA	Fisheries Protection Area
GABHIC	Gabinete para a Administração da Bacia Hidrográfica do rio Cunene in Angola
GAP	Gender Action Plan
GEF	Global Environment Facility
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Technical Assistance)
GMI	SADC Groundwater Management Institute
GW	Ground Water
ICPs	International Cooperating Partners
IFA	Integrated Flow Assessment
IGRAC	International Groundwater Resources Assessment Centre
IMS	Information Management System
IPDTC	Institutional Policy Development Technical Committee
IWMI	International Water Management Institute
IWRM	Integrated Water Resources Management
KAZA	Kavango–Zambezi Transfrontier Conservation Area
LMTC	Land Management Technical Committee
MAWLR	Ministry of Agriculture Water and Land Reform in Namibia
M&E	Monitoring and Evaluation
MEW	Ministry of Energy and Water (or GABHIC) in Angola
MLWS	Ministry of Land Management, Water and Sanitation Services in Botswana
MoAWF	Ministry of Agriculture, Water and Forestry in Namibia
MoE	Ministry of Environment in Angola
MoADFS	Ministry of Agriculture Development and Food Security in Botswana

Acronym	Meaning
MSIOA	World Bank-supported Multi-Sectors Investment Opportunities Analysis study
MTR	Mid-term Review
NAP	National Action Plan
NCONGO	Ngamiland Council of Non-Governmental Organisation in Botswana
NCU	National Coordination Unit
NNF	Namibia Nature Foundation
NPC	Notification and Prior Consultation
OBSC	Okavango Basin Steering Committee
ODRS	Okavango Delta Ramsar Site
OKACOM	The Permanent Okavango River Basin Water Commission
OKASEC	OKACOM Secretariat
PAU	Policy Advisory Unit
PB	Project Board
PES	Payment for Ecosystem Services
PIF	Project Identification Form
PMU	Project Management Unit
PPG	Project Preparation Grant
PRF	Project Results Framework
ProDoc	UNDP Project Document
RBO	River Based Organizations
RTAG	Regional Technical Advisory Group
SAP	Strategic Action Programme
SAREP	Southern Africa Regional Environmental Programme
SDG	Sustainable Development Goal
SESP	Social and Environmental Screening Procedure
SETC	Socio-Economic Technical Committee
SIDA	Swedish International Development Agency
SMART	Specific, measurable, achievable, relevant, and time-bound
SSO	Senior Scientific Officer
TBEA	Transboundary Environmental Assessment
TDA	Transboundary Diagnostic Analysis
TE	Terminal Evaluation
TNC	The Nature Conservancy
ToC	Theory of Change
ToRs	Terms of Reference
T-PES	Transboundary payment for ecosystem services
WEAP	Water Evaluation and Planning System
WRTC	Water Resources Technical Committee
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization

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EXECUTIVE SUMMARY

This report summarizes the findings of the Terminal Evaluation conducted during the April-August 2022 period for the UNDP-GEF project: "*Support to the Cubango-Okavango River Basin Strategic Action Programme Implementation*" (hereby referred to as OKACOM Project or the Project). This TE was prepared as an evaluation, with lessons learned, conclusions and recommendations primarily focused on the current setup of the OKACOM Project.

Project Summary Table

Project Details		Project Milestones	
Project Title	Support to the Cubango-Okavango River Basin Strategic Action Programme Implementation	PIF Approval Date:	12 August 2013
UNDP Project ID (PIMS #):	4755	CEO Endorsement Date (FSP) / Approval date (MSP):	7 March 2017
GEF Project ID:	5526	ProDoc Signature Date (Project start date):	1 November 2017
UNDP Atlas Business Un it, Award ID, Project ID:	00090284, 00096121	Date Project Manager hired:	January 2018
Country/Countries:	Angola, Botswana and Namibia	Inception Workshop Date:	9-13 April 2018
Region:	Southern Africa	MTR Review Completion Date:	30 January 2021
Focal Area:	International Waters	Terminal Evaluation Completion date:	15 April 2022
GEF Operational Programme or Strategic Priorities/Objectives	IW-1 IW-3	Planned Operational Closure Date:	30 June 2022
Trust Fund:	GEF		
Implementing Partner (GEF Executing Entity):	The Permanent Okavango River Basin Water Commission (OKACOM)		
NGOs/CBOs involvement:	n/a		
Private sector involvement:	n/a		
Geospatial coordinates of project sites:	Latitude: 19° 37' 21" S Longitude: 22° 18' 21" E		

Financial Information		
PDF/PPG	**At approval (US$ million)**	**At PPG/PDF completion (US$ million)**
GEF PDF/PPG grants for project preparation	**0.200**	**0.200**
Co-financing for project preparation	-	-
Project	**At CEO Endorsement (US$ million)**	**At TE (US$ million)**
[1] UNDP contribution:	**0.620**	**0**
[2] Government:	**293.376**	**2.623**
[3] Other multi-/bi-laterals:	**42.642**	**8.865**
[4] Private Sector:	-	**0.144**
[5] NGOs:	-	**0**
[6] Total co-financing [1 + 2 + 3 + 4 + 5]:	**336.638**	**11.632**
[7] Total GEF funding:	**6.100**	**5.639**
[8] Total Project Funding [6 + 7]	**342.738**	**17.271**

Project Description

E-1. The Cubango-Okavango River Basin (CORB) is ecologically unique with wildlife-rich wetlands in its lower reaches, constituting one of the world's largest Ramsar sites located in Botswana and another in Namibia adjacent to the Delta. This area has regional and global environmental and biodiversity value and importance. The Okavango Delta has been inscribed as a World Heritage Site under the UNESCO Convention in June 2014.

E-2. The CORB also remains as one of the least human impacted river basins on the African continent, supporting predominantly rural communities, whose livelihoods are dependent on natural resources, subsistence rain-fed agriculture and flood recession agriculture. However, based on current trends, the lower reaches of the CORB will cease to exist as fully functional wetlands and will lose their wilderness qualities within the next 10-15 years. Significant changes will have occurred at the regional and local scales that will have exceeded critical thresholds and changed the system into different and less desirable states. The changes will be significantly worse if development activities to be carried out in the basin did not take environmental considerations fully into account.

E-3. OKACOM is a technical advisory body to the Governments of Botswana, Namibia and Angola (known as the Parties) on matters relating to the conservation, development and utilization of water resources of common interest. In April 2007, the three Parties established OKACOM's Commission, Okavango Basin Steering Committee (OBSC), and its Secretariat. After a joint assessment of the Basin conducted in 2009, a set of transboundary priorities were approved by cabinets in each country, and jointly endorsed by the ministers of all 3 countries as a Strategic Action Programme (SAP). On this basis, an SAP for the Sustainable Development and Management for the CORB was produced and endorsed by the 3 countries in 2011, laying down the principles for the development of the basin and improvements of the livelihoods of its people through the cooperative management of the Basin and its shared natural resources.

E-4. In response to the formulation of the SAP, the United Nations Development Programme (UNDP) with finance from the Global Environment Facility (GEF) in 2017 provided support for the 3 Parties in the implementation of the Project "Support to the Cubango-Okavango River Basin Strategic Action Programme Implementation" (referred to as the OKACOM Project or Project), implemented through the OKACOM. The Project was designed to support the CORB SAP through various components that includes water resources development analysis and agreement on a set of transboundary priorities for the sustainable development and management of the CORB. Establishing a strong CORB governance framework was the challenge for OKACOM Project. The Project was started on 1 November 2017 with co-financing from numerous stakeholders including the Governments of Botswana, Namibia and Angola and OKACOM. The Project was implemented and executed by OKACOM.

Project Results

E-5. Actual outcomes of the OKACOM Project are summarized in Table A in comparison with intended outcomes.

Table A: Comparison of Intended Project Outcomes from the Inception Report to Actual Outcomes

Intended Outcomes in Project Results Framework of August 2016 (see Appendix H)	Actual Outcomes as of June 2022
Objective: *Strengthening the joint management and cooperative decision-making capacity of the Cubango-Okavango River basin states on the optimal utilization of natural resources in the basin, with the aim to support the socio-economic development of the basin communities while sustaining the health of the basin ecosystems*	**Actual achievement toward objective**: Joint management and cooperative decision-making capacity of CORB Basin states on the optimal utilization of natural resources in the basin has been strengthened. This includes support for socio-economic development of Basin communities that sustains the health of Basin ecosystems.
Intended Outcome 1: A shared long-term basin development vision and concept of a development space.	**Actual Outcome 1**: A shared long-term basin development vision and concept of a development space has been agreed by the 3 Member States, allowing for the use of Decision Support System (DSS) and Information Management System (IMS) systems.
Intended Outcome 2: Strengthened management framework including enhanced OKACOM mandates.	**Actual Outcome 2**: Management framework has been strengthened including integration of decision support tools into the work of OKACOM Policy Analysis and Programme Coordination Unit.
Intended Outcome 3: Environmentally sound socioeconomic development demonstrated in the basin to allow the basin population to improve their socioeconomic status with minimum adverse impacts to and enhanced protection of the basin ecosystem.	**Actual Outcome 3**: Environmentally sound socioeconomic development was demonstrated in the Basin that provided opportunities for the Basin population to improve their socio-economic status with minimum adverse impacts to and enhanced protection of the basin ecosystem.
Intended Outcome 4: Basin's capacity to manage transboundary water resources based on the IWRM principles enhanced, supporting the Basin Development and Management Framework.	**Actual Outcome 4**: The Basin's capacity to manage transboundary water resources based on the IWRM principles has been enhanced. However, the IWRM has not yet been documented to support the Basin Development and Management Framework.

Summary of Conclusions, Recommendations and Lessons

E-6. Much of the OKACOM Project work has been done to setup systems for joint management of the CORB including the establishment of a Decision Support System, a CORB Fund, a comprehensive Environmental Monitoring Framework, Notification, Consultation and Negotiation Guidelines, and revised Rules and Procedures on the Sharing of Data and Information for the CORB. As a result, OKACOM is a stronger organization now to advise Member States on the sustainable use of water and land resources within the CORB. The overall Project outcome rating is **satisfactory**.

E-7. However, additional work has to be done to remove the threats to the CORB. For example, there is a need for documented evidence of intentions to abstract water from the Basin for actual mining or irrigation or other projects before any mitigative actions can be taken. To operationalize Notification Guidelines (for example to notify consumptive use of water resources to the detriment of CORB), there are Guidelines for Notification of Planned Measures to assist with each country to know exactly what would be the impact of the use of the resource on their own. This then assists in characterizing what will happen upon the use of the resource, and helps to define the sustainable "development space" on what can be done without adversely affecting the CORB, without sacrificing biodiversity and the livelihoods that are in the CORB. These actions have not yet been taken within OKACOM.

Table B: Evaluation Ratings Table

1. Monitoring & Evaluation (M&E)	Rating[1]
M&E design at entry	**5**
M&E Plan Implementation	**4**
Overall Quality of M&E	**4**
2. Implementing Agency (IA) Implementation & Executing Agency (EA) Execution	
Quality of UNDP Implementation/Oversight	**4**
Quality of Implementing Partner Execution	**4**
Overall quality of Implementation/Execution	**4**
3. Assessment of Outcomes	
Relevance	**2**[2]
Effectiveness	**5**
Efficiency	**4**
Overall Project Outcome Rating	**5**
4. Sustainability	Rating[3]
Financial sustainability	**2**
Socio-political sustainability	**4**
Institutional framework and governance sustainability	**4**
Environmental sustainability	**4**
Overall Likelihood of Sustainability	**2**

E-8. Recommendations from this Evaluation are as follows:

- *Recommendation 1 (to OKACOM): Upscale the implementation of Decision Support System (DSS).* See Para 183;
- *Recommendation 2 (to OKACOM): Develop benefit sharing scenarios or trade offs in supporting coordinated management.* See Para 184;
- *Recommendation 3 (to OKACOM): Develop water allocation strategy.* See Para 185;
- *Recommendation 4 (to OKACOM): Continue critical OKACOM activities of joint surface and groundwater monitoring exercises.* See Para 186;
- *Recommendation 6 (to OKACOM): Support the initial capitalization of the CORB Fund.* See Para 187;

[1] Evaluation rating indices: 6=*Highly Satisfactory (HS)*: The project has no shortcomings in the achievement of its objectives; 5=*Satisfactory (S)*: The project has minor shortcomings in the achievement of its objectives; 4=*Moderately Satisfactory (MS)*: The project has moderate shortcomings in the achievement of its objectives; 3=*Moderately Unsatisfactory (MU):* The project has significant shortcomings in the achievement of its objectives; 2=*Unsatisfactory (U)* The project has major shortcomings in the achievement of its objectives; 1=*Highly Unsatisfactory (HU):* The project has severe shortcomings in the achievement of its objectives.

[2] Relevance ratings: 1=Not relevant; 2=Relevant

[3] *4 = Likely (L):* negligible risks to sustainability;
3 = Moderately Likely (ML): moderate risks to sustainability;
2 = Moderately Unlikely (MU): significant risks to sustainability;
1 = Unlikely (U): severe risks to sustainability; and
U/A = unable to assess.

- *Recommendation 7 (to OKACOM): Build capacities for beneficiaries of the CORB Fund.* See Para 188;
- *Recommendation 8 (to OKACOM): Scale-up and promote climate resilient livelihoods that improve socio-economic development.* See Para 189;
- *Recommendation 9 (to OKACOM): Sustain the growth of campsites in Namibia and other Member States.* See Para 190;
- *Recommendation 10 (to OKACOM): Strengthen sustainable land management practices.* See Para 191;
- *Recommendation 11 (to OKACOM): Strengthen the advisory capacity of OKACOM.* See Para 192.

E-9. Lessons learned from implementing the OKACOM Project include:

- *Lesson #1: To gain interest in public and private donors, a Value Proposition (Business Case) is necessary to give these donors the confidence that their funds will impact ecological integrity and livelihood in the Basin*. See Para 193;
- *Lesson #2: The administrative systems setup by OKACOM consisting of the definition of development space, the usage of the DSS and IMS, joint basin-wide technical committee team surveys and the use of the Notification and Prior Consultation (NPC) Guidelines, significantly strengthens joint management and cooperative decision-making capacity of the CORB Basin states on the optimal utilization of natural resources in the basin, towards the sustained socio-economic development of the basin communities and sustained health of the basin ecosystems.* See Para 194;
- *Lesson #3: Demonstration projects on Conservation Agriculture if implemented properly can serve as excellent models for replication, especially with the successes of the farmers to increase their yields and income.* See Para 195;
- *Lesson #4: Source materials and goods locally wherever possible*. See Para 196;

1. INTRODUCTION

1. The Terminal Evaluation (TE) for the Project entitled "Support to the Cubango-Okavango River Basin Strategic Action Programme Implementation implemented through the Permanent Okavango River Basin Water Commission (OKACOM)" (otherwise referred to as "the OKACOM Project" or "the Project") was conducted for UNDP-GEF as an impartial assessment of Project activities, mainly comprised of capacity building activities. The Project objective was to "strengthen the joint management and cooperative decision-making capacity of the Cubango-Okavango River basin States on the optimal utilization of natural resources in the basin, with the aim to support the socio-economic development of the basin communities while sustaining the health of the basin ecosystems".

1.1 Evaluation Purpose

2. The TE for the OKACOM Project was to assess the achievement of the Project objective through activities under 4 outcomes and "by focusing on expected and achieved accomplishments, critically examining the presumed causal chains, processes, and attainment of results, as well as the contextual factors that may enhance or impede the achievement of results. The evaluation focused on determining the relevance, impact, effectiveness, efficiency and sustainability of UNDP work in order to make adjustments and improve contributions to development"[4]. This TE covers the implementation period of the Project from 1 November 2017 to 30 April 2022. As such, the TE serves to:

- promote accountability and transparency;
- synthesize lessons that can help to improve the selection, design and implementation of future UNDP-supported GEF-financed initiatives, and to improve the sustainability of benefits and aid for the overall enhancement of UNDP programming;
- assess and document project results, and the contribution of these results towards achieving GEF strategic objectives aimed at global environmental benefits;
- gauge the extent of Project convergence with other priorities within the UNDP country and regional programmes, including poverty alleviation or SDGs such as sustainable communities, decent job and economic growth, strengthening resilience to the impacts of climate change, reducing disaster risk and vulnerability, as well as cross-cutting issues such gender equality, empowering women and supporting human rights.

1.2 Scope and Methodology

3. The scope of this TE was to evaluate all activities funded by GEF and activities that are parallel-financed. The Terms of Reference (ToRs) for the TE are contained in Appendix A. Key strategic issues addressed on this TE include:

- progress achieved regarding OKACOM governance documents and institutional structure and in strengthening the technical capacity of the OKACOM for joint management and cooperative decision making. This would include the establishment of an endowment fund, which should

[4] UNDP Evaluation Policy accessible from: http://web.undp.org/evaluation/policy.shtml

enable the Project to initiate discussions on the approach and processes to define the transboundary payment for ecosystem services (T-PES);
- progress in strengthening technical capacities to manage and operate a Decision Support System (DSS) and Information Management System (IMS), and communication and information;
- demonstrations in environmentally sound socioeconomic development in the Cubango-Okavango River Basin (otherwise referred to as the Basin or CORB) that allows the Basin population to improve their socioeconomic status with minimum adverse impacts to and enhanced protection of the Basin ecosystem;
- the Basin's capacity to manage transboundary water resources based on enhanced Integrated Water Resources Management (IWRM) principles that support a Basin Development and Management Framework (BDMF).

4. The methodology of this TE essentially assesses the Project's performance from 2017 to 2022 in addressing the capacity gaps in managing the Project's affairs, through the lens of UNDP evaluation criteria of **relevance, effectiveness, efficiency, sustainability**, and **impact** for one objective and 4 expected outcomes that were achieved through a number of outputs and activities contained within the OKACOM Project:

   - *Relevance* – the extent to which the outcome is suited to local and national development priorities and organizational policies, including changes over time;
   - *Effectiveness* – the extent to which an objective was achieved or how likely it is to be achieved. This would include the effectiveness of the OKACOM Project to assist implementation and facilitate capacity building (through technical assistance of the Project), and the quality of OKACOM Project management (including M&E performance);
   - *Efficiency* – the extent to which results were delivered with the least costly resources possible. This would include the pace of capacity building based on the baseline capacities of the institutions and potential beneficiaries;
   - *Sustainability* - The likely ability of an intervention to continue to deliver benefits for an extended period of time after completion. This would include sustained acceptance of OKACOM methodologies for capacity building at regional and national levels; and
   - *Impact* – The positive and negative, foreseen and unforeseen changes to and effects produced by a development intervention. This may include the extent of uptake by national implementation teams to OKACOM Project methodologies, and their resulting ability to confidently formulate and facilitate financing solutions.

5. The TE achieves these assessments by collecting credible, useful, and evidence-based information of the Project; interviewing selected stakeholders to triangulate information; and bringing up these key issues in strengthening capacity building within the OKACOM Project team and its stakeholders. The evaluation of the Project is based on evaluability analysis consisting of formal (clear outputs, indicators, baselines, data) and substantive (identification of problem addressed, theory of change, Project Results Framework or PRF) inputs. Considering the information to be provided into this TE (which is mainly whether of not the technical assistance of the Project was effective to OKACOM and the Governments of Botswana, Namibia and Angola and its stakeholders), the implication of the proposed methodology is that it should be effective in the TE process, and should inform stakeholders and the Project team as it possibly transitions into another Project phase.

6. This TE also evaluates the progress and quality of implementation against the indicators of each objective and outcome in the PRF as provided Appendix F. The TE process was conducted in a spirit of collaboration with OKACOM Project personnel with the intention of providing constructive inputs that can inform activities of a future phase of the OKACOM Project**.**

1.3 Structure of the Evaluation

7. This TE report has been prepared as follows:

- An overview of Project activities has been provided from the commencement of operations in November 2017 to the present activities of the OKACOM Project;
- A review of all relevant sources of information has been provided including documents prepared during the PPG phase (i.e. PIF, UNDP Social and Environmental Screening Procedure/SESP), the Project Document (ProDoc), Project progress reports, and any other materials that the team considers useful for this evidence-based evaluation;
- Information from stakeholders who have Project responsibilities (as listed in Para 9) was collected from a participatory and consultative approach to ensure close engagement with stakeholders. With the restrictions of the International Evaluator to travel to site, National Evaluators conducted face-to-face and virtual interviews with the Project's stakeholders;
- An assessment of results was prepared based on Project objectives and outcomes through relevance, effectiveness and efficiency criteria;
- An assessment of progress and sustainability of Project outcomes was conducted;
- An assessment of monitoring and evaluation systems of the Project was conducted; and
- Conclusions, recommendations and lessons learned were provided.

8. This TE report has been designed to meet GEF's "Guidelines for Conducting Terminal Evaluations of UNDP-Supported, GEF Financed Projects" of 2020[5] as well as UNDP guidelines "Evaluation during COVID-19" (updated to June 2021)[6].

1.4 Data Collection and Analysis

9. Data and information for this TE was sourced from:

- Review of Project documentation including progress reports. This was important in establishing information pertaining to OKACOM's perceptions of capacity building activities of the Project. This was done primarily at the International Evaluator's home base. A full listing of data and information sources is provided in Appendix C;
- Interviews with key Project personnel including:
  - The Project Management Unit (PMU) including the team members and technical advisors on implementation and execution issues;
  - Implementing partners including personnel from OKACOM Council of Commissioners (CoC), Okavango Basin Steering Committee (OBSC), OKACOM Secretariat (OKASEC), Institutional

[5] Available at: http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf
[6] Available at: http://web.undp.org/evaluation/guideline/documents/covid19/update/June2021/UNDP%20DE%20Guidance%20Planning%20and%20Implementation%20during%20COVID19%203%20June%202021.pdf

Policy Development Technical Committee (IPDTC), the Water Resources Technical Committee (WRTC), and consultants to OKACOM to gauge the effectiveness of training and institutional strengthening as well as execution issues;

- Project partners including ACADIR (Angola), Ministry of Environment and Tourism (MET), Ministry of Fisheries and the Namibia Nature Foundation or NNF (Namibia) and NCONGO and Ministry of Agriculture (Botswana), the Climate Resilient Infrastructure Development Facility (CRIDF), European Union (EU) project to "Support to the Strategic Action Programme (SAP) Implementation", USAID Resilient Waters Program under the Southern Africa Regional Environmental Programme (SAREP), the World Bank-supported Multi-Sectors Investment Opportunities Analysis (MSIOA) study, the Nature Conservancy, Wilderness Safari, National Geographic, Okavango Wilderness Project. Discussions were to revolve around demonstrations in environmentally sound socioeconomic development in the Basin and capacity building for managing transboundary water resources based on enhanced IWRM principles that support a BDMF;
- Beneficiaries including tourist facilities, fishermen and farmers, if possible. Discussions were to also revolve around demonstrations in environmentally sound socioeconomic development in the basin and capacity to manage transboundary water resources based on enhanced IWRM principles that support a BDMF.

A full list of persons interviewed is provided in Appendix B.

1.5 Ethics

10. This Terminal Evaluation has been undertaken as an independent, impartial and rigorous process, with personal and professional integrity and was conducted in accordance with the principles outlined in the UNEG Ethical Guidelines for Evaluations, and the UNDP GEF M&E policies, specifically the August 2020 UNDP "Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects"[7].

1.6 Limitations

11. There were limitations to this TE process, mainly due to the COVID-19 pandemic and the inability of the International Evaluator to travel to the Project site to conduct face-to-face meetings with stakeholders and the PMU. The limitations were partially mitigated by National Evaluators who conducted field visits to collect data and information from stakeholders on the ground. The information collected by the National Evaluators was then passed onto the International Evaluator. However, the International Evaluator was not able to take the opportunity to get to know the stakeholders better. Actual visits to the offices of the stakeholders and the PMU by the International Evaluator are usually an opportunity for the stakeholders and the PMU to make a 2-3 hour presentation followed by question-and-answer period. This has many intangible benefits including the collection of information not documented. With virtual visits on Zoom, the opportunity to make these 2-3 hour presentations and conduct a question-and-answer period is limited. By this limitation to the International Evaluator, he has limited exposure to the stakeholder teams, and as such, the Terminal Evaluation to a large extent is dependent on the information passed on by the National Evaluators and the documentation from progress reports and other reports. This partially limits the Terminal Evaluation in terms of findings.

[7] Ibid 5

2. PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

2.1 Project Start and Duration

12. The OKACOM Project commenced as of 1 November 2017. The Project was operational up to 30 June 2022.

2.2 Development Context

13. The Cubango-Okavango River Basin (CORB) remains one of the least human impacted river basins on the African continent. The Basin supports predominantly rural communities, whose livelihoods are dependent on natural resources, subsistence rain-fed agriculture and flood recession agriculture. Pressure on natural resources, however, is increasing, requiring a joint response by the three countries (or Member States) through integrated river-basin management. The uniqueness of the CORB and its natural resource value was recognised jointly by the 3 Member States approximately 20 years ago with the formation of OKACOM to call for multi-lateral action to protect it from unsustainable development. Development pressures, for a number of reasons, have been slow to materialise and the Basin is still one of the least utilised in terms of water resources in Africa.

14. Governance of the CORB is a complex issue with development pressures, both planned and unplanned, having gathered momentum. The governance structures were necessary amongst the 3 Member States with different development directions and pathways. With consensus being the most time-consuming activity, development of the Basin's resources must occur in a manner that maintains and lifts the socio-economic status of the Basin's communities while acknowledging population growth and development that has minimal environmental impact.

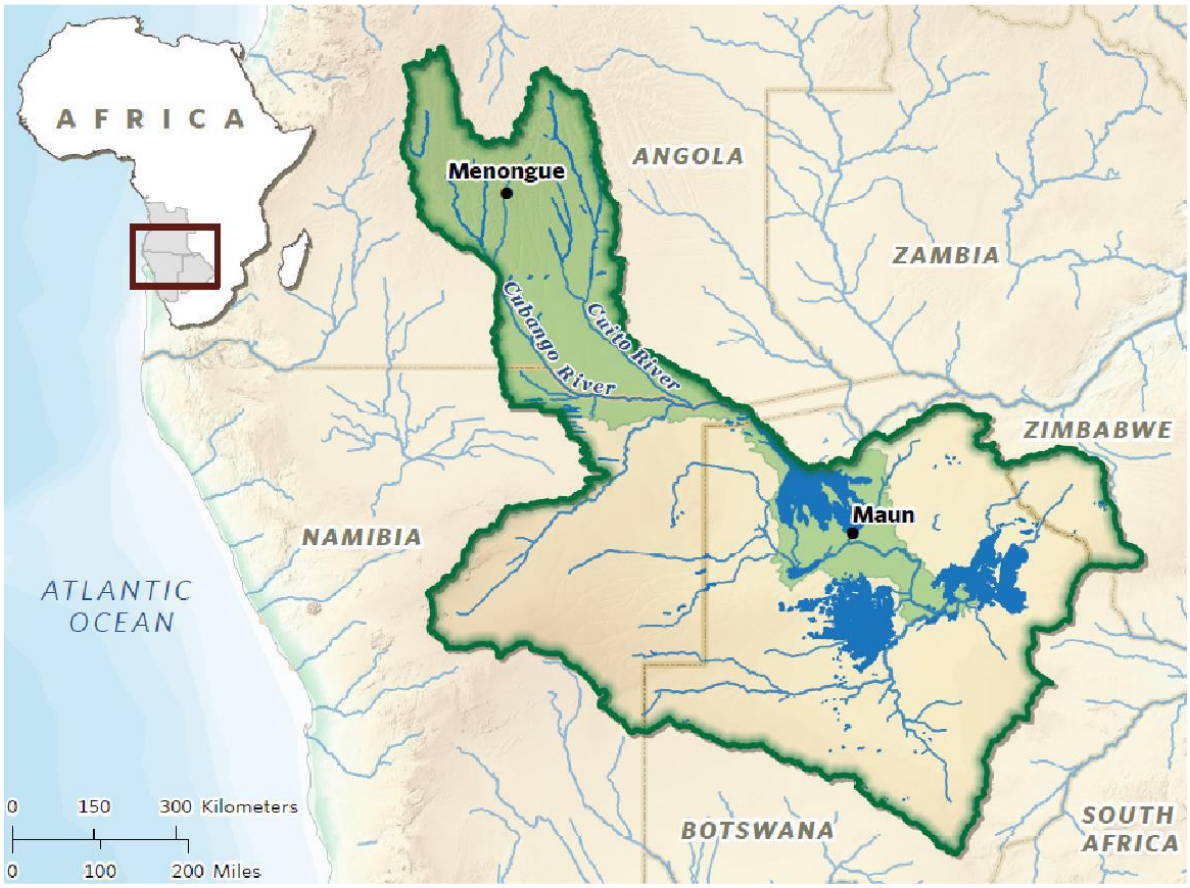
15. A joint assessment of the Basin, in the form of a Cubango-Okavango River Basin Transboundary Diagnostic Analysis (TDA), was conducted in 2009 under the UNDP-GEF project "Environmental Protection and Sustainable Management of Okavango River Basin" (EPSMO). A set of transboundary priorities were approved by cabinets in each country, and jointly endorsed by the ministers of all 3 countries as the Strategic Action Programme (SAP). On this basis, an SAP for the Sustainable Development and Management of the CORB was produced and endorsed by the 3 Member States in 2011. The SAP is a basin-wide policy framework document for the CORB that lays down the principles for the development of the Basin and improvements of the livelihoods of its people through the cooperative management of the Basin. The overarching objective of the SAP is to promote and strengthen the integrated, sustainable management, use and development of the CORB at national and transboundary levels according to internationally recognised best practices to protect biodiversity, and to improve the livelihoods of Basin communities.

16. In response to socio-economic development pressures and the formulation of the SAP, the United Nations Development Programme (UNDP) with finance from the Global Environment Facility (GEF) in 2017 provided support for the 3 Member States (Angola, Botswana and Namibia) in the implementation of the Project "Support to the Cubango-Okavango River Basin Strategic Action Programme Implementation" (referred to as the OKACOM Project or Project), implemented through the OKACOM. The Project was designed to support the implementation of the CORB SAP through various components. The Project was also designed to lead to the production of a refined TDA, and support efforts to agree on a set of transboundary priorities for the sustainable development and

management of the CORB. Establishing a strong CORB governance framework was going to be the challenge for the OKACOM Project. The Project was to make changes in a progressive and step-wise fashion, culminating in a BDMF. Future challenges lie in the implementation of the framework on the ground.

17. The OKACOM Project was started on 1 November 2017. Aside from GEF financing, the Project was co-financed from numerous stakeholders including the Governments of Botswana, Namibia and Angola and OKACOM. The Project is being implemented and executed by OKACOM, with day-to-day management of the Project activities administered by UNDP.

Figure 1: The Cubango-Okavango River Basin (CORB)



2.3 Problems that the OKACOM Project sought to address

18. Based on current trends, the lower reaches of the CORB (notably the Ramsar Sites located on the Botswana part of the Okavango Delta system) will cease to exist as fully functional wetland and will lose their wilderness qualities within the next 10-15 years. Significant changes need to occur at regional and local scales that will have exceeded critical thresholds and changed the system into a different and less desirable environment. The changes will be significantly worse if development activities to be carried out in the Basin do not take environmental considerations fully into account.

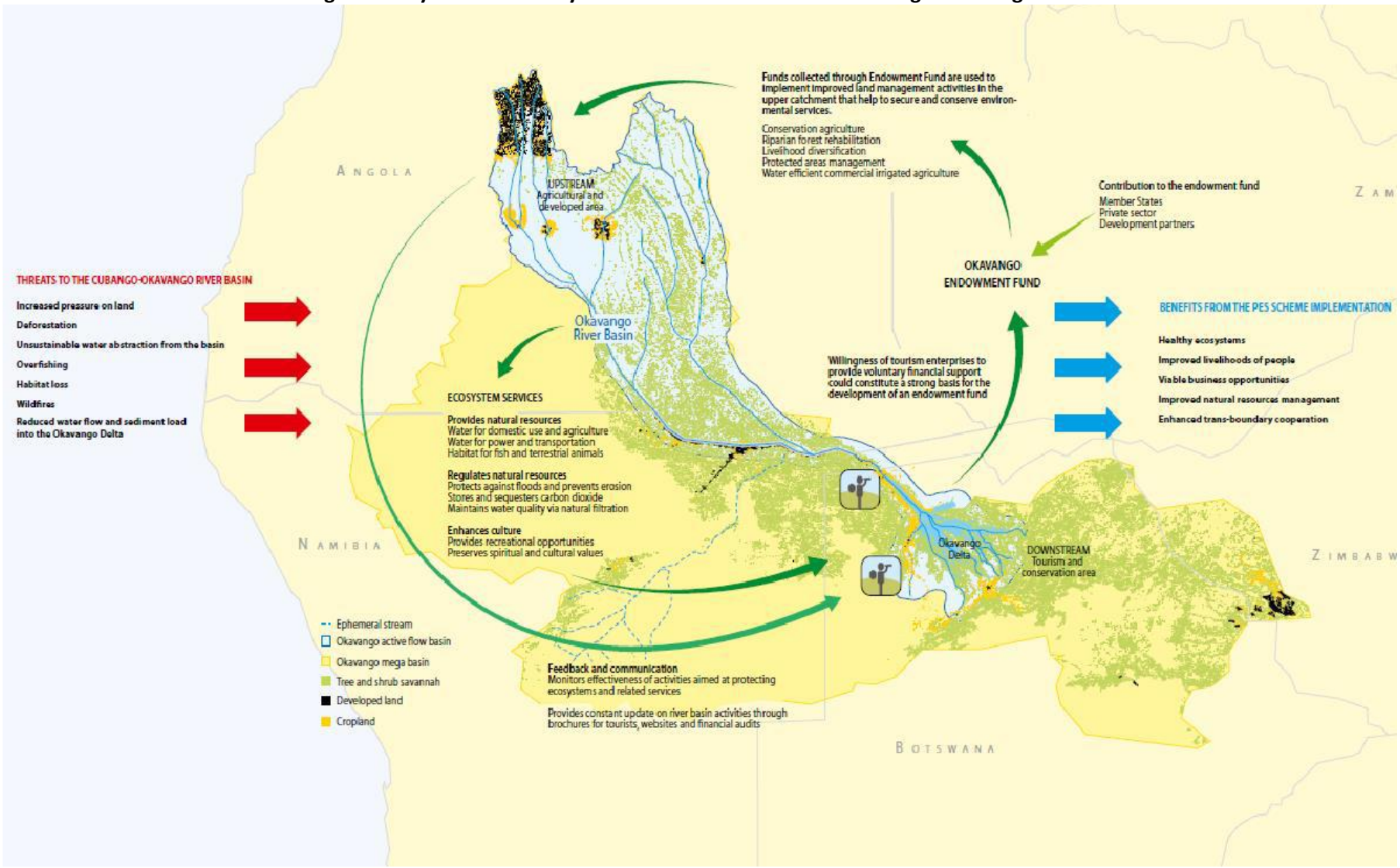
19. The Basin's Member States (Angola, Namibia and Botswana) have recognised potential threats to the CORB including variation and reduction of hydrological flow, changes in sediment dynamics and water quality, and the abundance and distribution of biota. The root causes to these threats are population growth and urbanization, land use changes, poverty, and climate change. The EPSMO project (implemented from July 2001 to October 2010) attempted to predict the level of socio-economic and environmental impacts under different water use scenarios (low, medium and high) and macro-economic backdrops that would enable completion of a TDA and an SAP. Despite data constraints, some key findings emerged from EPSMO:

    - The river and its floodplains provide significant ecological services, which support the livelihoods of a large proportion of the Basin's population. Livelihood support is more marked in the downstream countries of Namibia and Botswana than upstream in Angola;
    - While water use developments are aimed at increasing the amount of income from the river system, particularly in the upper basin, this may not necessarily reduce poverty. The poverty within the Basin, which is worse than that in the broader societies of the Basin countries, may be exacerbated if higher uses of water are developed whilst reducing ecological services;
    - Potential growth in water demand over the next 10-15 years is dominated by an increase in irrigation demand. The economic feasibility of most of the irrigation schemes, however, is highly questionable because of their remoteness from the commercial markets and poor soils;
    - A progressive decline in the condition of the river ecosystem would occur from the low to high water use scenarios, with the high scenario rendering large parts of the system unable to sustain present beneficial uses;
    - For the high-water use scenario in the Delta, the various types of permanent swamp would decrease to about 20% of present-day average levels and seasonal swamp types increase by about 105–180% of present day; and
    - The livelihoods value will drop from the present day estimate of US$60 million per year to around US$30 million per year for the low water use scenario to under US$10 million per year for both medium and high water resource use scenarios. The magnitude of economic losses and risk could overwhelm the potential benefits of the full suite of proposed water resources developments across all three countries.

20. For the OKACOM Project, development in the CORB is undoubtedly needed to improve the lives of the basin population. However, the nature and scale of development needs to be sustainable and must not exceed the capacity of the system to accommodate. Whilst the political pressures to utilise CORB resources are strong, they must be managed within a jointly agreed comprehensive BDMF, underpinned by sound knowledge of the Basin, to avoid irreversible social and environmental impacts.

21. In line with IWRM concepts, OKACOM decision makers needed to balance economic, social equality and environmental objectives and find a solution, which is acceptable both nationally and basin-wide. This was always going to be a difficult task since the trade-offs differ between Member States and over time. Compromise is required as the Member States establish a common acceptable development "vision" for the CORB, which will make best use of the Basin's natural resources. There is not just one optimum development pathway. Final selection will depend on many internal and external factors. Figure 2 provides a schematic diagram of a sustainable development model based on payment for eco-services.

Figure 2: Payment for Eco-System Services Scheme in the Cubango-Okavango River Basin[8]



[8] From IW Learn Training Workshop - Water Funds presentation – Led by The Nature Conservancy, 31 May 2019 in Gabarone

2.4 Development Objective of OKACOM Project

22. The UNDP-GEF Project support to the OKACOM Project was designed to support the implementation of the SAP starting in 1 November 2017 for a duration of 4.5 years and implemented through OKACOM. The Project objective was to "strengthen the joint management and cooperative decision-making capacity of the Cubango-Okavango River basin states on the optimal utilization of natural resources in the basin, with the aim to support the socio-economic development of the basin communities while sustaining the health of the basin ecosystems". To achieve this objective, the Project encompasses 3 components and 4 outcomes to be achieved, as presented in the PRF contained in Appendix F.

2.5 Description of the Project's Theory of Change

23. No Theory of Change (ToC) was completed for this Project. Instead, a Project strategy was employed as described in Para 35.

2.6 Expected Results

24. The expected outcomes of the OKACOM Project are as follows:

- Outcome 1: A shared long-term Basin development vision and concept of a development space;
- Outcome 2: Strengthened management framework including enhanced OKACOM mandates;
- Outcome 3: Environmentally sound socioeconomic development piloted in the Basin to allow the Basin population to improve their socioeconomic status with minimum adverse impacts to and enhanced protection of the Basin ecosystem; and
- Outcome 4: The Basin's states capacity to manage transboundary water resources based on IWRM principles enhanced, supporting the BDMF.

2.7 Total Resources for OKACOM Project

25. The total resources allocated to this Project at time of ProDoc signature is provided in Table 1.

Table 1: Total Resources for the OKACOM Project

Component	GEF Resources	Planned Co-Financing Resources
Outcome 1	$740,000	Not determined
Outcome 2	$840,000	Not determined
Outcome 3	$2,420,000	Not determined
Outcome 4	$1,740,000	Not determined
Project Management (including M&E)	$300,000	Not determined
Total	**$6,100,000**	**$342,738,017**

2.8 Main Stakeholders

26. Stakeholders are numerous on this Project. They are categorized on Para 47 with more stakeholder details provided in Section 3.2.2.

2.9 Key Partners involved with the OKACOM Project

27. Key partners for the OKACOM Project were the Permanent Okavango River Basin Water Commission (OKACOM), the Okavango Basin Steering Committee (OBSC), and the OKACOM Secretariat (OKASEC).

2.10 Context of other ongoing and previous evaluations

28. A Mid-term Review (MTR) for the OKACOM Project was issued in January 2021 to assess progress towards the achievement of Project objectives and outcomes as specified in the ProDoc. In addition, it also assessed "early" signs of Project successes and failures with the goal of identifying the necessary changes to be made to reset the Project to achieve intended results. The MTR was late and should have been conducted in 2019.

29. The Project also relied on the UNDP-GEF Terminal Evaluation for EPSMO implemented between 2001 and 2010 to enable completion of a TDA and an SAP. This project is described in Paras 15 and 19.

3. FINDINGS

3.1 Project Design and Formulation

30. The OKACOM Project was first conceived in 2012. During the PPG stage of the OKACOM Project, key stakeholders were closely involved and consulted, strongly embedding the Project within the regional strategies defined in the SAP. However, with the PAC meeting date of 6 November 2014, and a delayed start-up date of the Project on 1 November 2017, there were a number of changes in institutional and PMU personnel. The MTR also confirms that the problems addressed by the Project on demonstration sites are directly relevant to local contexts.

31. The selected strategy (the 4 Outcomes of the Project) and the choice of OKACOM as implementing partner were relevant and effective choices to achieve intended results. After 10 years of studies and negotiations around the TDA and the SAP and the elaboration of National Action Plans (NAPs) for the sustainable management of the CORB, the Project served as an opportunity to implement the first concrete activities directly related to the SAP by the 3 Member States acting together through OKACOM in its role as a transboundary organization. The overall conceptualization and design process of the Project was participatory and ***satisfactory***. However, the inception phase was too long and suffered from staff turnover, which generated significant delays in starting up implementation.

32. National priorities were set in the three NAPs prepared by OKACOM for Angola, Botswana and Namibia. The NAP was a critical tool for implementation of SAP priority actions at national level and the integration of transboundary and basin concerns into national legislative, policy and budget decision making processes. The NAPs detailed the objectives of each country for the CORB and set a number of expected outcomes desired to be achieved in the coming years, the outputs to achieve the outcomes, and the proposed interventions. Outcomes are distributed along the 4 thematic areas of the SAP:

    - Thematic Area 1- Livelihoods and Socio-Economic Development;
    - Thematic Area 2- Water Resources Management;
    - Thematic Area 3 - Land Management;
    - Thematic Area 4- Environment and Biodiversity.

    As such, the OKACOM Project was fully in line with national priorities as set in the NAPs with a significant number of NAP interventions being implemented to assist national governments and building capacities for further action.

33. Barriers and baseline situation of the CORB are extensively described in the ProDoc, and can be summarized as follows:

    - Development in the CORB is needed to improve the lives of the Basin population. However, for development to be sustainable, their nature and scale must not exceed the capacity of the system to accommodate them, both singly and in combination;
    - From a holistic view of Basin management, there are a number of contradictory government policies in the 3 countries within the CORB, which could generate environmental and social problems with negative impacts including land degradation; loss of scenic value and sense of place, habitat and biodiversity loss; pollution of land, water and air; over-abstraction of water; livelihood insecurity; involuntary resettlement; and health impacts;

- Utilization of natural resources affects water resources and economic development, driven by national and sectoral development plans and strategies of each CORB country with little consideration to transboundary impacts;
- Though much stronger coordination between CORB Member States is required to implement the SAP, OKACOM and CORB Member States face significant financial, institutional, and technical capacity limitations to cooperate and progress further with the planning, decision-making, and coordination of future activities in the Basin within a joint management framework;
- the TDA-SAP process confirmed that considerable economic and ecological benefits can be derived from a coordinated joint development at a Basin-wide level. The SAP was approved by OKACOM in May 2011 and has been cabinet endorsed by all CORB countries, endeavoring to address these complex issues by improving Basin governance.

34. The problems addressed by the Project at demonstration sites have been designed to specifically contribute to the 4 thematic area of the SAP covered in Para 32. Demonstration projects cover agricultural development, fisheries management and tourism development activities, all embedded into a socio-economic development framework. The PRF lists two main assumptions (as part of the "assumptions and risks" column):

- communities are fully motivated to take active part in the demonstration activities; and
- full engagement and support of sub-national and/or local government administration in demonstration activities including systematic monitoring.

35. The Project strategy is threefold:

- Working at the governance and political level in Component 1, to define the CORB development space, implement alternative development and management options, and ensure there is a common, long-term vision of the CORB in the three CORB countries;
- Working at the local level with communities through demonstration projects in Component 2, with the aim to:
  - demonstrate alternative livelihood strategies for replication in other parts of the CORB; and
  - ensure OKACOM is also responding to the immediate priorities of the Basin people, and not exclusively as a political institution;
- Working on enhancing transboundary management of CORB resources in Component 3 towards "Integrated Water Resources Management" through establishing working relationships, common methodologies, joint working habits between the 3 countries, and generating and sharing relevant data at the Basin level.

36. Methods of delivering the Project strategy include:

- working in close collaboration with CORB country administrations at national, sub-national and local levels. This entails the involvement of OKACOM's CoC, OBSC, IPDTC and the WRTC;
- organising joint missions, connecting the 3 countries' administrations to create strong working relationships;
- working with well established local delivery partners for demonstration projects such as ACADIR in Angola, NNF in Namibia and NCONGO in Botswana;
- these methods of delivery being appropriate in the development context, and not using lessons learned or recommendations from previous projects as input to the planning process. There is

strong evidence that it builds on the overall regional integration launched with the creation of OKACOM, and the validation and endorsement of the SAP and then the NAPs.

3.1.1 Analysis of Project Results Framework for OKACOM Project

37. The OKACOM Project objective and outcomes are clear. However, there is a lack of clarity and coherence with outputs, activities and indicators. To achieve the overall Project objective of "strengthening the joint management and cooperative decision-making capacity of the Cubango-Okavango River basin states on the optimal utilization of natural resources in the basin, with the aim to support the socio-economic development of the basin communities while sustaining the health of the basin ecosystems", outcomes were set with one set of activities per outcome with each activity coming with its set of sub-activities. Normal practice at preparing PRFs usually sets activities to be implemented to deliver an output, with the outputs together, if delivered, allowing for the achievement of an outcome. The PRF structure makes it difficult to directly link activities with outputs.

38. Normal practice also needs outputs to be worded as results to be achieved, and not as actions to implement. For example, Output 1.4 is worded as "Design and agreement of an Information Management Systems to accommodate both live and static data". It should be reworded to something like "Information management system to accommodate live and static data designed and validated". Output 2.2 is worded as "Revision of the OKACOM agreement to align its mandates and legal status to effectively monitor and coordinate SAP implementation", which should be reworded as "OKACOM agreement to align its mandates and legal status to effectively monitor and coordinate SAP implementation revised". Other examples are Outputs 2.3, 2.6, 4.2, 4.3, 4.4, 4.6, 4.7, 4.8.

39. Notwithstanding, there are indicators in the PRF that are copying the inappropriately worded outputs. For example, under Outcome 1, the first indicator is "A long-term basin vision agreed, underpinned by environmental quality objectives adopted by the countries", which mimics Output 1.1 "Agreed long-term basin vision, mission and values, underpinned by environmental quality objectives promoted widely among stakeholders at all levels and guiding all the interventions in CORB". Indicators in the PRF should be set to measure the level of achievement of the corresponding outcome, and should be SMART[9]. As a consequence, the stated targets in the PRF are actually "output targets" rather than targets for indicators.

40. The OKACOM Project, however, is based on a good overall understanding of the objectives, targets and timeframe as well as the challenges in managing the Basin. The SAP has been formulated based on many years of joint discussions with a large array of stakeholders at different levels within the 3 Member States. The extensive consultations on their priorities for the CORB extend from the TDA study to the SAP and then the preparation of the ProDoc. The PRF in the ProDoc, however, is not respecting basic Results-Based Management (RBM) standards and therefore appears as unclear and not practical, which also impact targets and timeframes, and further reporting on results.

41. Best practices for preparing PRFs usually have 2 to 4 outcome-level indicators per outcome, and up to a maximum of 15 indicators (including the objective level indicators). The PRF was not properly set in the ProDoc, and, unfortunately, the Inception Phase was not used to correct the "indicator outputs" in the PRF. As mentioned in Para 39, the defined indicators are generally not SMART and

[9] Specific, measurable, achievable, relevant, and time-bound

not technically defined as indicators. Due to the fact the PRF did not undergo a complete redesign to adopt a full set of SMART outcome level indicators as recommended in the MTR, it has been difficult to monitor the Project and capture outcome level results. However, the baseline, target, source of verification and risks and assumptions are logically set. The PRF with its 29 indicators does capture the actions of the Project rather extensively to the different components or outcomes. These "output indicators" were used to prepare the Progress Reports (of which the 2018, 2019-20, 2019 Q3 and Q4 and 2020 Q1 Progress Reports were viewed), allowing the PMU to provide a rather precise idea of how the Project was being implemented. For this reason, a ToC has not been prepared for this TE.

42. Gender-disaggregated indicators and targets were not common on the PRF, with little attention paid to gender aspects. Out of 29 indicators, only 2 refer to gender, one at the objective level: "# of people actively engaged in the low impact, environmentally sustainable development activities in the basin (gender disaggregated data)"; and "Gender mainstreaming and women empowerment visibly advanced in the basin". This is another weakness of the PRF where gender issues could have been mainstreamed within the "output indicators". For example:

- Outcome 1 indicator: "A long-term basin vision agreed". There could have been an indicator to ensure that the vision properly acknowledges specific conditions of women and youth in the basin;
- Outcome 2 indicator: "SAP and NAP operationalised & M&E frameworks". The indicator could have M&E frameworks captured gender aspects in the SAP and the 3 NAPs;
- Outcome 3 indicator: "Community-based Tourism activities demonstrated and documented". This indicator as well as other indicators in this Outcome could have strongly considered the role, positive initiatives and involvement of women on the demo projects.

43. In conclusion, the Project design and PRF are rated as ***moderately unsatisfactory***. The PRF could have been reworked with the PMU and stakeholders to simplify and select the most relevant indicators, establish their baseline level at Project start, and propose an end-of-project (EOP) target as recommended by the MTR. This was not done and Progress Reports are based on old PRF indicators with defined indicators generally not being SMART and not defined as indicators. However, the baseline, target, source of verification and risks and assumptions are logically set. Overall, the PRF and its 29 indicators, though not in line with what one can expect from this type of tool, captures rather extensively the different activities of the Project. The indicators are used directly in the annual Progress Reports, providing a rather precise idea of what the Project has implemented. As such, the PRF was not reworked for this Terminal Evaluation that would have included SMART indicators for the Project objective and for each Project outcome with corresponding target values. Instead, these "output indicators" and their targets were used to monitor progress of the Project.

3.1.2 Assumptions and Risks

44. Assumptions and risks are mixed under the OKACOM PRF. For example, under the Project objective, the following assumptions are made:

- Countries decide to expand the scope of OKACOM's mandate to ensure better alignment with the scope of the SAP;
- Policy Advisory Unit established and staffed by OKACOM before the end of the Year 1 of the Project implementation;

- Policy Advisory Unit (PAU) will have the required technical expertise to finalize proper identification of trans-boundary management issues and translate this into policy advice;
- Policy advice being provided is supported by convincing evidence in the form of clarity of facts and scientific robustness;
- An adequate pool of technical experts is available within the region and willing to assist OKACOM with the required peer review mechanisms;
- Policy harmonization can further steer trans-boundary cooperation.

These assumptions as well as others appear to be reasonable.

45. There are 6 risks listed in the OKACOM PRF. These risks are comprised of:

- Botswana and Namibia's Middle-Income Status may limit donor support to the OKACOM and/or its Basin states (Objective-level);
- Migration of people within the basin and beyond during the Project implementation period might pose challenges in tracking the beneficiaries from the demonstration activities (Objective-level);
- Financial constraints to staff OKASEC adequately (Outcome 2);
- Weak community and local administration support for the pilot projects (Outcome 3);
- Overwhelming logistical problems in pilot project implementation (Outcome 3);
- Difficulty in measuring the pilot project benefits in the limited project time period (Outcome 3).

These risks are not listed in any risk log in the ProDoc.

3.1.3 Lessons from Other Relevant Projects Incorporated into OKACOM Project Design

46. The OKACOM Project used the EPSMO project in its design as detailed in Para 19.

3.1.4 Planned Stakeholder Participation

47. Stakeholders planned for this Project were numerous. They are categorized as follows:

- national government (Governments of Botswana, Namibia and Angola);
- local administration such as community representatives, district officials and traditional leaders;
- private sector stakeholders;
- NGOs and other civil societies such as local community organisations and conservancies;
- educators such as wetland ecologists, conservationists, and public health care providers; and
- beneficiaries such as farmers, pastoralists, local tour operators and tourists.

Stakeholders are further discussed in Section 3.2.2.

3.1.5 Linkages between the OKACOM Project and other interventions in the sector

48. The OKACOM Project was linked with other interventions in the sector including:

- World Bank-supported Multi-Sectors Investment Opportunities Analysis (MSIOA) study;
- the Climate Resilient Infrastructure Development Facility (CRIDF) funded by UK AID;

- Resilient Waters Program (RWP) under the Southern Africa Regional Environmental Programme (SAREP) funded by USAID;
- The projects under the Swedish International Development Agency;
- EU project for "Support to the Strategic Action Programme (SAP) Implementation";
- Initiatives and projects under GIZ; and
- Initiatives and projects under The Nature Conservancy (TNC).

3.1.6 Gender responsiveness of Project design

49. With regards to gender issues in the OKACOM Project design, the ProDoc includes a Gender Analysis and Strategy section, which limits the gender aspects of the Project to gender inclusive capacity building and the development of a Gender Action Plan (GAP) for OKACOM. Capacity development for gender mainstreaming was to be implemented for individuals, government departments and NGOs involved in implementation of OKACOM activities. Implementation of the GAP would involve a logical framework listing activities, outputs, outcomes and long-term impacts based on the overall goal of "… advancement of gender equality throughout OKACOM", and requiring sound gender "architecture" such as focal points at various OKACOM levels.

50. Gender was said to be important in the Project inception report, but consideration of gender aspects was not central and mostly limited to a cross-cutting issue. In conclusion, the specific role of women was given little consideration in the ProDoc and during Project implementation. This was a lost opportunity to benefit from a real gender analysis that would further improve the livelihoods of CORB residences.

3.1.7 Social and Environmental Safeguards

51. Annex 6 of the ProDoc, the Social and Environmental Screening includes a section on how the Project intends to improve gender equality and women's empowerment. Annex 6 says that the Project recognizes the central role that women play in the management of natural resources in their communities and that this will be reflected in the detailed design of the various community-based projects. It also mentions that women and youth will be key players in monitoring the health of the river through biological monitoring programmes.

3.2 Project Implementation

52. The Project is implemented by OKACOM through a Project Management Unit (PMU) sitting in the offices of OKASEC. The multicounty dimension of the Project justifies this choice, and is particularly relevant to Outcomes 1, 2 and 4 where the regional dimension is crucial. In addition, OKACOM is legitimate in leading discussions and processes relating to the governance of the CORB. This choice was also made to use the Project to build the capacities of OKASEC and reinforce its credibility in the long term, which seems very relevant.

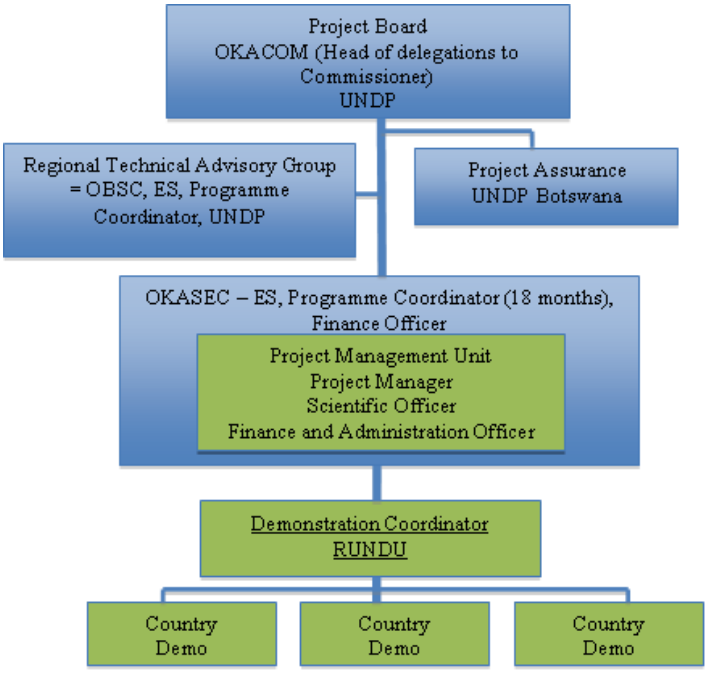
53. The following is a compilation of significant events during implementation of the OKACOM Project in chronological order:

- GEF Endorsement of the ProDoc was on 1 November 2017, the start date of the Project;
- Inception Workshop held in Gaborone on 9-13 April 2018;

- OKACOM hosted the SADC 8th River Based Organizations (RBO) Stakeholders' Workshop in Windhoek, Namibia in early May 2018 that included OKACOM's Gender Mainstreaming Strategy's Inception Meeting;
- A regional consultative workshop with key stakeholders from the 3 Member States was held in Gaborone in April 2018 to scope needs and priorities for Member States with regards how to better access, share and manage information and data in the Basin;
- OKACOM launched its third Education Centre located at the University of Cuito-Cuanavale in Menogue in May 2018;
- Joint basin-wide water quantity and quality surveys conducted during 1-15 July 2018 (for high floods) and November 2018 (for low flows), supported by the 3 OKACOM Member States;
- A discussion on the adoption of the Rules and Procedures for the Sharing of Data and Information related to the Management and Development of the CORB was conducted for IPDTC and WRTC members in June 2019;
- 4th Joint Survey of the Okavango River was conducted in November 2019;
- The CORB Fund was officially registered in Botswana in December 2019;
- The Information Management System was completed in May 2020;
- Demonstration farms were completed in Botswana in March 2020;
- The Sikerete Campsite was completed in May 2020;
- A cooperation agreement on a fisheries demonstration was finalized June 2020 between Namibia and Angola;
- Development and revision of OKACOM governance was completed in December 2021;
- OKACOM Project work was slowed down from November 2021 to April 2022 due to disbursement delays.

54. The OKACOM Project was implemented according to the management arrangements as illustrated on Figure 3.

Figure 3: OKACOM Project Organization Structure



3.2.1 Adaptive Management

55. Adaptive management is discussed in UNDP evaluations to gauge performance of project personnel to adapt to changing regulatory and environmental conditions and unexpected situations encountered during the course of implementation, both common occurrences that afflict the majority of UNDP projects. Without adaptive management, donor investments into UNDP projects would not be effective in achieving their intended outcomes, outputs and targets. Much of the adaptive management by OKACOM staff came in the form of:

- the Project Inception Workshop which was held in 9-13 April 2018 to assist the PMU and relevant stakeholders to better understand and take ownership of the Project's objective and to interact with key resource persons from member states. A series of stakeholder consultation workshops across the 3 Member States were held to:
  - introduce and share the objectives of the OKACOM Project;
  - highlight linkages and synergies with other programs and projects in the basin;
  - highlight the M&E plan for the Project; and
  - validate proposed demonstration projects, data and capture relevant new baselines to update the PRF;
- the Project using its resources wherever needed in activities for all Outcomes in a deep collaboration with the EU, GIZ and other projects. This included the funds for workshops where technical assistance was being provided by other projects, or funds for water quality sampling where there was technical assistance for water quantity monitoring (see Para 57);
- support to stakeholders where there was strong engagement from local government administration. For example, the Ministry of Agricultural Development and Food Security in Botswana was and still is fully engaged into the demonstration project interventions, wanting to learn from the Project for replication of conservation agriculture (CA) development in other regions. This included unscheduled field visits to support local communities on the demonstration projects, which were viewed as key interventions to poverty alleviation and socioeconomic development of their people, in particular the youth. It was important to OKACOM to support these community activities with concrete and visible activities and investments that directly benefit the local people;
- strong coordination and guidance of activities coming from qualified personnel from the CoC. This led to most targets being achieved on the OKACOM Project;
- difficulties working in Angola especially due to COVID-19 restrictions, associated restrictions importing goods into the country, and landmines. These difficulties unavoidably delayed scheduled activities for the demonstration project that led to no-cost extensions of the Project;
- change in management structure in April 2021 that resulted in the slowdown of UNDP-GEF funding because high UNDP staff turnover causing delays in approving budgets and implementing activities (Para 67) and the transfer of OKACOM management was without a handover of responsibilities (Para 68);
- slowdown of all Project work in November 2021, which was resolved in May 2022.

56. In conclusion, OKACOM's efforts to adaptively manage this Project were sincere and ***satisfactory*** in consideration of the successful outcomes from the OKACOM Project but also the delays starting in November 2021.

3.2.2 Actual Stakeholder Participation Partnership Arrangements

57. Throughout its implementation, OKASEC and the PMU maintained strategic partnerships with relevant International Cooperating Partners (ICPs) who are implementing other projects supporting OKACOM. This included support in various thematic areas of the SAP in Outcomes 1 and 2 including:

- the EU supported initiatives on water resources management, biodiversity and environmental management. The PMU and the EU project planned and implemented joint water quality and quantity monitoring exercises. The PMU further collaborated with the EU project on the development of the Data Sharing Protocol and the ongoing development of the DSS;
- the EU project and the OKACOM Project combined resources to co-fund ACADIR's activities in Angola;
- CRIDF and the OKACOM Project combined resources for initial scoping exercises and needs assessments for demonstration projects in all 3 Member States;
- the USAID-RWP and the OKACOM Project collaborated on the Groundwater Assessment Inception Report presentation workshop held on 13 February 2020 in Gaborone, the review of the Transboundary Fisheries Management Plan (that was developed by USAID SAREP several years ago), and implementing the Plan;
- efforts to coordinate and leverage the demonstration projects by TNC and under the EU project;
- GIZ and the OKACOM Project combining resources to fund the "Notification and Prior Consultation" (NPC) Guidelines (Para 96), baseline gender mainstreaming, and the M&E framework.

58. The Groundwater Assessment Study offered OKACOM an opportunity to collaborate with a number of credible institutions in the region including University of Cape Town, the University of Botswana and Agostino Neto University. OKACOM also established strong collaborative relationship with key regional and international organisations leading groundwater resources management initiatives within the region including the SADC Groundwater Management Institute (GMI), the International Groundwater Resources Assessment Centre (IGRAC), and the International Water Management Institute (IWMI).

59. For the demonstration projects under Outcome 3, there was OKACOM collaboration with local NGOs in all 3 riparian countries:

- In Botswana, the Ministry of Agricultural Development and Food Security, Ministry of Youth, Sport and Culture and the Citizen Entrepreneurship Development (CEDA) were actively engaged in 2019 and 2020 to select Champion Demonstration farmers and define the nature of demo livelihoods projects and their modalities of implementation, with a view to leveraging additional resources to support implementation of demo projects;
- In Botswana, CRIDF played a significant role in the setup of the Maun demonstration project since February 2018, which was built on previous initiatives under the Kavango Zambezi (KAZA) Tourism Cluster commenced in 2016. CRIDF provided technical leadership, and supporting baseline assessments of all identified champion farmers in the Maun demo project investing US$22,000 in kind;
- In Botswana, private sector entities were engaged to more sales of quality vegetables in farms within a 100 km radius of Maun to attract the upmarket tourism market in the Okavango Delta (Para 119);

- In Angola, the OKACOM Project and ACADIR worked closely with the local communities, Gabinete para a Administração da Bacia Hidrográfica do rio Cunene (GABHIC), Traditional Authorities, local administration and government offices to conduct community engagement for fisheries and CA demonstration sites. ACADIR was the implementing agency used to coordinate and facilitate implementation of community-based pilot projects in Angola;
- In Namibia, OKACOM Project stakeholder outreach involved the Ministry of Environment and Tourism and Ministry of Fisheries and Marine Resources for the tourism and fisheries demos. Agreement was also reached to engage NNF for the fisheries demo.

60. Overall efforts by the OKACOM team to forge effective partnership arrangements with various stakeholders have been ***satisfactory***.

3.2.3 Project Finance

61. The total GEF budget for the OKACOM Project was US$6.1 million that was to be disbursed over a 60-month period, managed by a UNDP-PMU under the direction of a Project Steering Committee. Table 2 depicts disbursement levels up to 30 April 2022, 2 months prior to the actual terminal date of the OKACOM Project of 30 June 2022, revealing the following:

- There were deviations of actual expenditures from the ProDoc budget. The largest budgeted expenditure was in Year 1 (2017-18) when expenditures were 618% of the scheduled ProDoc disbursement up to 31 December 2018, followed by 104%, 59%, 100% and 43% of the ProDoc expenditure in Years 2, 3, 4 and 5 respectively. This shows that the Project was off to a quick start in 2017 and 2018 but slowed down by the COVID-19 pandemic in 2020;
- Expenditures by Outcomes were reasonably on target with the largest deviation being Outcome 3 where a total of US$298,602 has not been yet spent;
- An issue came up between UNDP and OKACOM with budget discrepancies 3Q 2021 and 1Q 2022 which delayed payments to OKACOM during for a period of over 6 months (see Paras 67 and 68). This gave cause to cause to extending the Project for another 1-2 months to allow the Project to expend its remaining budget;
- There is an overall budget surplus of US$400,357.

Table 3 shows Project expenditures by ATLAS Code.

62. The Project has also demonstrated that appropriate financial controls are in place, notably through:

- Combined Delivery Reports and Project Budget Balance Report which shows the expenditure and commitments in the current year up to date (both as generated by ATLAS);
- manual monitoring of Project expenditures against budget lines to attain an in-depth understanding of the financial progress and the pending commitments.

63. Project co-financing was estimated to be more than US$11.6 million, far below the expected co-financing of US$344.6 million. Co-financing summary and details can be found on Tables 4 and 5 respectively. The TE team notes the following on the level of co-financing provided on this Project:

- The majority of co-financing was realized from partner agencies, CRIDF and the EU project. This included technical assistance funding of just over US$7.0 million;

Table 2: GEF Project Budget and Expenditures for OKACOM Project (in USD as of 30 April 2022)

Outcomes	Budget (from Inception Report)	2018[22]	2019	2020	2021	2022[23]	Total Disbursed	Total to be expended in July-December 2022	Total remaining
OUTCOME 1: A shared long-term basin development vision and concept of a development space	740,000	484,459	93,082	52,043	127,825	7,928	765,337		-25,337
OUTCOME 2: Strengthened management framework including enhanced OKACOM mandates	840,000	20,982	198,433	134,029	343,314	72,273	769,031		70,970
OUTCOME 3: Environmentally sound socioeconomic development demonstrated in the basin to allow the basin population to improve their socioeconomic status with minimum adverse impacts to and enhanced protection of the basin ecosystem.	2,420,000	159,599	567,823	750,109	432,412	211,155	2,121,098		298,902
OUTCOME 4: Basin's capacity to manage transboundary water resources based on the IWRM principles enhanced, supporting the Basin Development and Management Framework	1,740,000	245,121	770,902	79,063	541,767	103,486	1,740,339		-339
Project Management	300,000	16,801	52,038	91,033	60,659	23,307	243,838		56,162
Total (Actual)	6,040,000	926,962	1,682,278	1,106,277	1,505,977	418,149	5,639,643	0	400,357
Total (Cumulative Actual)	6,100,000	926,962	2,609,240	3,715,517	5,221,494	5,639,643			
Annual Planned Disbursement (from ProDoc)	6,100,000	150,000	1,620,000	1,860,000	1,500,000	970,000			
% Expended of Planned Disbursement		**618%**	**104%**	**59%**	**100%**	**43%**			

[22] Includes expenditures in November-December 2017
[23] Up to 30 April 2022

Table 3: OKACOM Expenditures by ATLAS Code

ATLAS Code	Expenditure Description	Spent to date (US$)	To be spent by before the EOP (US$)
71300	Local Consultants	1,139,522	-94,522
71800	Contractual Services - Individuals		0
71600	Travel	392,809	287,191
72200	Equipment and Furniture	1,646	-1,646
72300	Materials & Goods	0	0
74200	Audio Visual & Print Prod Costs	76	-76
74500	Miscellaneous Expenses	50,163	24,837
76100	Realized loss	59,123	-59,123
75700	Training, Workshops and Conference	145,151	-145,151
72100a	Contractual Services - Companies / Nat	2,264,804	1,090,196
72100b	Contractual Services - Companies / Int	91,428	-91,428
72800	Information Technology Equipment	10,934	14,066
64397	Services to projects -CO staff	0	0
74596	Services to projects	0	45,000
72500	Supplies	23,748	1,252
73100	Rental & Maintenance-Premises	0	0
74100b	Professional Services - International	13,987	-13,987
Totals:		**4,193,391**	**1,056,609**

Table 4: Co-Financing for OKACOM Project (as of 30 April 2022)

Co-financing (type/source)	UNDP own financing (million USD)		Government (million USD)		Partner Agency (million USD)		Private Sector (million USD)		Total (million USD)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants					5.260				5.260	0.000
Loans/Concessions									0.000	0.000
• In-kind support									0.000	0.000
• Other	0.620	0.000	293.943	2.623	35.700	8.866	9.054	0.144	339.317	11.633
Totals	0.620	0.000	293.943	2.623	40.960	8.866	9.054	0.144	344.577	11.633

Table 5: Actual OKACOM Co-Financing (as of 30 April 2022)

Type of partner	Co-Financing Partner	Type of Co-Finance	Planned (US$)	Actual (US$)
Partner Agency	OKACOM	In-kind/Cash	5,260,000	990,000
Government	Government of Angola	In-kind/Cash	184,000,000	655,782
Government	Government of Botswana	In-kind/Cash	103,000,000	655,782
Government	Government of Namibia	In-kind/Cash	6,376,354	655,782
Partner Agency	UNDP (Angola CO and CapNet)	In-kind/Cash	620,000	0
Partner Agency	World Bank	In-kind/Cash	800,000	0
Partner Agency	UK AID/CRIDF	In-kind/Cash	2,416,918	2,754,125
Private Sector	KAZA	In-kind/Cash	6,802,721	0
Partner Agency	USAID/SAREP	In-kind/Cash	23,000,000	544,184
Partner Agency	SIDA	In-kind/Cash	2,110,828	0
Private Sector	Wilderness Safari	In-kind/Cash	2,251,211	144,160
Partner Agency	TNC	In-kind/Cash	0	200,000
Government	Ministry of Environment and Tourism	In-kind/Cash	567,031	655,782
Partner Agency	EU	In-kind/Cash	7,372,200	4,377,243
Total Co-financing			**344,577,263**	**11,632,840**

- Co-financing from the State Governments and the Botswana Ministry of Environment and Tourism were the same amount of US$655,782;
- Co-financing numbers were not provided from donors such as the UNDP, World Bank, and KAZA quite possibly due to a lack of reporting on co-financing or a lack of project activity by those donors;
- Other co-financers provided less than they had committed. In the case of the Partner governments, the co-financing amounts may have been unreasonably high such as the Governments of Angola and Botswana.

64. Overall, the cost effectiveness of the OKACOM Project has been **moderately satisfactory** in consideration of the positive results achieved in the capacity building of the stakeholders involved, and the low amounts of co-financing leveraged.

3.2.4 M&E Design at Entry and Implementation

65. The ProDoc does provide for an M&E design on pages 54 in the ProDoc. The design is presented in a fairly generic manner, similar to other M&E designs from other GEF projects, and with preparations for a detailed M&E plan left to the implementation phase of the Project. Moreover, in terms of budgeting for M&E activities, US$200,000 was the total M&E budget (as broken down on page 57 of the ProDoc) for a number of "output indicators". As such, the M&E design is rated as ***moderately satisfactory***.

66. In terms of M&E plan implementation, the Evaluation Team had access to progress reports for 2018, 2019-2020, April 2021 and May 2022 which were informative in terms of the progress made on various studies, actions taken by the Project, and extra activities in collaboration with other donors. The progress reports, however, were based on old PRF indicators, not reworked indicators that propose an EOP target as recommended by the MTR (Paras 53-54). As such, *M&E plan implementation is rated as* ***moderately satisfactory***. Ratings according to the GEF Monitoring and Evaluation system[12] are as follows:

- *M&E design at entry – 4;*
- *M&E plan implementation – 4;*
- *Overall quality of M&E – 4.*

3.2.5 Performance of Implementing and Executing Agencies

67. The performance of UNDP (the Implementing Agency) can be characterized as follows:

- UNDP's involvement was mainly to engage the stakeholders in Project activities and to provide resources for Project activities;

[12] 6 = HS or Highly Satisfactory: There were no shortcomings;
5 = S or Satisfactory: There were minor shortcomings,
4 = MS or Moderately Satisfactory: There were moderate shortcomings;
3 = MU or Moderately Unsatisfactory: There were significant shortcomings;
2 = U or Unsatisfactory: There were major shortcomings;
1 = HU or Highly Unsatisfactory
U/A = Unable to assess
N/A = Not applicable.

- During the early stages of the Project, UNDP's involvement with the Project was solid in providing resources for Project activities, and producing important synergies that prolonged and extended the impact of the trainings and activities carried out;
- During the latter stages of the Project, UNDP staff turnover was high causing delays in approving budgets and implementing activities[13];
- Overall performance of UNDP on the OKACOM Project can be assessed as being **satisfactory**.

68. The performance of OKACOM (the Executing Agency) can be characterized as follows:

- During the early stages of the Project, OKACOM was fully engaged in Project activities with a Project Manager who was familiar with UNDP rules and procedures;
- During the latter stages of the Project, OKACOM were slowed down for several reasons[14];
- Overall performance of OKACOM on the Project can be assessed as being **satisfactory**.

3.3 Project Results and Impacts

69. This section provides an overview of the overall results of the OKACOM Project and an assessment of the relevance, effectiveness and efficiency, country ownership, mainstreaming, sustainability, and impact of the OKACOM Project. For Table 7, the "status of target achieved" is color-coded according to the following color-coding scheme:

Green: Completed, indicator shows successful achievements	Yellow: Indicator shows expected completion by the EOP	Red: Indicator shows poor achievement – unlikely to be completed by Project closure

3.3.1 Progress towards objective

70. With the overall objective of this Project being to "strengthening the joint management and cooperative decision-making capacity of the Cubango-Okavango River basin states on the optimal utilization of natural resources in the basin, with the aim to support the socio-economic development of the basin communities while sustaining the health of the basin ecosystems", a summary of achievements of the OKACOM Project at the objective level is provided with evaluation ratings on Table 6. The GEF Tracking Tool for the OKACOM Project is contained in Appendix E.

71. With regards to the "*OKACOM governance documents and institutional structure strengthened for stronger regional cooperation and joint management*", Project resources were used for:

[13] An example of this were the budget discrepancies which started in 3Q 2021 and extended into 2022. The budget for 2022 was only received on 15 May 2022. The reason was the inability of UNDP staff to resolve the issues of budget discrepancies (budget lines proposed by the PMU that were not in line with the ProDoc). As a result, the Project was under severe restriction in implementing 2021 activities in 3Q and 4Q in 2021 and from doing anything under the Project for 1Q 2022 and a part of 2Q 2022.
[14] Slowdowns were primarily due to major changes to the PMU including the departure of the Project Manager in April 2021, the loss of a PMU financial officer to COVID complications in June 2021, and replacement UNDP staff who were not familiar with UNDP budgetary rules (which led to the introduction of budget lines that were not in line with the ProDoc). There was also a GEF audit done on UNDP on 1 December 2020 which required UNDP projects to strengthen their oversight by having clear separation of oversight and execution. This caused problems between UNDP and replacement PMU staff who could not separate oversight and execution.

Table 6: OKACOM Objective-level achievements

Project Strategy	Performance Indicator	Baseline	Target	Status of Target Achieved	Evaluation Comments	Rating[15]
Project objective: *Strengthening the joint management and cooperative decision-making capacity of the Cubango-Okavango River basin states on the optimal utilization of natural resources in the basin, with the aim to support the socio-economic development of the basin communities while sustaining the health of the basin ecosystems*	OKACOM governance documents and institutional structure strengthened for stronger regional cooperation and joint management	A set of governance documents including OKACOM Agreement exist but they precede the development and endorsement of the SAP. Upon the completion of the SAP, an Institutional Functional Review has been conducted to better align the OKACOM structure to the SAP. OKACOM Organizational Structure Agreement was approved and signed in 2015 (and is under implementation). OKACOM Agreement Discussion Paper 2017.	A comprehensive governance review, including the legal status of the OKACOM Agreements conducted; Recommendation implemented. OKACOM's institutional and governance capacity strengthened for the joint management of the basin; OKACOM dialogue on Agreement Discussion Paper (2017) and decision made on whether to Review OKACOM Agreement.	The Commission reviewed the 1994 OKACOM Agreement in response to recommendations from a Discussion Paper that identified significant inadequacies and key issues to be addressed. OKACOM's institutional and governance capacity has been strengthened with partial completion of governance instruments as of June 2022.	See Para 71	5
	Strengthened technical capacity of the OKACOM for joint management and cooperative decision making and policy discussions [A3.1; A3.3; A3.4; A3.5]	A limited number of TB WRM issues are being translated into policy and institutional development questions due to the absence of a policy analysis unit within OKACOM. No evidence of policy analysis and advise mainstreamed in OKACOM TB Management practices except for SAP; No OKACOM technical products have been put through peer review systematically except for TDA and associated technical reports.	At least 1 TB management issue per SAP Thematic Area translated into a formal recommendation per year by the end of the Year 2 of the project implementation. At least 85% of all OKACOM derived policy advice is translated into country specific regulations or management procedures in the CORB by the end of the project At least 85% of all OKACOM related publications undergo a peer review mechanism by the end of the Year 2 of the project implementation.	An agreement was formulated on data sharing protocols between Member States and OKASEC as part of the ongoing Decision Support System (DSS) development process. An Environmental Monitoring Framework (EMF) was developed, informed by the data collected from 2018 and 2019 joint surveys on water flows and water quality monitoring.	See Paras 72 to 75	5
	Increased financial investments by countries and other partners towards the basin resources management and SAP implementation	The regular income of OKACOM is limited to the country contribution ($100,000/country/year as of 2014)	The sustainable income flow to the OKACOM increased and diversified by 50% by 2020	The Cubango-Okavango River Basin Fund (CORB Fund) was established. However, sustainable income flow has not been established.	See Paras 76 and 78	4

[15] Ibid 17

Project Strategy	Performance Indicator	Baseline	Target	Status of Target Achieved	Evaluation Comments	Rating[15]
	# of people actively engaged in the low-impact, environmentally sustainable development activities in the basin (gender disaggregated data will be collected on participation in environmentally sustainable activities and on the improvement of socioeconomic status)	A number of community-based activities implemented in the basin, but its individual or aggregated economic impacts not yet assessed. # to be assessed during the demo inception period (The baselines will be established at pilot sites within 3 months after inception workshop and approval of the annual workplan)	6 pilot projects successfully demonstrating significant socioeconomic impacts on the basin communities' livelihood from low-impact environmentally sensible development activities piloted in the basin by Year 3. # of targeted people (and baseline economic status) to be determined at pilot sites within 3 months after inception workshop and approval of the annual workplan.	6 pilot projects are demonstrating significant socioeconomic impacts on the basin community livelihoods. Each demonstration project had its baseline studied to provide detailed data and information of people for each demonstration site.	See Paras 79 and 82**Error! Reference source not found.**	5
	# of hectares under better management	To be determined during the inception period. (The baselines will be established at pilot sites within 3 months after inception workshop and approval of the annual workplan).	To be determined during the inception period. Protection of water towers (TNC, CRIDF, GCF application) by Year 4 Land management interventions earmarked at addressing livelihoods thematic area of the SAP- demo projects (EU) in place by Year 3.	There was 20.8 ha in Angola and 8.2 ha in Botswana that were under better management	See Para 8382**Error! Reference source not found.**	5
	Gender mainstreaming and women empowerment visibly advanced in the basin.	OKACOM Gender Strategy approved by OKACOM in 2015, but its implementation not tracked with a systematic M&E process. OKACOM Gender Strategy under revision and production of Action Plan (GIZ).	Gender Action Plan, which includes a M&E plan, developed by end Year 1. Baseline data established for each demonstration project for selected key gender indicators before the demonstration implementation starts in Year 1. Gender mainstreaming progress tracked systematically using the M&E Plan and reported to OKACOM as a standing item by Year 2.	Progressive improvements in gender balance have been observed in all activities including gender balance in fisheries, agriculture and tourism demonstration projects, and WRTC membership	See Para 84-8584	5

- the Commission's review of the 1994 OKACOM Agreement in response to recommendations from a Discussion Paper that identified significant inadequacies and key issues to be addressed to improve the Agreement;
- a consultant who was recruited in 2019 to review important governance instruments for the Commission. Completion of the assignment was delayed until December 2021 due to the travel restraints brought about by the COVID-19 pandemic;
- the PMU's contribution to a discussion at EU-supported workshops in February 2020 on the adoption of the Rules and Procedures for the "Sharing of Data and Information related to the Management and Development of the Cubango-Okavango River Basin", attended by the OBSC, IPDTC and WRTC members;
- OKACOM's completed revision of governance instruments including the Finance and Administration Policy, Procurement Manual. New instruments that were developed and completed in December 2021 were the IT Policy and Guidelines, the Records Management Policy and Knowledge Management Policy;
- as of June 2022, revision of the OKACOM Human Resources Policy and Procedures (HRPP) is still being revised (partly supported by the USAID Resilient Waters Program) and is to be presented to the OBSC to provide informed guidance.

72. With regards to "*Strengthened technical capacity of the OKACOM for joint management and cooperative decision making and policy discussions*", Project resources were used to strengthen OKACOM's institutional and governance capacity by facilitating joint management of the basin with several different committees including:

- Institutional Policy Development Technical Committees (IPDTC);
- the Water Resources Technical Committee (WRTC), the most active as a result of a number of activities ongoing in the basin involving the Joint Surveys on Water Quality and Water Flows and the Groundwater Assessment in 2020. To strengthen technical capacity of the WRTC, it had the participation of the:
  - Ministry of Energy and Water (MEW or GHABIC) and the Ministry of Environment (MoE) in Angola;
  - Ministry of Agriculture Water and Land Reform (MAWLR) in Namibia; and
  - Ministry of Land Management, Water and Sanitation Services (MLWS) in Botswana;
- the Biodiversity and Environment Technical Committee (BETC) began to function after December 2020. The BETC have received several field trainings which were conducted as part of the joint basin survey;
- the Socio-Economic Technical Committee (SETC) which has yet to commence work; and
- the Land Management Technical Committee (LMTC) which has yet to commence work.

73. OKACOM also acquired several equipment through support from the Project and the EU Programme. This equipment includes an acoustic doppler current profiler (ADCP), sediment corer, Niskin bottles, and a bed-load transport meter (Arnhem type) and three (3) AP 5000 Aquaread multi-parameter meters. The WRTC also received several field trainings which were conducted as part of the joint basin survey.

74. Project resources were also used on this indicator on 12 February 2020 to formulate an agreement on data sharing protocols between Member States and OKASEC. This included the format of data, type of data and frequency as part of the ongoing Decision Support System (DSS) development

process. This was done at an EU-financed workshop in Windhoek, Namibia for "Transboundary Water Management in the Cubango–Okavango River Basin".

75. In addition, Project resources were used to initiate development of an Environmental Monitoring Framework (EMF), which is informed by the data collected from 2018 and 2019 joint surveys on water flows and water quality monitoring. The EMF also includes other components of the SAP thematic areas and is used as a strategic tool for policy discussions and decision-making processes. The WRTC and OKASEC technical experts worked on the data analysis to get this instrument ready for OBSC approval. The main future challenge is that the 3 Member States do not have the resources to obtain new monitoring equipment.

76. With regards to the **"***increased financial investments by countries and other partners towards the basin resources management and SAP implementation*", Project resources were not used in July 2019 to get the Counsel of Commissioners (CoC) to increase their government's contribution to OKACOM's work. Instead, the CoC had discussions with Member States and agreed on a phased approach with US$150,000 per Member State as the final target. Aside from direct support from the 3 Member State governments, the OKACOM Project and the EU for SAP implementation, challenges remain to obtain indicative figures from other ICPs since the funds are not managed through OKACOM Secretariat financial systems (Para 63, Table 5).

77. Project resources were also used to advance the establishment of the Cubango-Okavango River Basin Fund (CORB Fund) starting mid-2019. This included the CORB Fund being highlighted at World Water Week in Stockholm during 25-30 August 2019 to attract potential funders. With the CORB Fund officially registered and operational in Botswana as of December 2019, CORB Fund resources in support OKACOM SAP thematic areas were expected to improve with anticipated revenues coming from both endowment and sinking funds to the CORB Fund. Successfully funded initiatives included:

- an initiative entitled "Supporting community adaptation to climate change and biological conservation in the Cubango-Okavango River Basin through climate smart practice". Funding of EURO 750,000 was received in June 2022.
- The USAID Resilient Water Partnership review of the HRPP in 2021 and review of the OKACOM agreement with a technical officer and supporting workshops in 2020;
- a CRIDF-supported initiatives for the sustainable development space concept in 2020, reviewers for the Strategic Environmental Assessment (SEA) in 2020, and surveys for hydrometeorological stations in 2019 and 2020.

78. Project resources were used for OKACOM Project staff to make significant contributions to the development of the following concept notes:

- "Strengthening the role of science and transboundary cooperation for the sustainable management of the Okavango Delta World Heritage site" jointly submitted to UNESCO-Flanders in partnership with the UNESCO World Heritage Centre;
- "A Durable Future for Biodiversity and Communities in the Upper Okavango River Basin" submitted to USAID HEARTH GDA in partnership with TNC.

While these initiatives are not yet funded, they signify the right direction in terms of resources mobilization towards the implementation of the SAP even though large funds have not been

successfully raised. With sustainable income flow not yet established, resources mobilization towards the basin resources management and the SAP implementation has to be intensified.

79. With regards to the "*number of people actively engaged in the low-impact, environmentally sustainable development activities in the basin*", Project resources were used in June 2020 to study the demonstration project baseline that provided detailed data and information of people on each demonstration site aligned with the SAP M&E framework[28]. A total of 6 pilot projects funded by the OKACOM Project are demonstrating significant socioeconomic impacts on the Basin community livelihoods detailed in the following Paras.

80. In Angola, the following demonstration projects were implemented with several beneficiaries:

- a Fisheries Conservation Demonstration project with the participation of 32 people (26 male and 6 female) directly involved with Fisheries Management Committees in:
  - Candendele where 12 men and 3 women serve as members of the Fisheries Management Committee;
  - Massaka and Seregany where 14 men and 3 women serve as members of the Fisheries Management Committee;
- a Conservation Agriculture (CA) demonstration with the participation of 30 people in:
  - Ndamundamu of which 4 are men and 11 are women; and
  - Kafulo of which 5 are men and 10 are women.

81. In Namibia, the following demonstration projects were implemented:

- the Joseph Mbambangandu Conservancy Fisheries Management Plan in Namibia with the participation of 10 persons (4 women and 6 men) being members of the Fisheries Management Committee as fish guards or resource monitors;
- the Muduva Nyangana Conservancy with a tourism demonstration project with the participation of 9 members (3 females and 6 men) with the 3 females serving as a bookkeeper, a cleaner and a resource monitor;
- the George Mukoya Conservancy in Namibia with a tourism demonstration project with the participation of 15 members (8 males and 7 females). This included a single male representative representing the Gciriku Traditional Authority, a male manager, a male bookkeeper, a female cleaner, 11 resource monitors (5 female and 6 males) and a male senior resource monitor;
- for conservation tourism in Namibia, the participation of 47 people (30 males and 17 females) is skewed towards males because activities such as game monitoring is predominantly male. It is anticipated that the number of women will increase once the Sikereti Lodge starts operating.

82. In Botswana, the following demonstration projects were implemented:

- Climate Smart Agriculture demonstration project with the participation of 19 demonstration farmers (11males and 8 females) in:
  - Maun (13) of which 7 are men and 6 are women; and
  - Shakawe of which 4 are men and 2 are women;
- Community-based Tourism demonstration projects where significant progress was made towards achieving the production of quality vegetables in farms within a 100 km radius of Maun.

[28] The study also informs the GEF IW tracking tool key indicators on the specific demonstration projects.

This attracted the upmarket tourism market in the Okavango Delta involving 19 demonstration farmers to service the local supermarkets in Maun and Shakawe.

83. With regards to the "*number of hectares under better management*", Project resources were used on demonstration projects as of June 2022, where land was under improved management:

- in Angola, 20.8 ha of land was developed for small-scale irrigated horticulture projects in Candendele, Massaka and Ndamundamu in collaboration with ACADIR[29]. There was a drought in 2019 and delays in the procurement and distribution of CA tools and inputs that affected farmer preparations. There have been successes, however, in the 2020/21 and 2021/22 cropping seasons based on farmers adopting best practices at the demonstration sites[30];
- in Botswana, 8.2 ha was developed for small-scale irrigated horticulture projects of which 4.4 ha was in Maun and 3.8 ha in Shakawe.

84. The Project also supported the outcome of "*gender mainstreaming and women empowerment visibly advanced in the basin*" with a Gender Mainstreaming Strategy and Plan that was approved in November 2018 at the 37th OBSC meeting in Luanda and presented for endorsement at the OKACOM CoC meeting in June 2019. The technical review of the reports conducted by a GIZ-supported consultant revealed that:

- a GAP was developed, guided and informed by the gender mainstreaming strategy which was then incorporated into a PRF which that lists activities, outputs, outcomes and long-term impacts. This set the foundation for development of a robust monitoring and evaluation framework to ensure results of the GAP were monitored for impact;
- the GAP recognized the broad range of capacity needs in implementing the gender strategy for both men and women in the OKACOM institutional structure and other OKACOM activities such as demonstration projects.

85. The subtle results of the GAP have been progressive improvements in gender balance observed in all activities:

[29] ACADIR expressed their gratitude for being part of the project as they deemed it critically important to the betterment of livelihoods. "*We noted that our experience with traditional/conventional agriculture (TA) needs some improvement and we also have to change the way we do things. At the beginning, we were sceptical to adapt or adopt the new practices but, after our first exposure to CA in Namibia at the Mashare training center, we realized that is time to do things differently*"' said one of the participants. They emphasized the advantage of conservation agriculture is traditional agriculture. The yield of maize from CA field is comparatively greater than that of TA. For instance, CA facilitates crop rotation, and facilitates weed and pest management. Farmers learned that CA practice makes it easier to enrich the soils through the incorporation of plant remains during land preparation and characterized by minimum tillage. Furthermore, farmers also noted that CA allows the use of the same space for a long time due to the rapid recovery process of the soil fertility, which evidently results in good soil management practice, while traditional agriculture tends to deplete the soil nutrients leading to a search for virgin areas for cultivation that in turn contributes to deforestation. CA also prevents over-planting in the same hole which provides improved seed management. Other important variables include better water and nutrient management; in traditional agriculture, the tendency is to irrigate almost every space whereas in CA, water is applied directly in the space where there is crop. This allows for the retention of nutrients in a single space, which eventually contributes positively to healthy crop growth.

[30] Following significant field crop failure due drought and excessive rainfall, OKACOM proposed to engage CRIDF for irrigated vegetable production within community-shared fields as a means of improving the food security and increase river benefits. However, the proposal for increased vegetable production was never implemented due to the COVID-19 pandemic, making it impossible to travel within the basin resulting in CRIDF withdrawing its support for the project.

- the number of woman technical experts that started in the WRTC with only one female participant in the first 2 surveys held in 2018 and increased to 4 in WRTC Joint Surveys on water flows and quality. It is known that the 3 Member States are encouraging females to ensure a gender balance when nominating representatives to all Technical Committees under OKACOM;
- in fisheries, agriculture and tourism demonstration projects, a gender balance has been achieved as covered in Paras 80 to 82. Both women and men farmer groups have been challenging each other to do better in terms of outputs with female farmer groups proud of their achievements;
- moving forward, OKACOM staff should be able to manage gender mainstreaming issues and challenges due to Gender Mainstreaming training conducted on 13-14 May 2021 that equipped OKASEC staff members with basic understanding of major gender concepts. This was incorporated into the Monitoring and Evaluation plan for implementing the GAP, representing a key milestone in GAP implementation to sensitized OKACOM staff.

86. Overall, the achievement of objective level targets is rated as **satisfactory** with the only issue being the lessor amounts of financial investments raised by countries and other partners towards the basin resources management and SAP implementation.

3.3.2 Progress towards Outcome 1: A shared long-term basin development vision and concept of development space

87. To achieve Outcome 1, Project resources were used to generate 5 outputs:

- Output 1.1: Agreed long-term basin vision, mission and values, underpinned by environmental quality objectives implemented and guiding all the interventions in CORB;
- Output 1.2: Initial boundaries set for development space;
- Output 1.3: Customized Decision Support Systems relevant to OKACOM developed and used;
- Output 1.4: Design and agreement of an Information Management Systems to accommodate both live and static data; and
- Output 1.5 Transboundary PES scheme fully designed and supported by OKACOM and partners.

A summary of actual targets of Outcome 1 with evaluation ratings are provided on Table 7.

88. With respect to Output 1.1: "*Agreed long-term basin vision, mission and values, underpinned by environmental quality objectives implemented and guiding all the interventions in CORB*", Project resources were used for holding the 37th Extra Ordinary OBSC meeting in Luanda to finalize a long-term vision that was endorsed by the CoC in November 2018, to serve as the official brand promise for OKACOM, and reinforcing its common and shared vision.

89. With regards to Output 1.2: "*Initial boundaries set for development space*", Project resources were used for stakeholder dialogue and validation workshops on climate vulnerability assessment on the identified hotspots in the CORB in April 2020 to engage the Member States on the concepts of CORB development space. This set the foundation for further engagement at technical levels. Development space was defined as the allowed limits of investment in the Basin without negatively affecting the general health of the Basin but aligning with national development plans and specific national and international action programmes. This was complemented with the joint monitoring programs on water flows and water quality (Para 142) as well as the groundwater assessments (Para 156) to further engage the 3 Member States on the dialogue to define the concept of development space for the Basin.

Table 7: Progress on Outcome 1-level achievements

Project Strategy	Performance Indicator	Baseline	Target	Status of Target Achieved	Evaluation Comments	Rating[31]
Outcome 1: A shared long-term basin development vision and concept of a development space [LFA 2 Output 5.1; LFA1 Outputs 2.3 & 4.2]	A long-term basin vision agreed, underpinned by environmental quality objectives adopted by the countries.[LFA2 Output 5.1; B0.1.1]	A long-term basin vision not yet established. A Common and Shared Vision in place since 2015.	The Shared basin Vision developed and adopted by the OKACOM by the end of Year 1 of the project implementation. Operationalise Vision through delivery of the 4 outcomes of project starting in Year 1.	The Shared Basin Vision was developed and adopted by OKACOM by Year 1	See Para 88	5
	Initial boundaries set for development space. [LFA2 Output 5.1]	The concept of development space embraced by the OKACOM. No development space defined yet. The Multi-sector investment opportunity analysis (MSIOA) provided further guidance on boundaries/parameters for development (support from World Bank). Initial Climate Resilient Development Pathways (CRDP) analysis in place (supported by CRIDF).	Development Space discussed by the three countries and the initial boundaries determined by Year 2 based on the basin data and assessment available to OKACOM and reviewed by Year 4. Further elaboration of the development space through: -climate vulnerability assessment to identify hotspots -Updated MSIOA models regarding development By Year 2.	Stakeholder discussions on the concepts of development space in the context of the CORB were held in April 2021. A Concept Note for the Sustainable Development Space was developed by a consultant in April 2021. A regional workshop to discuss the Framework and roll out approaches for Phase 2 is scheduled for the third quarter of 2022 outside the Project	See Paras 9089-92115	5
	Customized Decision Support Systems relevant to OKACOM developed and used. [LFA1 Output 2.3; A2.3]	Water Evaluation and Planning System (WEAP) has been used in the Okavango but on an ad hoc, project basis (e.g. in the framework of the Integrated Flows Assessment and Cubango-Okavango River Basin Water Audit (CORBWA) project.) and no institutional or technical capacity built in OKACOM to use it as a basis for DSS. WEAP can be a suitable candidate for a water management model underlying basin management decision support system. IFA was also applied in the basin during the TDA scenario development, but no technical capacity was built in OKACOM.	Technical capacity for the development and application of WEAP (various models e.g. PITMAN) developed in OKACOM as well as in the countries by end of Year 2 of the project implementation. Hydrological model underlying the WEAP improved to strengthen the WEAP by the end of Year 2. IFA improved. Robust DSS established and strengthened with improved WEAP and IFA by Year 3.	OKASEC staff were trained in the modelling aspects for the DSS. The EU used its resources to procure IT based, hydrometric and relevant tools that were core elements to secure a well-functioning DSS	See Paras 93-95	5

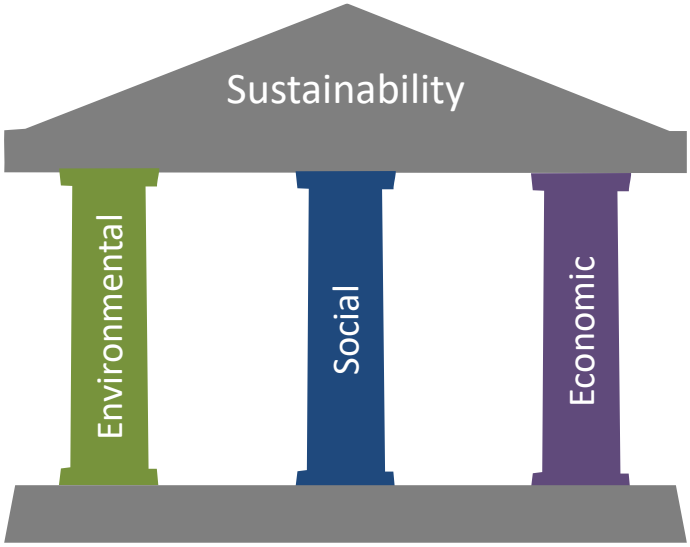
[31] Ibid 17

Project Strategy	Performance Indicator	Baseline	Target	Status of Target Achieved	Evaluation Comments	Rating[31]
			DSS fully integrated into the work of Policy Analysis and Programme Coordination Units by Year 3.			
	Design and agreement of an Information Management Systems to accommodate both live and static data.[LFA1 Output 2.2; A2.2: A systems development capacity established and relevant applications/ software customized for OKACOM specific needs]	Data management and exchange restricted to static data and hosted by external institutions. Scoping exercise on information management system (ongoing and supported by GIZ)	Basin information management systems strengthened to accommodate both live and static data. Basin information management systems used to support DSS and decision framework	Notification and Prior Consultation (NPC) Guidelines were developed for the CORB. This was a mechanism that creates an enabling environment for the 3 countries to consult each other, share data and information, and notify each other about planned major developments in the CORB. A website was completed in May 2020 that was able to take both live and static data, and allow for translations between English and Portuguese to ensure broader reach for the bilingual OKACOM stakeholders.	See Paras 96-99	5
	Transboundary PES principles fully incorporated in OKACOM's sustainable financial mechanisms, including the OKACOM Endowment Fund. [LFA1 Output 4.2]	Some studies on PES conducted, but no PES scheme established. The idea of a PES scheme has evolved into an endowment fund due to the complexity of transboundary elements. Efforts to establish the Endowment Fund is underway. Fund Establishment Document (Constitution). Fund Governance Documents (draft finance manual, operational manual, M&E, grants) in place.	Transboundary PES (T-PES) principles fully incorporated in OKACOM's sustainable financial mechanisms, including the OKACOM Endowment Fund to support the SAP implementation by the end of Year 3 of the project implementation. Financing of source water protection activities (to ensure sustenance of the flow of goods and services from the system) in place by Year 4.	T-PES was fully functional as of December 2019 with part of the Fund's resources were directed into investments aimed at developing T-PES and addressing livelihoods challenges within identified vulnerability hotspots across the CORB.	See Paras 100 -102	5

90. This led to a collaboration with CRIDF with their recruitment of a consultant to facilitate unpacking of the "development space concept". The consultant, whose assignment was delayed to January 2021 due to COVID-19 pandemic restrictions, prepared a vulnerability and risk assessment for an agreed long-term basin vision and initial boundaries set for development space, and developed a "Framework Concept of Sustainable Development Space" following extensive consultations and a review of available literature. Preliminary findings indicated the 3 Member States maintaining common objectives on biodiversity ecosystems conservation, socio-economic development livelihoods, and a strong emphasis on resilience to climate change impacts.

91. The outcome of the vulnerability and risk assessment was critical in the development of socio-economic baselines, specifically for the demonstration projects on fisheries co-management, community-based tourism and conservation agriculture. The assessment identified deforestation hot spots in the CORB as very critical and tightly linked to different levels of human activities. Joint monitoring programs on water flows and water quality as well as the ongoing study on CORB groundwater were conducted to further engage the 3 Member States on the dialogue to define the concept of development space for the Basin. The Project supported the dialogue to define appropriate livelihoods responses to address challenges identified in each category of "hotspot". However, the concept of development space remains a discussion point with OKASEC, but not the Angola Ministry of Energy and Water and the Ministry of the Environment who remain hopeful that the concept will be introduced to them for their use and contribution to the OKACOM mandate. The concept of sustainable development space is illustrated on Figure 4.

Figure 4: Sustainable Development Space

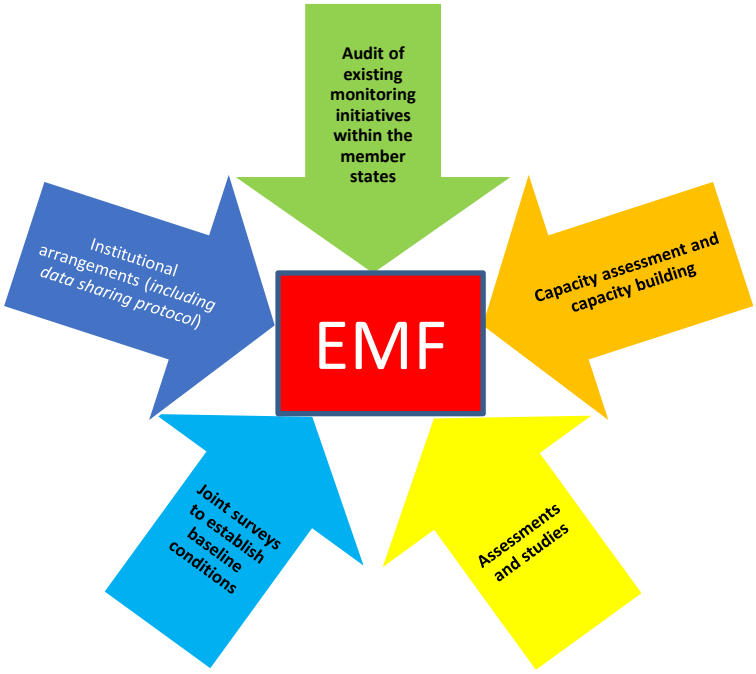


92. Discussions are ongoing with CRIDF to resource a follow-up phase of the process, which will be to roll out the framework for "Development Space" and decide on the initiatives to strengthen the understanding of the Development Space concept and to share this with the Member States for their review and comments. A regional workshop to discuss the framework and roll out approaches for a follow-up phase is scheduled for the third quarter of 2022.

93. With regards to Output 1.3: "*Customized Decision Support Systems (DSS) relevant to OKACOM developed and used*", EU and Project resources were integrated into the design of the DSS that commenced in April 2018 with training of OKASEC staff in 2019 and 2020. EU was involved with DSS development of sharing protocols, agreements, and the decision support portal. This included the DSS Specialist and WRTC members being trained in the modelling aspects for the DSS including the setup of DRIFT and ORI Inundation models which are core part of the water resources assessments tools for the OKACOM DSS. The DRIFT-LAND model development was to ensure that the DSS analysis tools were sufficiently robust to capture the influence of land processes on water resources. While the EU focused on design of the DSS and hydrological and ecological assessments that feed into the DSS, OKACOM Project resources were used to provide focus on agricultural, groundwater and water quality assessments for the DSS and joint surveys for data collection.

94. The EU used its resources to initiate the procurement of IT based, hydrometric and relevant tools that serve as core elements to secure a well-functioning DSS. With the IT equipment procured, Project resources were used to upgrade the OKASEC internet and server. Project resources along with EU resources were also used to deliver ecological monitoring equipment to OKASEC to support the operationalisation of the EMF. Project resources were also used to conduct OKASEC's last consultation workshop in April 2020 with the Member States, OBSC, WRTC and IPDTC. All parties agreed on "Data Sharing Protocol" including data format, type of data and frequency as part of the DSS being established. However, officials at the Ministry of Energy and Water and the Ministry of the Environment in Angola acknowledge that they are aware of the development of the OKACOM DSS but have indicated that they did not have much interaction with the process beyond participation in the user needs assessment workshops. They are aware of future DSS training.

Figure 5: Environmental Monitoring Framework[32]



[32] OKACOM Project, 5th Project Steering Committee Meeting, 22 June 2022, Maun.

95. On the 23 and 29 April 2021, the Project contributed significantly to the establishment of the user needs requirement for the DSS in Botswana and Namibia. A common understanding of important concepts related to the DSS was established through a rigorous consultation process which included workshops and one-on-one meetings with key data owners. A major achievement was the appreciation of potential users in Botswana and Namibia of the DSS concept and its potential utility and a common understanding of DSS within the context of the CORB management. Potential users were able to articulate the services they would require from the DSS. By early 2022, the DSS was completed. The DSS testing benefitted significantly from data that was collected by the Project and the WRTC. A data saver and the DSS are soon to be installed for OKASEC with the data transmitted to and shared with the 3 Member States. The committees are instrumental in reviewing the reports and information transfer is working quite well given that experts from the 3 Member States are working closely together in data collection, analysis and report writing.

96. With regards to Output 1.4: "*Design and agreement of an IMS to accommodate both live and static data*", a consultant was engaged by GIZ in 2019 to develop the IMS for OKACOM and boosting institutional capacity to utilize the platform. This resulted in the development of the NPC Guidelines for the CORB which was developed using Project and EU resources. The Project supported more than 20 stakeholders from its demo sites to participate in the NPC regional validation workshop with the NPC being acknowledged as forming a very good base for upcoming Project's interventions such as the development of "Transboundary Environmental Assessment Guidelines" for the Basin. This was a mechanism that created an enabling environment for the 3 Member States to consult with each other, share data and information, and notify each other about planned major developments in the CORB.

97. Project resources were also used to complete a website in May 2020 that was able to take both live and static data (https://www.okacom.org/). The website allowed for translations between English and Portuguese to ensure broader reach for the bilingual OKACOM stakeholders. The website is expected to be linked to the DSS providing necessary features on live data to be availed to Member States and the public based on the protocols to be defined under the data sharing procedures under development. This has not been activated yet because the EU-supported consultants are still finalizing the DSS.

98. In 2022, the new OKACOM website was revamped and launched by Mind Q. The OKACOM Newsletters are published quarterly (https://www.okacom.org/newsletter) compiling news updates from the website, new publications and documents, and videos. It was initially done on Adobe Spark platform, but is now on Wix which is more compatible. Contents are compiled in a Word document and sent to the designer who lays out the newsletter on a Wix template that is also translated into Portuguese. Once both newsletters are designed, the links are embedded in a Mailchimp email and sent to 400 recipients in the database. According to officials at the Ministry of Energy and Water and the Ministry of the Environment in Angola, they are aware of the website, but have not used the website much.

99. Website payments of US$380 per month were covered using Project resources up until July 2022. OKACOM needs to find a sustainable funding source for the maintenance of the website. Website maintenance consists of the following:

- news updates with a maximum of 400 words are to be uploaded with relevant pictures on the "news" section of the website on a monthly basis;

- all document uploads to the website should have English and Portuguese versions, a jpg thumbnail of the cover and a 150 "blurb" description of what the document contains;
- development of new pages as and when necessary such as the recent addition of CORB Fund page;
- management of the applications via the website, specifically Vacancy and Request for Proposal, as all submissions are done via the OKACOM website and Terms of References are loaded on the platform.

100. With regards to Output 1.5: "*Transboundary PES scheme fully designed and supported by OKACOM and partners*", a value proposition for the CORB Endowment Fund was developed in 2019 by TNC and USAID targeting different potential financiers who could invest in the Fund, which was developed from the contents of the CORB vulnerability and risk assessment. With Project resources being used for legal registration in June 2018, official registration in December 2019 and the nomination of all Members States Board of Directors, part of the Fund's resources were directed into investments aimed at developing T-PES and addressing livelihoods challenges within identified vulnerability hotspots across the CORB. This was done in late 2020 as soon as restrictions from the COVID-19 pandemic were lifted in all 3 Member States. This included an exchange visit with Mozambican Biodiversity Trust Fund (BioFund) with the Board of Directors from the 3 Member States. Officials at the Ministry of Energy and Water and the Ministry of the Environment in Angola acknowledged awareness of the T-PES having been invited to group meetings during the development of T- PES.

101. A presentation was made 31 May 2019 on the business case for the CORB Fund at the IW Learning Workshop. The CORB Fund was presented as a sustainable financing mechanism to finance the development of conservation and livelihoods interventions for the equitable benefit of its inhabitants and contribute towards sustainable development in the CORB. Other ICPs also worked towards finalizing the CORB Fund Business Case such as TNC and USAID well into 2021.

102. Anchor Consulting, a South African Company, used Project resources to assemble a team of experts from the 3 Member States to develop a T-PES commencing May 2021. Anchor designed and presented a roadmap for the establishment of a T-PES for the CORB which was approved by IPDTC in December 2021. The T-PES report identified ecosystem goods and services that are generated by the natural ecosystems of the CORB which make significant and important contributions to livelihoods and the economies of Angola, Botswana and Namibia, as well as to global society. The identified benefits from ecosystems include tangible livelihood benefits, income and employment benefits from commercial exploitation of timber, water supply cost savings, intangible benefits obtained by household use of local resources, income and employment benefits from tourism, recreational benefits experienced by international visitors, and intangible benefits experienced by people globally who derive satisfaction from knowing about the biodiversity and wilderness areas. Implementation of the roadmap, however, requires financial resources. The report presented potential funding mechanisms including the CORB Fund which appears to be the simplest vehicle for implementing a T-PES scheme that already exists. OKASEC will initiate awareness raising amongst Member States through a series of workshops and engagement of key stakeholders in late 2022 outside the Project. The awareness campaign will require financial resources for which OKASEC intends to engage ICPs to solicit financial support.

103. Overall, the achievement of Outcome 1 level targets is rated as **satisfactory** mainly due to most targets being achieved and the limited financial resources raised by countries and other partners towards a T-PES scheme.

3.3.3 Progress towards Outcome 2: Strengthened management framework including enhanced OKACOM mandates

104. For Outcome 2, Project resources were used to generate 6 outputs:

- Output 2.1: SAP and NAP operationalized & M&E framework to monitor SAP/NAP implementation progress designed and applied;
- Output 2.2: Revision of the OKACOM agreement to align its mandates and legal status to effectively monitor and coordinate SAP implementation;
- Output 2.3: Strengthened OKASEC with technical capability to manage and operate the DSS and IMS;
- Output 2.4: Transboundary EIA Guidelines and procedures developed and adopted by OKACOM;
- Output 2.5: Communication and Information Strategy as well as Stakeholder Integration Strategy effectively implemented;
- Output 2.6: Strengthened OKASEC with adequate Financial and Administrative capacity to manage donor-funded projects.

A summary of actual targets of Outcome 2 with evaluation ratings are provided on Table 8.

105. With regards to Output 2.1: "*SAP and NAP operationalised & M&E framework to monitor SAP/NAP implementation progress designed and applied*", GIZ resources were used in 2019 to develop OKACOM's M&E framework involving consultations with regional and national stakeholders. The M&E framework was used to systematically track the implementation status of OKACOM's activities and programmes as outlined in the SAP. EU resources were used for monitoring frameworks for flood early warning, hydrology, and the ecology. Project resources were used in 2018 for PMU participation in the development of the M&E platform through discussions and debates, aimed at ensuring the livelihoods demo projects effectively feed into the M&E platform. Project resources were also used to incorporate data from water quality and terrestrial ecological monitoring.

106. Pilot implementation of the M&E framework was conducted in Angola and Namibia from November 2018 to May 2019, and Botswana in July-October 2019 with results from the pilot presented at the 37th OBSC meeting in Luanda in June 2019, leading to the OBSC approval of a proposed M&E workplan. The Project continued its support of the pilot implementation of the M&E tool to ensure alignment with the SAP workplan. Project resources were also expended on defining the demos baselines and their respective M&E framework to further address the impacts of the demonstration investments as well as support for the demonstration projects replication strategy.

107. Despite work being adversely impacted by COVID in 2020, discussions were initiated for the evaluation of the NAPs as well as align the country indicators for the 3 Member States to the SAP M&E Framework. A GIZ consultant study engaged OKASEC and relevant Technical Committee members to refine necessary capacity development needs for NAP implementation units for the 3 Member States. In 2021, Project resources were used to train national focal points to align NAPs and SAPs with OKASEC[33]. OKASEC has since been systematically applying SAP/NAPs M&E framework to its various set of activities. The framework has notably informed demonstration projects indicators that complement IW tracking tool indicators. Specific contribution of Project funds to this result needs to be clarified. In 2022, the CORB SAP was set to a 20-year horizon document.

[33] Angola was impacted adversely since it only re-opened its borders in early 2022.

Table 8: Progress on Outcome 2-level achievements

Project Strategy	Performance Indicator	Baseline	Target	Status of Target Achieved	Evaluation Comments	Rating[34]
Outcome 2: Strengthened management framework including enhanced OKACOM mandates	SAP and NAP operationalized & M&E framework to monitor SAP/NAP implementation progress designed and applied [LFA1 Output 4.1]	Some activities prioritized under NAPs and SAP under implementation but no systematic means to monitor, track and report the SAP/NAP implementation progress or the effectiveness of the SAP/NAP implementation. Scoping exercise to determine appropriate M&E framework for SAP/NAP (and OKACOM)-GIZ ongoing support.	A set of indicators to monitor, track and report the SAP and NAP implementation progress agreed by the end of Year 1 of the project implementation. SAP/NAP implementation progress reported to the OKACOM using the agreed indicators from Year 2 onwards. SAP/NAP implementation progress reported in the OKACOM Annual Report from Year 3 onwards. NAP implementation units' capacity to plan and implement NAP related activities strengthened by Year 2.	Pilot implementation of the M&E framework was conducted in 2019 leading to the OBSC approval of a proposed M&E workplan. The focal point continued reporting their NAP activities using the M&E framework that was developed for the NAP.	See Paras 105 to 107	5
	Revision of the OKACOM agreement to align its mandates and legal status to effectively monitor and coordinate SAP implementation. [LFA1 Output 4.1]	The original OKACOM Agreement and other governance document exist. Institutional Analysis approved by OKACOM to align OKACOM with SAP but yet to be implemented. OKACOM Organisational Structure Agreement was approved and signed in 2015 (under implementation). OKACOM Agreement Discussion Paper 2017.	OKACOM agreement and a suite of governance document reviewed and revised, as necessary, to align better by the Year 2 of the project implementation. A comprehensive governance review, including the legal status of the OKACOM Agreements conducted; Recommendation implemented; OKACOM's institutional and governance capacity strengthened for the joint management of the basin. OKACOM dialogue on Agreement Discussion Paper (2017) and decision made on whether to Review OKACOM Agreement.	The revision of 1994 OKACOM Agreement was completed in October 2021.	See Paras 108108 and 108	5
	Strengthened OKASEC with technical capability to manage and operate the DSS and IMS. [LFA1 Outputs 2.2 & 2.3]	OKASEC under resourced, limited capacity to coordinate technical initiatives, no inhouse capacity to operate DSS and IMS.	Technical capacity built to manage DSS and IMS by the end of Year 3 of the project implementation, either in-house or through a long-term agreement.	Project resources were used to conduct the water quality and quantity monitoring activities with WRTC and the University of Western Cape and Botswana Institute for Technology Research and Innovation (BITRI) to strengthen their	See Para 110	5

[34] Ibid 17

Project Strategy	Performance Indicator	Baseline	Target	Status of Target Achieved	Evaluation Comments	Rating[34]
		Recommendations for the institutional reform approved by the OKACOM (which advocates for the DSS position).	In-house DSS Specialist appointed by Year 1.	capacity to deliver results for future water monitoring exercises.		
	Transboundary EIA Guidelines and procedures developed and adopted by OKACOM [LFA2 Output 5.1]	SADC Protocol on Environment and Shared Watercourses exists. On-going exercise to develop guidelines for Notification on planned measures (GIZ ongoing support). No TB EIA Guidelines and procedures specific to the CORB exist.	TB EIA Guidelines and procedures in conformity with the SADC Protocol on Environment and Shared Watercourses developed by Year 2 and adopted by OKACOM by Year 3.	OKASEC initiated the development of the Strategic Environment Assessment (SEA) for the CORB. The Commission benchmarked with sister River Basin Organizations, ORASECOM, on the usability of the Transboundary EIA guidelines. The Transboundary EIA guidelines have been developed and approved by the Commission. The SEA has also been completed and approved by the commission.	See Para 111	5
	Communication and Information Strategy Implemented	OKACOM Communication and Information Strategy in place but not implemented. OKACOM actively participated in the IW:LEARN organized activities in the past. CRIDF Engagement Plan (one of the themes is on communication).	Implementation Plan for the Communication and Information Strategy developed with special focus on the women and youth empowerment through knowledge, incorporating recommendations from the OKACOM Gender Strategy by Year 1. OKACOM actively participated and shared its experience through various IW:LEARN organized activities. Functional (user friendly) OKACOM website in place by Year 1.	A new OKACOM website was launched in May 2020. A Communication, Stakeholder and New Social Media Strategy is being implemented.	See Paras 112-114	5
	Strengthened OKASEC with adequate Financial, Administrative, and Procurement capacity to manage donor-funded projects.	OKACOM has its own Finance and Administration Manual and Procurement Manual. System-based audit conducted by SIDA as well as UNDP Capacity Assessment have provided a set of recommendations to strengthen their F&A capacity. Revised OKACOM HR Manual in place.	All recommendations made by the system-based audit as well as by the UNDP Capacity Assessment fully implemented by Year 2. Improved F&A capacity of OKASEC observed by the OKACOM Institutional Task Force and/or external reviewers (at MTR & TE).	Project resources were used to complete a review of OKACOM administration, procurement, asset management and IT policy instruments, all completed and endorsed by October 2021.	See Para 115	5

108. In 2019, Output 2.2: "*Revision of the OKACOM agreement to align its mandates and legal status to effectively monitor and coordinate SAP implementation*", Project resources were used to prepare a discussion paper that guides the review of the OKACOM Agreement. Since the socio-political and socio-economic landscape of the Basin had significantly changed from 1994, OKACOM felt the need to review the Agreement to fit its current scope of work and vision. A discussion paper was presented at OKACOM Week in June 2018 to the OBSC as the main audience, strongly recommending review of the Agreement.

109. With this recommendation approved by the CoC, a Project-supported consultant was recruited in late 2019 to initiate the review process of the Agreement. This included the services of an independent expert in International Water Law from Ireland to provide a peer-review of the main deliverables of the OKACOM Agreement review process, which includes the scoping report, the draft revised agreement, and the draft final agreement. The consultant undertook in-country consultations to revise the Agreement based on rigorous consultation of key stakeholders within the member states, graduating to regional consultations on 14-16 June 2021. The revision of OKACOM 1994 Agreement was completed in October 2021. The final version is currently being reviewed by legal teams from the 3 riparian countries to ensure that all the suggestion and comments which were made at the regional workshop were fully incorporated in the final version.

110. With regards to Output 2.3: "*Strengthened OKASEC with technical capability to manage and operate the DSS and IMS*", Project resources were used to:

- assist OKACOM in establishing educational centers in May 2018 within the basin in Botswana and Namibia;
- assist in establishing a third education centre located at the University of Cuito-Cuanavale in Menogue. This centre in Menogue was (and still is) equipped with OKACOM educational materials such as annual reports, previous studies done on the CORB, past and present projects of OKACOM as well as other leaflets depicting OKACOM vision and mission. Through this initiative, the PMU provided support in terms of publicity and event management, enhancing OKACOM's visibility in remote parts of the basin;
- develop a curriculum at the National Institute for Research on Education in Angola (INIDE) in May 2018 to enable sharing of research information within the basin, and supporting Angola's national curriculum in line with the water resource management studies. This relationship will also strengthen research in the basin;
- appoint a DSS Specialist (initially through EU funding) to conduct ongoing in-country consultations on information needs and requirements to inform the DSS and IMS;
- train OKASEC staff and WRTC members on DRIFT and ORI Inundation models;
- conduct joint water quality and quantity monitoring with WRTC in July (wet season) and November 2018 (dry season) to collect data for the DSS Specialist for training purposes (Para 142-142);
- conduct 2 exchange visits with sister River Basin Organizations to benchmark on their respective DSS that will better inform the system being developed for OKACOM;
- deliver ecological monitoring equipment to OKASEC.

The EU project initiated the procurement of IT based, hydrometric and relevant tools that serve as core elements to secure a well-functioning DSS.

111. In June 2019, for Output 2.4: "*Transboundary EIA Guidelines and procedures developed and adopted by OKACOM*", Guidelines for "Notification and Prior Consultation" on planned measures were approved, revealing issues on sovereignties of countries that compromise an approach towards transboundary EIA Guidelines. Consultations with Member States resolved issues for appropriate options to accommodate the Transboundary EIA. In June 2020, OKASEC initiated the development of the Strategic Environment Assessment (SEA) for the CORB[35]. OKACOM benchmarked with sister River Basin Organizations, ORASECOM (South Africa), on the usability of the Transboundary EIA (T-EIA) guidelines, revealing SEA to be the most appropriate instrument for the CORB. A consultant submitted a draft final report in mid-2021 to develop T-EIA guidelines and procedures as part of the SEA of the CORB. OKACOM will have raise awareness and build capacities of Member States on how to use these guidelines. Given the current plan to drill for oil within the CORB, a T-EIA is becoming increasingly very urgent. Notwithstanding, challenges remain in reaching consensus with the 3 legal systems to integrate the SEA and T-EIA guidelines.

112. With regards to Output 2.5: "*Communication and Information Strategy as well as Stakeholder Integration Strategy effectively implemented*", a new OKACOM website was launched in May 2020, first on an Adobe website[36], then onto the main website[37] which contains a plethora of information on OKACOM including thematic areas and activities, the latest news, tweets and resource materials (Paras 97-99).

113. A draft Communication, Stakeholder and New Social Media Strategy was prepared by a consultant with a final Validation Workshop held on 16 April 2021 and then presented to OBSC in June 2021 for approval and subsequent implementation. By 2022, the revision of the communication strategy was completed with the document still to be translated to Portuguese.

114. Project resources were also used for OKACOM participation in IW:Learn organized events on 31 May 2019 (Para 101). Several articles on OKACOM were produced on IW:Learn websites.

115. With regards to Output 2.6: "*Strengthened OKASEC with adequate Financial and Administrative capacity to manage donor-funded projects*", the Project assisted OKASEC in making several administrative improvements:

- OKASEC moved from Excel based financial process to a web-based software in 2018 with a 2018 external audit certifying the improvements;
- in November 2018, the Project notified the OBSC to facilitate and assist with the establishment of the SETC and LMTC to nominate members from the Member States. The Committees added technical values to the implementation of the OKACOM activities, and to strengthen OKACOM management capacity;
- OKASEC worked on the review of different Procedures and Operations instruments following recommendations from the Micro-Assessment, Spot-check and Audits commissioned by UNDP and the World Bank in November 2018. USAID recruited a consultant who revised the HRPP. Project resources were used for a consultant to assist OKACOM and IPDTC with the review of

[35] This is also in line with the OBSC recommendation from a December 2019 meeting where a proposal was presented by the National Museum of Botswana on the need for the SEA as part of requirements to maintain the Okavango Delta as a World Heritage site.
[36] https://spark.adobe.com/page/SG7SzKstSe3Zt/ for English newsletters and https://spark.adobe.com/page/vYOfa6T7eDiNs/ for Portuguese newsletters.
[37] https://www.okacom.org/

OKACOM administration, procurement, asset management and IT policy instruments, all completed and endorsed by October 2021;

- the Policy Analysis function led by the Senior Scientific Officer (SSO) is in place at OKASEC. The SSO commenced the processes to resuscitate existing OKACOM Technical Committees and establishing new ones, as guided by capacity needs to support effective implementation of all the SAP thematic areas;
- the Co-Chairs of the OBSC were engaged to submit names of suitable experts who are now members of newly constituted Technical Committees;
- the EBTC has been resuscitated in 2019 through a joint OKACOM Project and EU training held in Maun to define strategy and include EBTC members in future joint monitoring exercises, allowing for a long-term comprehensive monitoring system to be implemented in the CORB.

116. Overall, the achievement of Outcome 2 level targets is rated as **satisfactory**.

3.3.4 Progress towards Outcome 3: Environmentally sound socioeconomic development piloted in the basin to allow the basin population to improve their socioeconomic status with minimum adverse impacts to and enhanced protection of the basin ecosystem

117. For Outcome 3, Project resources were used to generate 5 outputs:

- Output 3.1: M&E frameworks designed to monitor the demonstration progress and effectiveness;
- Output 3.2: Community-based Tourism activities demonstrated and documented;
- Output 3.3: Sustainable community-based fisheries demonstrated and documented;
- Output 3.4: Community-based climate change adaptation measures demonstrated to improve food security and resilience through application of alternative/conservation agricultural practices;
- Output 3.5: Replication Strategies developed to promote further environmentally sound socioeconomic development activities in the basin, based on lessons learned and knowledge acquired from pilot projects.

A summary of actual targets of Outcome 3 with evaluation ratings are provided on Table 9.

118. With regards to Output 3.1: "*M&E frameworks designed to monitor the demonstration progress and effectiveness*", the Project has provided technical support beginning in late 2020 for the development of specific demonstration project monitoring and evaluation plans with lessons learned and replication strategies. Project resources were used to recruit 3 independent consultants from Angola, Botswana and Namibia. In Botswana, the University of Botswana's Okavango Research Institute (ORI) was recruited in 2019 for data collection training of 19 demonstration farmers, other aspiring farmers, and government officials. In Namibia, data collection for fisheries, conservation agriculture and tourism demonstrations was conducted under the supervision of the GoN that includes the Ministry of Fisheries and Marine Resources. All 3 consultants have submitted draft final lessons learned reports which are being reviewed for approval and subsequent publication. In Angola, data was not collected until December 2020 due to COVID restrictions; data was obtained through NGOs.

Table 10: Progress on Outcome 3-level achievements

Project Strategy	Performance Indicator	Baseline	Target	Status of Target Achieved	Evaluation Comments	Rating[38]
Outcome 3: Environmentally sound socioeconomic development demonstrated in the basin to allow the basin population to improve their socioeconomic status with minimum adverse impacts to and enhanced protection of the basin ecosystem. [LFA1 Output 4.1; LFA2: Output 5.2; Regional Project Activities B1]	M&E frameworks designed to monitor the demonstration progress and effectiveness [LTA1 Output 4.1]	The value of low impact development as an alternative to conventional development is not fully appreciated. Data not collected for reliable analysis. A number of demonstration projects have been implemented but their economic, social and environmental value has not been fully assessed systematically.	M&E Framework with some of the following elements: Socio-economic evaluation at least six (6) of a range of low impact development options utilizing the basin's ecological services. A set of indicators agreed to monitor, track and evaluate the environmental and socio-economic impacts of demonstration activities systematically by Year 1. Progress on demonstration and its impacts monitored and reported to OKACOM annually at the OKACOM meeting and through the OKACOM Annual Report (gender disaggregated data will be collected and tracked) starting Year 2.	M&E framework was designed for demo projects and baseline studies for the demo projects was finished in all Member States.	See Para 118	5
	Community-based Tourism activities demonstrated and documented [LFA 5.2; B1.1.1]	A few community based tourism activities emerging in the basin, but their socioeconomic and environmental impacts not systematically monitored. 2017 Climate Resilient livelihoods assessment in the KAZA (including the Okavango Delta cluster) CRIDF.	2 demonstration activities promoting community-based tourism implemented (one in Botswana, the other in Namibia) with the emphasis on gender empowerment through the demonstration activities. Environmental and socio-economic impacts from community-based tourism activities captured through systematic monitoring, documented, disseminated by Year 4. (gender disaggregated data collected). A basin-wide tourism promotion strategy (emphasizing on lessons learnt from M&E), taking into account recommendations from the OKACOM Gender Strategy, by Year 4 [SAP TA1 1.3.2]. At least 2 partnerships with private sector in promoting sustainable tourism in the basin.	Community-based tourism demonstration projects were implemented: • in Botswana with the production of quality vegetables around Maun; • In Botswana, it was decided during the inception phase to merge the 2 demos, with the view to link conservation farming interventions to tourism development. This was confirmed in the project inception report. • in Namibia with the Sikerete Tourism Demonstration Project.	See Paras 119 to 123	5
	Sustainable community-based fisheries demonstrated and	A few community based fisheries activities emerging in the basin, but their socioeconomic and	2 demonstration activities implemented (1 in Angola, 1 in Namibia), with the emphasis on gender empowerment through the demonstration activities.	Sustainable community-based fisheries demonstrations were implemented in:	See Paras 0 to 133	5

[38] Ibid 17

Project Strategy	Performance Indicator	Baseline	Target	Status of Target Achieved	Evaluation Comments	Rating[38]
	documented [LFA 5.2; B1.5]	environmental impacts not systematically monitored. Transboundary Fisheries Management Plan (USAID SAREP 2012).	Environmental and socio-economic impacts from community-based fisheries activities captured through systematic monitoring, documented, disseminated by Year 4. (gender disaggregated data collected). Transboundary fisheries management guidelines (being informed by the outcomes of the demo projects), taking into account recommendations from the OKACOM Gender Strategy, developed and tested at the community level by Year 3 [SAP TA1 5.1.1; 5.2.1; 5.4].	• Angola to conduct antipoaching patrols with local law enforcement agencies and to engage communities in alternative livelihoods to sustain them during the fishing off-season; • Namibia to focus on implementing FMPs by the Joseph Mbambangandu Conservancy Management Committee		
	Community-based climate change adaptation measures demonstrated to improve food security and resilience through application of alternative/conservation agricultural practices [LFA 5.2; B1.3]	A few community based food security activities emerging in the basin, but their socioeconomic and environmental impacts not systematically monitored by OKACOM. Climate-Resilient livelihoods assessment in the KAZA (including the Okavango Delta cluster) CRIDF. SAREP Livelihoods projects in Calai (specifically CA related). CRIDF Mayana CA/irrigation??? Interventions.	2 demonstration activities implemented (1 in Angola, 1 in Botswana), with the emphasis on gender empowerment through the demonstration activities. Environmental, socio-economic and climate change adaptation impacts from community-based food security activities captured through systematic monitoring, documented, disseminated by Year 4. (gender disaggregated data collected). A basin-wide climate smart agriculture promotion strategy (emphasizing on lessons learnt from M&E), considering recommendations from the OKACOM Gender Strategy, by Year 4 [SAP TA1 1.3.2].	Community-based climate change adaptation measures demonstrations were implemented in: • Angola involving 34 farmers (19 females and 15 males) each having a 0.25 ha of land fenced in and farmers received farming inputs; • Botswana involving 20 farmers (9 females and 11 males)	See Paras 134 to 136	
	Replication Strategies to promote further environmentally sound socioeconomic development activities in the basin [LFA 5.2]	No such strategies exists.	Replication Strategy, taking into account recommendations from the OKACOM Gender Strategy, developed and adopted by countries by Year 4.	With the exception of the Tourism Demonstration project in Namibia, replication strategies in all countries have been documented by consultants but not yet implemented	See Paras 137-139	

119. With regards to Output 3.2: "*Community-based Tourism activities demonstrated and documented*", demo projects were implemented in Botswana and Namibia. In Botswana, significant progress was made towards the production of quality vegetables in farms within a 100 km radius of Maun to attract the upmarket tourism market in the Okavango Delta. This was done through adoption of climate smart agricultural practices or CA with the benefits of gravitational free-flow and consistent water supply, and water use efficiency from drip irrigation. Some of the activities are shown on Figure 6.

Figure 6: Conservation Agriculture Activities in Botswana and Angola

120. There were an estimated 20 farmers on community-based tourism demonstration projects within 100 km of Maun and Shakawe already engaged in CA in open fields. Agricultural challenges included high evapotranspiration due to high temperatures, soil salinization, difficulties in pest control, infertile soils, the lack of irrigation infrastructure, and inadequate field extension services. Given their limited knowledge of markets, the farmers produced crops for local sale where a new set of challenges included over-production, high competition with other farmers, availability of less pricey products from South Africa, and high losses due to lack of storage facilities. Project resources were used to:

- construct 7 well sites at Maun demonstration sites resulting in the project avoiding the risks of investing resources on sites that do not have secure water;
- supply and install 7- 10,000 liter water towers at 7 demonstration sites;
- supply and install shade nets (25 m x 25 m covering 0.625ha) providing climate control and water use efficiency through use of drip irrigation. Crop production commenced despite the delays faced by local service providers to procure required farming inputs including seeds;
- conduct farm exchanges in June 2021 in Maun and Shakawe with some demonstration farmers mentoring other potential beneficiaries with assistance from extension officers under the Ministry of Agriculture Development and Food Security (MoADFS) programmes; and
- conduct soil sampling exercises jointly with mentors, MoADFS extension officers and the PMU who sent samples to local laboratories for analysis and interpretation to recommend required fertilization.

121. There was also support from NCONGO as a farmer's mentor and CRIDF as the analyst for the "Horticulture Supply Value Chain Analysis". Though the tourism market was severely impacted by COVID-19, all 19 demonstration farmers embraced and appreciated climate-smart horticulture (or conservation agriculture) practices, and managed to service the local supermarkets in Maun and Shakawe. Private sector entities such as Mr. Veg and Beef Boys were engaged in Maun to raise

awareness of the project and solicit inputs from market operators specifically on how local farmers can be linked to higher end markets to stimulate local productions. This has resulted in market operators committing to work with the project in terms of providing crop demand figures that will enable farmers to schedule crop production guided by market needs.

122. At the conclusion of the demo project, there were 19 horticultural farmers (11 men and 8 women) who were beneficiaries growing demonstration crops (green beans, cucumbers, baby marrows, tomatoes, strawberries and sweet peppers). While most of the farmers were in the medium income bracket (BWP4001-BWP10,000 per month) and had secondary school education, they had the capacity to adapt to local climate change, upscale the type and quality of products in line with high-end tourism consumption needs, and acquire new knowledge and skills. This led to improved extension services and farm management, and empowerment of women that significantly impacts the wellbeing amongst many households reducing poverty. There was also the acknowledgement of demonstration crops from higher tourism marketing agencies in Maun.

123. In Namibia's community-based tourism demonstration projects, Project resources were used to bring together OKASEC, Namibia Nature Foundation (NNF), Ministry of Environment and Tourism (MET), Ministry of Fisheries and Marine Resources (MFMR) and Ministry of Agriculture, Water and Forestry (MAWF) together to support day-to-day implementation of a community-based tourism demonstration project with close oversight of NNF activities by the GoN and the OBSC. The result of this collaboration was the Sikerete Tourism Demonstration Project (as depicted on Figure 7), a project consisting of a campsite with the following Project-supported activities:

Figure 7: Sikerete Tourism Demonstration Project

- rehabilitation of a 6 km existing elephant proof pipeline to supply water to the Sikerete campsite;
- installation of 2-10,000 litre water tanks on a 4 m steel tank stand coupled with an elephant ring trench (based on MET specifications);
- the recruitment of local service providers to operate 8 tented guest rooms and 9 camping sites with a capacity for 36 campers;
- rehabilitation of 3 conventional chamber septic tanks and 4 camping ablution facilities;

- completed work by the contractor and the Ministry of Environment certification of works all completed in October 2021;
- establishment of a best business operations plan for the Sikerete Tourism Project, considering the existing capacity of the concessionaires. This included identification of a preferred Joint Venture Partner (JVP) to jointly manage the camp site with the community. The Project has been informed that the Minister at the Ministry of Environment, Forestry and Tourism has provided a "No Objection" decision to contractual agreements between the concessionaires and the preferred JVP. The Project is still waiting to receive documentation of the process.

124. With respect to Output 3.3: "*Sustainable community-based fisheries demonstrated and documented*", fishery demos sites were implemented in Angola and Namibia.

125. In Angola with fishing mostly taking place in September, October and November when the water level is low, ACADIR worked as an implementing partner in the fisheries communities. Based on a needs assessment, the selected demo areas were prioritized based on importance of these lagoons as fisheries resources to community livelihoods, historical experience of fisheries catches to local community economic values, cultural values, and potential threats of habitat destruction and exploitation by local and transboundary communities on the Angola-Namibia border. In 2020, after finalizing the boundaries of their Fisheries Protection Areas (FPAs) in line with their Fisheries Management Plans (FMPs), the Project procured fishing nets (10 x 93 mm 50x2 m and 10x 118 mm 50x2) that were delivered to Candendele, Massaka and Seregani communities to enable them to conduct antipoaching patrols with local law enforcement agencies to counter illegal fisheries activities within their respective FPAs and promote sustainable fishing. As a result of establishing the FPAs, Angolan communities were then engaged in alternative livelihoods to sustain them during the fishing off-season. The Project worked in partnership with CRIDF who assisted with the establishment of irrigation infrastructure system installation for Conservation Agriculture (CA) during the dry season, combined with a CA demonstration on cereals production during rainy season. This initiative served as an alternative income source for the communities while implementing the FPAs.

126. Though affected by the COVID-19 pandemic travel restrictions in 2021, the Project delivered 3 aluminum boats as well as cooler boxes, canoes, fishing nets and fridges freezers by a Namibian-based supplier for 3 Fisheries Management Committee (FMCs) based in Angola (in the communities of Candendele, Massaka and Seregany) as depicted on Figure 8. In 2022, the FMCs continue to engage with their communities to implement sustainable fishing, claiming that after training with ACADIR, fish catches have increased. Despite the increased fish catch, the challenge is how to conserve and where to store it. The OKACOM Project and ACADIR have already provided the community with materials to start building storage rooms for freezers to store the fish.

127. Despite efforts to empower targeted Angolan communities, efforts to implement fisheries conservation measures in Angola was off to a slow start in 2021, affected by low flows in the Okavango to the extent that boats could not be operated. ACADIR monitored river levels before transporting boats to targeted communities. However, there are no measurable indicators yet for the sustainable management of fishery resources. Once all conditions are set such as the storage facilities, patrolling boats and solar panels, they will then be able to determine measureable quantities of fish harvested. In addition, the community reported that during the last fishing season, they managed to create a small fund (73,000 Kwanzas) to be used to support elderly people within the community, maintenance of the equipment and acquisition of new fishing nets. Thus, the

members are satisfied with the conditions for fishing activities, and that they will be able to trade fish in Namibia, having made contacts with buyers from Menongue, Calai and Cuangar.

Figure 8: Boats in Angola for fishery conservation

128. OKACOM received visits from the Angola OBSC and GABHIC to visit the demonstration projects. To document lessons learned on the Fisheries Demonstration Project, a local consultant prepared a final Lessons Learned Report submitted in April 2022. The contract between the Project and ACADIR ended in May 2022.

129. In Namibia in 2019, the process for the establishment of community-based fisheries demonstration project involved a collaboration with MET, Ministry of Fisheries and Marine Resources (MFMR), NNF, Kavango Regional Council (KRC), community and traditional authority representatives (including conservancy management organizations such as Joseph Mbambangandu, George Mukhoya and Muduvha Nyangana). This resulted in a Project-supported demo project through NNF on a community-based "Conservancy on Fisheries Management", aimed at implementing FPAs.

130. To build the capacity of this entity, a total of 15 people (that included MFMR, NNF, a Conservancy Management Committee, and selected representatives from 4 villages of the Joseph Mbambangandu Conservancy) undertook a Project-supported exchange visit to the Impalila Conservancy which implements community-based fisheries conservation in Zambezi, to learn and understand the operations surrounding the Fisheries Reserve in Impalila and how to better improve ways of managing FPAs:

- the Joseph Mbambangandu Conservancy Constitution was revised with the participation of the FMCs, which resulted in the gazetting of a submission to MFMR for an FPA;

- 4 aluminum boats for patrolling, bicycles and protective clothing were procured for the FMCs to support their work;
- in an effort to establish local communities resource management, 8 fish guards and monitors within the Joseph Mbambangandu Conservancy were recruited (6 as fish guards and 2 fish monitors of which 3 women were selected);
- demonstration of sustainable community-based fisheries in Namibia is on-going with members of the Joseph Mbabangadu Conservancy implementing their FMPs including patrols in collaboration with MFMR, law enforcement agencies and traditional authorities;
- the Project developed an FMP in 2021 for the Joseph Mbabangadu Conservancy which accompanied the application for the conservancy to be declared an FPA. Currently, the application is under review by the Ministry of Justice to provide legal advice to MFMR for a decision;
- the Project procured fisheries monitoring tools for MFMR to conduct biological surveys in the Joseph Mbambangandu Conservancy FPA. The surveys were conducted at low flow season with the participation of the Joseph Mbambangandu Conservancy members;
- the Project procured a container office for the Joseph Mbambangadu Management Committee to enable them to efficiently conduct its administrative activities;
- the demo project is on-going in 2022, mostly focusing on implementing FMPs by the Joseph Mbambangandu Conservancy Management Committee. These activities are off to a slow start due to low flows in the Okavango River;
- MFMR awareness raising for the surrounding communities has had the impact of reducing illegal fishing and giving feedback to the communities on increased fish species and general increased biodiversity;
- a local consultant prepared a final Lessons Learned report the Fisheries Demonstration Project in Namibia in April 2022.

131. However, there were challenges in Namibia community-based fisheries demonstration project. There was:

- resistance by the communities at the start given that harvesting of fish was their livelihood. It took time before communities to understand fishery conservation concepts;
- limited resources from MFMR to support the communities;
- limited involvement of Regional Councils and Traditional Authorities;
- peripheral involvement of influential people at community level presenting challenges to adopt conservation practices;
- people from Angola harvesting fish in Namibia during the night. This demoralised the Namibians as they protect the fish while Angolan people were harvesting during night, and coming to Namibia to sell during the day;
- the use of invisible Chinese nets that can harvest small fish, escaping the view of monitors;
- the project coming to an abrupt end. The project was expected to operate for 3 years by NNF but only ran for 6 months.

132. The Project also intended to develop a community-based Transboundary Fisheries Management Forums in selected communities living adjacent to the Angola-Namibia border. Establishment of Transboundary Fisheries Management Forums require rigorous consultation of different stakeholders which included community members, traditional leaders, and government officials. Due to COVID 19, it was not possible for the PMU to implement this forum.

133. Overall, there is a need to consider additional livelihoods interventions to complement community socio-economic needs beyond fisheries conservation in Namibia and Angola. An action plan with communities was developed to assess what activities could be integrated to contribute to livelihoods enhancement.

134. With regards to Output 3.4, "*Community-based climate change adaptation measures demonstrated to improve food security and resilience through application of alternative/conservation agricultural practices*", conservation agriculture demos sites were implemented in Angola and Botswana.

135. In Angola, demonstration projects in Conservation Agriculture (CA) were started. Prior to project implementation, farmers practiced traditional agriculture, which resulted in low yields. With the implementation of CA, farmers gained new skills and practices that improved the way they cultivated and thereby improved yields and in turn, contributed to the betterment of their livelihoods. With Project and ACADIR support:

- this demo project involved 34 farmers (19 females and 15 males) on 2 demonstrations fields commencing in 2020 with Extension Officers from the Ministry of Agriculture, Water and Forestry (MoAWF) in Namibia and field facilitators from the demonstration areas trained in CA at the Mashare Agricultural Development Institute of the MoAWF in Namibia;
- training focused on principles of CA including minimal soil disturbance, permanent soil cover, crop rotation and intercropping to manage pest and diseases. Practical demonstrations on soil tillage using 2 commonly used ox drawn CA rippers, seeding, fertilization and weed management were conducted;
- 3 boreholes for irrigation and domestic water supply were drilled for beneficiaries to plant their crops;
- demonstration of community-based climate change adaptation measures was significantly hampered by COVID-19 travel restrictions which delayed timely delivery of farming inputs to May 2021;
- in 2022, 34 individual CA demonstration fields each measuring 0.25 ha have been fenced with farmers retrained for the 2022/23 cropping season. The implementation of CA was observed to show promising results[39]. However, the Project has yet to conduct field evaluations of farmers yield data for comparisons;
- some farmers created a cooperative comprised of 100 hectares. Constituted predominantly by women, the cooperative had support from the local Administration and a good number of the members benefitting from ACADIR training. During COVID-19, much of produce from the cooperative was spoiled. The willingness of the communities to practice CA was unanimous and that this practice was scaled up to other communities including the lowlands.

[39] Reports from the beneficiaries show that with the CA, some farmers managed to harvest 2 to 3 bags of sorghum and 600-700 kg of maize. However, they would have produced much more with the lack of inputs and erratic rains having compromised the cropping season. In addition, they have reported that low yields were due to the poor quality of inputs, poor storage facilities, and long periods to clear the inputs from customs, exacerbated by the COVID-19 pandemic. Some exceptional cases, where farmers managed to purchase additional good quality seeds of higher germination rate, their yields were generally higher compared to those who depended on handouts. Another reason for low yields is unfertile soils. To overcome this issue, they claimed to have engaged the local administration and the Project to assist farmers acquire fertile land in other areas.

136. In Botswana, CA demos sites were located within a 100 km radius of Maun that included 20 farmers (9 females and 11 males). This is detailed in Para 119.

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137. On Output 3.5, "*Replication Strategies developed to promote further environmentally sound socioeconomic development activities in the basin, based on lessons learned and knowledge acquired from pilot projects*", implementation of the various demonstration projects is at an advanced stage in all 3 Member States. With the exception of the Tourism Demonstration project in Namibia, replication strategies in all countries have been documented by consultants to capture lessons learned for each demonstration project. The draft reports, currently being reviewed by OKACOM, are expected to be completed by July 2022.

138. Initially, very few members showed interest in CA in Angola. With the presence of ACADIR in the project area, the number of CA associations grew to 48, a strong indicator that the demonstration project has influenced the communities positively and replicated. This is substantiated by the participation of the local administration in assisting farmers to establish cooperatives towards more sustainable agriculture practices, and who provided tanks to store water and irrigate the crops. Some of the tanks, however, were vandalized.

139. The provincial department of Environment, Tourism and Culture said that the Cuando Cubango basin has many special areas where a campsite initiative similar to the Sikrete demo campsite could be implemented provided that communities are trained and empowered to manage their natural resources. The challenge, however, is the lack of funding.

140. Overall, the achievement of Outcome 3 level targets is rated as **satisfactory**.

3.3.5 Progress towards Outcome 4: The basin's states capacity to manage transboundary water resources based on IWRM principles enhanced, supporting the BDMF

141. For Outcome 4, Project resources were used to generate 8 outputs:

- Output 4.1: Common demand forecasting and yield assessment methodologies established;
- Output 4.2: Assessment of groundwater resources;
- Output 4.3: Assessment of hydrometeorological monitoring programmes and recommendations for strengthening. Improvements funded in Angola in specific sites;
- Output 4.4: Sedimentation Monitoring Programme special reference to bed load; capacity building in sediment transport measurements;
- Output 4.5: Water quality baseline survey undertaken and monitoring programme and improvement and investment strategy determined;
- Output 4.6: Basin wide biological monitoring and socio-economic monitoring programmes;
- Output 4.7: Harmonized assessment of water quantity and quality developed to support agreed common objectives and standards;
- Output 4.8: Basin-wide IWRM plan.

A summary of actual targets of Outcome 4 with evaluation ratings are provided on Table 10.

Table 10: Progress on Outcome 4-level achievements

Project Strategy	Performance Indicator	Baseline	Target	Status of Target Achieved	Evaluation Comments	Rating[40]
Outcome 4: Basin's capacity to manage transboundary water resources based on the IWRM principles enhanced, supporting the Basin Development and Management Framework [LFA2 Output 5.3; B2]	Common demand forecasting and yield assessment methodologies [LFA2 Output 5.3]	No basin-wide data on demand forecasting. Existing and forecast demand measured based on high growth rates and usages and not linked to hydrological cycle. No common yield assessment methodologies agreed basin wide. FAO CORB Water Audit (2015) in place. CORB Water Allocation Strategy (2017) exists and yet to be implemented. World Bank MSIOA (2018) in place.	Consistent methodologies applied in evaluating demand and resource yield in the basin by Year 4. Baseline on existing use and demand by Year 2. Water Demand Management (WDM) strategy linked to the Water Allocation Strategy (WAS) by Year 4. Mechanism set in place to track demand, abstraction, water use efficiency with prioritized large water users (champions) by Year 3	A major achievement of the OKACOM Project was putting together a WRTC team of technical experts from the 3 Member States with guidance from the OBSC for a joint basin wide survey. Unfortunately, the joint basin-wide WRTC team surveys in 2020 was aborted due the COVID 19 pandemic.	See Paras 142 to 142	
	Assessment of hydrometeorological monitoring programmes and recommendations for strengthening. Improvements funded in Angola in specific sites. [LFA Output 5.3; B2.1; B2.2]	Data in the Angolan part of basin is not as strong as the other two countries. Monitoring capacity in Angola is limited compared to the other two countries to develop a basin-wide hydrometeorological monitoring system. Limited assessment on requirements (priority sites and suitable equipment) in Angola by CRIDF and WRTC. National Geographic Okavango Wilderness Project has identified and mapped potential sites for hydrometeorological monitoring (including water quality). Installation of hydrometeorological instruments (around Menongue) by TFO and SASSCAL.	Key data gaps in hydrometeorological monitoring system filled at key basin locations throughout the basin, including Angola by Year 3. A basin-wide hydrometeorological monitoring system established by Year 3 (feeding into common demand forecast and planning methodologies), in collaboration with EU.	Project resources were used to improve basin-wide hydrometeorological monitoring including the use of an Acoustic Doppler Current Profiler (ADCP) for Angola, allowing for uniformity of data collected by all Member States.	See Paras 145 to 147	
	Sedimentation Monitoring Programme [LFA Output 5.3]	No basin-wide, long-term sedimentation monitoring programme in place.	Assessment of erosion and erodibility in the CORB completed and submitted to OKACOM by Year 2. Sedimentation transport model developed and included in the DSS by Year 4.	Sediment monitoring sites were identified with the WRTC. Members of WRTC are now competent in measuring bedload and suspended sediments.	See Paras 148 and 149	

[40] Ibid 17

Project Strategy	Performance Indicator	Baseline	Target	Status of Target Achieved	Evaluation Comments	Rating[40]
			Basin-wide sedimentation monitoring programme developed and agreed by Year 3.			
	Water quality baseline survey undertaken and monitoring programme and improvement and investment strategy determined [LFA Output 5.3; B2.6]	Water quality monitoring conducted at country level (data not shared with other countries); Data availability in Angola is scarce.	Baseline Assessment / Water quality review conducted by Year 1. Water quality management framework established (including possible investments by countries and others beyond EU&UNDP support) by Year 2. Water quality monitoring (at minimum twice) yearly starting Year 2.	WRTC member have identified water quality monitoring sites alongside with the sediment monitoring sites	See Paras 148, 150-152	
	Basin wide biological monitoring and socio-economic monitoring programmes LFA Output 5.3]	No basin-wide biological monitoring in place. No socio-economic monitoring programme in place. Socio-economic modelling done under MSIOA (economic performance against different investments and water use scenarios) – 2018. TDA – economic analysis (Jonathan Barnes) – 2007. Economic valuation of Delta (Jonathan Barnes) – 2005. National socio-economic data collected by National Statistics Offices, but data is not disaggregated to fit basin's geography.	Basin-wide biological monitoring in place by Year 3. Basin-wide socio-economic monitoring program tracking the socio-economic benefits from the CORB ecosystem services established (disaggregated as per OKACOM gender Strategy) by Year 3. Community-based biological and socio-economic status monitoring systems established and tested (with participation of demo beneficiaries).	BETC members started basin-wide biological monitoring with a joint aquatic macroinvertebrates baseline survey. SEMC still needs to meet to discuss the socio-economic monitoring framework.	See Paras 153-155	
	Assessment of GW resources and report on potential utilization [LFA Output 5.3; B2.3]	No basin-wide groundwater assessment report. Poor basin-wide mechanisms in place promoting conjunctive use of surface and GW resources. Country level GW monitoring exists but limited in scope.	Groundwater Assessment Report with the identification of the potential options by Year 2. Establish basin wide GW monitoring mechanism (including institutional setup, protocols, amendment of OKACOM hydrological data sharing protocol to also cover GW) by Year 3. MOU between OKACOM and SADC GMI (it could be other GW related institutions) by Year 3.	Most aquifers were mapped with the finding that transboundary aquifers are not significantly exploited. However, this may change requiring coordinated groundwater monitoring and management strategies between Member States.	See Para 156	

Project Strategy	Performance Indicator	Baseline	Target	Status of Target Achieved	Evaluation Comments	Rating[40]
			Explore the potential and put in place mechanism for conjunctive use of Surface and GW resources by Year 4			
	IWRM basin plan developed, incorporating a Water Resources plan. [LFA 5.3]	No basin wide IWRM Plan exists. SAP fails to clarify or state possible investments in the basin.	Basin wide IWRM Plan, incorporating conjunctive uses of groundwater and surface water resources as well as recommendations from the OKACOM Gender Strategy, developed and adopted by OKACOM by Year 4. Investment Strategy and Plan (guided by the IWRM Plan and all the interventions delivered by the 4 Outcomes) by Year 4 (providing a possible way forward on the development space concept operationalization).	Procurement of a consultant for developing an IWRM Plan was aborted due consultant quotes of much more than available budget of US$50,000, and time limitations.	See Para 157	

142. With regards to Output 4.1: "*Common demand forecasting and yield assessment methodologies established*", the TDA and the SAP recognized the paucity of water quality and water quantity data as a major drawback, largely due to unfragmented national data collection systems with limited basin-wide coordination. In view of this challenge, Project resources were used to initiate basin-wide water quantity and quality monitoring. Project resources were able to support the 1st and 2nd joint basin-wide WRTC team surveys on water quantity and quality during early July 2018 for high floods and November 2018 for low flows[41]. Consultants were recruited to provide for training in water quality and quantity monitoring methodologies personnel from the Ministry of Energy and Water (MEW or GHABIC) and the Ministry of Environment (MoE) in Angola; Ministry of Agriculture Water and Land Reform (MAWLR) in Namibia; and Ministry of Land Management, Water and Sanitation Services (MLWS) in Botswana (as detailed in Paras 72, 73 and 75).

143. In July and November 2019, the Project supported a 3rd and 4th joint survey on water quantity and quality as well as a groundwater assessment. Both the groundwater study[42] and surface water survey holistically inform water availability at basin level, which has enabled OKACOM to track demand and abstraction from 2019, the 3rd year of the Project implementation. Common demand forecasting and yield assessment methodologies was a very critical undertaking requiring participation of various stakeholders. A major achievement of the OKACOM Project was putting together a WRTC team of technical experts from the 3 Member States with guidance from the OBSC for a joint basin wide survey. Unfortunately, the joint basin-wide WRTC team surveys in 2020 was aborted due the COVID 19 pandemic. However, the consultancy for development of common demand forecasting and yield assessment methodology was completed in December 2021, and there was a 5th and 6th joint water survey late in mid and late 2021. With Angola's closed borders during the COVID-19 pandemic, Angolan participation on the survey proved to be difficult; remote sensing was instead conducted with reliance on data from Namibia and Botswana to do groundwater assessment

144. With regards to Output 4.2: "*Assessment of groundwater resources*", this Output was transferred to Output 4.7 in Para 156142.

145. With regards to Output 4.3: "*Assessment of hydrometeorological monitoring programmes and recommendations for strengthening. Improvements funded in Angola in specific sites*", Project resources were used to hire a consulting firm to study the investment in a hydrometeorological monitoring system on the Angolan side of the basin. The EU project supported surveys at identified sites as well as procurement and installation of station instrumentation and ensuring the participation of WRTC members during installation. Project resources were used to procure an Acoustic Doppler Current Profiler (ADCP) for Angola for OKASEC in November 2019 with training of WRTC members on its use. This allowed for uniformity of data collected by all 3 Member States.

146. The hydro-metrological monitoring programme, however, was one of the activities which was significantly affected by the COVID 19 situation beginning March 2020; most of the activities planned for this Output required travelling to different parts of the basin. The Project supported the installment of hydrometric stations in selected parts of the CORB in close collaboration with the EU project. To date, 8 monitoring sites have been identified of which 4 are in Angola (Cuito-Cuanavale bridge, Mucundi, Dirico and Menongue), 2 in Namibia (Nkurenkuru and Rundu currently in progress),

[41] There were 12 water quantity and quality stations in Namibia.

[42] The USAID Resilient Waters Programme contributed to the development of the terms of references for the Groundwater Assessment Studies and to the quality assurance of the Groundwater Assessment by sitting in the Technical reference Group.

and 2 in Botswana (Mohembo and Maun are both completed). Officials from GHABIC in Angola opined that the installation of the stations, the procurement of a vehicle for GABHIC by the Project, and recruitment and training of personnel, improved the management and monitoring of water resources along the OKACOM basin in Angola, significantly improving GAHBIC's technical capacity to measure and collect the data. As mentioned in Para 142, this was a major achievement of this Project.

147. An interesting result involves the Cuito Sub-basin contributing higher amounts of flows during both seasons. The flows in the Cuito River were reduced by only 17% at Cuito Cuanavalle and just under 50% just before the confluence, while flows along the Cubango decline by 73% percent during the dry season. The significant decline of flows in the Cubango during the dry season is largely due some water abstraction for various purposes, while the Cuito benefits from low population density with minimal abstractions.

148. With regards to Output 4.4: "*Sedimentation Monitoring Programme special reference to bed load; capacity building in sediment transport measurements*" and Output 4.5: "*Water quality baseline survey undertaken and monitoring programme and improvement and investment strategy determined*", a series of actions supported by the Project were taken:

- a first workshop was for sediment and ground water to clearly define monitoring objectives, methodologies and appropriate institutional arrangements in December 2018;
- a regional workshop was conducted 24-28 February 2019 which brought together all key players role including WRTC and BETC who play a key role in environmental monitoring within the basin;
- after the workshops, a team drafted the Environmental Monitoring Framework.

149. With regards to Output 4.4, PMU worked with relevant stakeholders and technical committees to develop the ToRs for the sediment study of CORB in January 2020, engaging the UNDP-GEF RTA and a team of experts from relevant academic and research institutions in the Member States for the basin-wide sediment assessment study to guide the development of a comprehensive sediment monitoring programme. The consultancy which was delayed by COVID-19 travelling restrictions, was conducted by a consortium of universities within the 3 Member States. With successful fieldwork, sediment monitoring sites were identified with the WRTC who participated in the fieldwork as part of capacity building[43]. Members of WRTC are now competent in measuring bedload and suspended sediments, an achievement worth noting. A final report on sediment monitoring is expected in July 2022.

150. With regards to Output 4.5, there were the 1st, 2nd, 3rd, 4th, 5th and 6th joint surveys on water quantity and quality initiated to set the baselines for wet and dry seasons in the CORB as detailed in Paras 141 to 142. A major achievement of the Project was the increased capacity of WRTC to manage different monitoring equipment which included the use of the multi-parameter water quality meter. However, the surveys were being performed by the 3 Member States using their own tools and laboratories, bringing minor discrepancies on the date collected. During 2Q 2020, the team worked on data sorting and data analysis and interpretation.

151. Analysis of the water quality results from the 1st, 2nd, 3rd, 4th, 5th and 6th joint surveys on water quality confirmed observations from the TDA that the quality of water within the basin was in a desirable range. The results revealed a general pattern which reveals a decline in water quality from the upper

[43] Four sediment monitoring stations were identified in Namibia.

catchment through the mid-catchment to the lower part of the basin, the Okavango Delta. This decline in water quality is likely to be due to human activities which include agriculture and industrial activities associated urbanization in the lower part of the basin. The surveys also confirmed several water quality threats within the basin, chief among them being indiscriminate waste disposal in urban centers, and agricultural activities. Throughout the basin, bathing and doing laundry within the river system are common practice. However, the cumulative impact of such activities on water quality within the basin is still largely unknown.

152. The development of the water quality guidelines was subsumed into a broader IWRM Plan consultancy, which included the development of the CORB EMF which included water quality monitoring. With COVID-19 restrictions, a 5th and 6th joint water quality monitoring surveys were conducted from 1-14 November 2021 and 26 March to 14 April 2022 respectively. The results were very similar to those results found in Para 151 with all water quality parameters within the desired standards notwithstanding a few hotspots. With successful fieldwork, water quality monitoring sites were identified alongside with the sediment monitoring sites. Members of WRTC are also now competent in measuring water quality. A final report is expected in July 2022.

Figure 9: Joint surveys on water quantity and quality

153. With regards to Output 4.6: "*Basin-wide biological monitoring and socio-economic monitoring programmes*", Project resources were used to conduct thematic workshops in 2019 to define monitoring objectives, appropriate methodologies and institutional arrangements to initiate the development of an EMF for the CORB. This involved the BETC and the SEMC in the planning and execution of the biological monitoring programme. The basin wide biological and socio-economic monitoring programme, however, was affected by the COVID 19 situation.

154. In partnership with the EU project technical team, Project resources were used for SSO contributions to the identification of sites in the basin for biological monitoring program. Field work in all 3 Member Staes has been conducted in 2019 with some challenges identified in Angola due to the current situation with landmines. In November 2021, basin-wide biological monitoring started with a joint aquatic macroinvertebrates baseline survey. BETC members jointly collected data as part of capacity building supported by the EU Programme.

155. In 1Q 2021, the development of the socio-economic monitoring framework started and successfully developed as part of the SEA. With the framework clearly defining monitoring indicators, the SEMC still needs to meet to discuss the framework.

156. With regards to Output 4.7: "*Harmonized assessment of water quantity and quality developed to support agreed common objectives and standards*" was changed in 2019, to "*Assessment of GW resources and report on potential utilisation"*. A Project-supported 12-month study was started during 1Q 2020 by a consultant and completed in October 2021. The study delineated several transboundary aquifers including the alluvial aquifer along the Kavango River (North Namibia/South Angola), the Kalahari paleo-fan aquifers (between North Namibia/South Angola), the Caprivi region (between Namibia and Botswana) and the Karoo aquifers (between Botswana and Maitengwe, Zimbabwe, and Botswana and Stampriet, Namibia). Most of the Karoo aquifers were already mapped before the study with the study adding value to knowledge of the transboundary aquifers. Currently, the transboundary aquifers are not significantly exploited. However, this may change requiring coordinated groundwater monitoring and management strategies between the 3 riparian countries to ensure equitable and sustainable groundwater utilization. Groundwater data paucity remains a major concern to the extent that the consultant resorted to modelling. The modelling approach does provide a good base should appropriate groundwater data be available in future[44].

157. With regards to Output 4.8: "*Basin-wide IWRM plan*", the PMU engaged with OKASEC senior management and OKASEC technical stakeholder in 2020 with the intention to agree on a pragmatic approach towards a basin-wide IWRM. Engagement of this nature was important since there were already many on-going IWRM activities which needed consolidation within a plan. A comprehensive IWRM Plan was to include the SEA, the TDA, and the MSIOA as a Basin-wide management plan, informed by preliminary consultations on the 2018 review of the 1994 OKACOM Agreement. A consultant was supposed to be recruited to develop an IWRM Plan for the Basin. However, procurement of a consultant for developing an IWRM Plan had to be aborted due consultant quotes of much more than available budget of US$50,000, and time limitations. However, the positive development is that all the building blocks required for developing the CORB IWRM Plan are either complete or almost complete. These include groundwater assessment studies, sediment assessment studies, water quality and hydrological flows data, T-PES, SEA, water demand forecasting, socio-economic monitoring framework, ecological baseline and a functional Decision Support System.

158. Overall, the achievement of Outcome 4 level targets is rated as ***satisfactory***.

3.3.6 Relevance

159. The OKACOM Project is **relevant** to the development priorities of Angola, Namibia and Botswana, namely the National Action Plans (NAP) which detail the objectives of each country for the CORB and sets a number of expected outcomes to be achieved in the long-term, expected outputs to achieve the outcomes, and the proposed interventions. The NAPs respond to national priorities with intended Outcomes (or "targets" in the Angola NAP) distributed along the 4 thematic areas that are also in the Strategic Action Plan (SAP) that covers the Basin:

- Thematic Area 1- Livelihoods and Socio-Economic Development

[44] Eight groundwater monitoring sites were identified in Namibia. However, no resources were allocated to establish boreholes at the sites.

- Thematic Area 2- Water Resources Management
- Thematic Area 3 - Land Management
- Thematic Area 4- Environment and Biodiversity

160. With the OKACOM Project aiming to operationalise and implement the SAP within the 3 Member States, the Project benefits from more than 10 years of cooperation between the 3 Member States to define a joint action plan where the NAPs are strongly embedded within the regional strategy defined in the SAP. The objective, outcomes and outputs of the OKACOM Project are directly derived from the SAP document, which confirms its relevance towards regional and national priorities. The GEF supported the overall process from the foundation phase (production of evidence through the TDA) to the political commitment (SAP) and the investment phase of this Project. The NAPs are a critical tool for the implementation of SAP priority actions at national level and the integration of transboundary and basin concerns into national legislative, policy and budget decision making processes. Even with the Project fully in line with national priorities, the OKACOM Project will not, alone, be sufficient to implement all the interventions foreseen in the NAPs and the SAP. It does, however, provide a significant start to assisting national governments to build their capacities towards sustainable development of the CORB.

161. The OKACOM Project also contributes to SDGs including:

- No. 5 - Gender Equality: there are gender targets for every indicator involving project beneficiaries or stakeholders;
- No. 7 – Affordable and clean energy: Ensuring affordable, reliable, sustainable and modern energy for all;
- No. 11 – Sustainable cities and communities: make cities and human settlements inclusive, safe resilient and sustainable; and
- No. 13 – Climate action: take urgent action to combat climate change and its impacts.

3.3.7 Effectiveness

162. The effectiveness of the OKACOM Project has been ***satisfactory***, in consideration of the satisfactory technical assistance provided, the additional resources leveraged by the Project to tackle issues, and the achievement of all expected outcomes and objectives. The Project was effectively implemented through the execution of the Project strategy that encompassed the following actions:

- working at the governance and political level (OKACOM's CoC, OBSC, IPDTC and WRTC) for the definition of the CORB development space and implementing alternative development and management in Outcomes 1 and 2 as key objectives of the Member States of OKACOM;
- working at the local level with communities through demonstration projects (Outcome 3) to demonstrate alternative livelihood strategies for replication in other parts of the CORB;
- working on the enhancement of transboundary management of CORB resources (Outcome 4) by establishing working relationships, common methodologies, joint working habits between the three countries, and generating and sharing relevant data at the basin level.

163. All concerned national stakeholders that were contacted confirmed that the Project was strongly participatory, significantly contributing to a working environment where joint management and cooperative decision making are predominant. This included the participation of the various government departments (ministries of environment, agriculture, water resources in particular),

international partners (EU, USAID, GIZ) and experts. In a small sampling of participating OKACOM beneficiaries, the Evaluation found that the OKACOM PMU and Project delivery partners (ACADIR in Angola, NNF in Namibia and NCONGO in Botswana) had developed excellent relationships with all stakeholders, who all valued the technical assistance provided by the OKACOM Project. The goodwill generated by these stakeholders has been impressive, strongly influenced by the OKACOM's demonstrations, face-to-face meetings, workshops and webinars. All persons interviewed by the Evaluators had glowing reviews about the OKACOM process and approach to technical assistance, contributing to the achievement of all objectives, outcomes and outputs.

3.3.8 Efficiency

164. The efficiency of the OKACOM Project is rated as ***moderately satisfactory*** and can be characterized as follows:

- There were cost efficiencies of the technical assistance financed by GEF, followed by co-financing from the EU, Member State governments as well as GIZ, USAID and others. The usage of funds allocated to each activity (or output target) was determined by the OKACOM. The fact that most of the Project GEF funds allocated were used to meet the "output targets" contributed to the efficiency;
- There were Project inefficiencies of expenditures due to the COVID-19 pandemic. For instance, OKACOM team interaction with Angolan beneficiaries and ACADIR was considerably reduced. This in turn affected the Angolan trainings that were planned and delayed delivery and distribution of farmer inputs as the Angolan borders were all closed[45];
- There was the issue of delayed payments to the Project for a period of over 6 months between 4Q 2021 and 2Q 2022 due to budget discrepancies between OKACOM and UNDP (see Para 61, 3rd bullet).

3.3.9 Overall Project Outcome

165. The intended Project outcomes have been ***satisfactory***:

- the Project has been successful at achieving its objective of "*strengthening the joint management and cooperative decision-making capacity of the Cubango-Okavango River basin states*" through partial completion of governance instruments, development of an EMF informed by collected data, establishment of the CORB Fund, and demonstration projects implemented;
- *Outcome 1: "A shared long-term basin development vision and concept of a development space"* has been successfully achieved through the OKACOM adoption of a "Shared Basin Vision", initial boundaries set for "development space", a functional DSS, NPC Guidelines for the formal sharing of data and information, and a functional but partially-funded T-PES;
- *Outcome 2: "Strengthened management framework including enhanced OKACOM mandates"* has been successfully achieved through an operationalized M&E framework to monitor SAP/NAP implementation progress, strengthened OKASEC capacities to manage and operate the DSS and IMS, transboundary EIA guidelines and procedures in development, a revamped OKACOM

[45] Though ACADIR trained master trainers, trainings at the community level were also affected because master trainers could not continue their activities due to COVID-19 restrictions. These restrictions also affected trading of commodities between Angola and Namibia disrupting the social-economic livelihoods of the communities.

website with a new social media strategy, and strengthened OKASEC capacity to manage donor-funded projects;

- *Outcome 3: "Environmentally sound socioeconomic development demonstrated in the basin……",* has been successfully achieved through community-based tourism projects in Namibia and Botswana, sustainable community-based fisheries demonstrations in Angola and Namibia, community-based conservation agriculture demonstrations in Angola and Botswana, M&E frameworks designed for use on demo projects, and replication strategies documented to promote environmentally sound socioeconomic development activities in all countries (though these replication strategies have not yet been implemented);
- *Outcome 4: "Basin's capacity to manage transboundary water resources based on the IWRM principles enhanced….",* has been achieved through joint basin wide surveys with a WRTC team of technical experts from the 3 Member States, improved basin-wide hydrometeorological capacities, and generation of basin-wide data and information on sediment, water quality, groundwater, and aquatic macroinvertebrates. Though the IWRM plan was not implemented, te building blocks (i.e. the water quantity and quality survey data, etc.) for the IWRM are in place.

3.3.10 Sustainability of Project Outcomes

166. In assessing sustainability of the OKACOM Project, the Evaluators asked "how likely will the Project outcomes be sustained beyond Project termination?" Sustainability of the OKACOM Project's outcomes was evaluated in the dimensions of financial resources, socio-political risks, institutional framework and governance, and environmental factors, using a simple ranking scheme:

- *4 = Likely (L):* negligible risks to sustainability;
- *3 = Moderately Likely (ML):* moderate risks to sustainability;
- *2 = Moderately Unlikely (MU):* significant risks to sustainability; and
- *1 = Unlikely (U):* severe risks to sustainability; and
- *U/A = unable to assess*.

Overall rating is equivalent to the lowest sustainability ranking score of the 4 dimensions. Details of sustainability ratings for OKACOM Project are provided on Table 11.

167. *The overall OKACOM Project sustainability rating is unlikely (U).* This is primarily due to:

- insufficient funding from Member State's contribution to OKACOM even though there is commitment from the 3 Member States to jointly manage CORB resources over the long term;
- insufficient some funding for T-PES and retaining valuable OKACOM staff who are currently paid by the Project;
- no funds available for the OKACOM website;
- no funds available for replication of demonstration projects, notably for tourism campsite and the fishery demonstrations;
- no funds available for joint water quality, quantity, groundwater and sediment assessments and for the consultancy to formulate the IWRM.

Table 11: Assessment of Sustainability of Outcomes

Actual Outcomes (as of June 2022)	Assessment of Sustainability	Dimensions of Sustainability
Actual Outcome 1: A shared long-term basin development vision and concept of a development space has been agreed by the 3 Member States, allowing for the use of DSS and IMS systems.	• *Financial Resources:* CoC gradually increases Member State's contribution to OKACOM, which demonstrates the 3 countries commitment to jointly manage CORB resources over the long term; • *Socio-Political Risks*: No socio-political risks; • *Institutional Framework and Governance:* No institutional and governance risks; • *Environmental Factors:* No risk. ***Overall Rating***	3 4 4 4 **3**
Actual Outcome 2: Management framework has been strengthened including integration of decision support tools into the work of OKACOM Policy Analysis and Programme Coordination Unit	• *Financial Resources:* T-PES is fully functional with part of the Fund's resources were directed into investments aimed at developing T-PES and addressing livelihoods challenges within identified vulnerability hotspots across the CORB. There is still a question of whether or not it is sufficient funding. In addition, with most staff paid by the Project and the Project coming to an end, OKACOM runs the risk of loosing these valuable personnel; • *Socio-Political Risks*: No socio-political risks; • *Institutional Framework and Governance:* OKACOM and OKASEC are strengthened into a well-functioning structure able to successfully drive and manage multi-country projects. However, most staff are paid by the Project and other projects with OKACOM capacities still limited. With the end of the Project, OKACOM runs the risk of loosing these valuable personnel; • *Environmental Factors:* No risk. ***Overall Rating***	2 4 4 4 **4**
Actual Outcome 3: Environmentally sound socioeconomic development was demonstrated in the Basin that provided opportunities for the Basin population to improve their socio-economic status with minimum adverse impacts to and enhanced protection of the basin ecosystem.	• *Financial Resources:* Funds for replication of demonstration projects absent, notably for the tourism campsite and the fishery demonstrations; • *Socio-Political Risks*: No socio-political risks; • *Institutional Framework and Governance*: No institutional and governance risks; • *Environmental Factors*: No risk. ***Overall Rating***	2 4 4 4 **4**
Actual Outcome 4: The Basin's capacity to manage transboundary water resources based on the IWRM principles has been enhanced. However, the IWRM has not yet been documented to support the Basin Development and Management Framework.	• *Financial Resources:* Sources of funds for joint water quality, quantity, groundwater and sediment assessments will depend on donor funds if Member State contributions to OKACOM are insufficient. There is also the lack of funds to formulate the IWRM which will occur when donor funds are available; • *Socio-Political Risks*: No socio-political risks; • *Institutional Framework and Governance*: No institutional and governance risks; • *Environmental Factors*: No risk. ***Overall Rating***	2 4 4 4 4
	Overall Rating of Project Sustainability:	**2**

3.3.11 Country Ownership

168. Country ownership of the OKACOM Project is very strong. The participation of Member State governments on all activities is an indicator of strong government ownership and drivenness to apply OKACOM instruments to all OKACOM activities. Interviews with OKASEC confirm the strong participation of the CoC in terms of reinforcing OKACOM governance and operational capacities and providing strong guidance to all Project interventions. As well, the presence of OBSC members, who are controlled by Member States, ensure that national priorities are well considered in all OKACOM interventions. Technical bodies such as the Water Resources Technical Committee (WRTC) are also directly involved in the delivery of interventions, making OKACOM the ideal implementing partner, for this Project.

169. Personnel from GHABIC from the Ministry of Energy and Water of Angola, however, expressed some reservations about OKACOM activities, saying they have not interacted much with process beyond participation in the user needs assessment workshops.

3.3.12 Gender equality and women's empowerment

170. The actual integration of gender aspects in the PRF is very limited (Paras 42, 49 and 50). However, the Project progressed on a number of gender-focused activities as outlined in Paras 84 and 85. This led to subtle changes in gender balance for the Project.

3.3.13 Cross cutting issues

171. The main cross-cutting issues of the OKACOM Project is gender disaggregation. This is mentioned in Section 3.3.12.

3.3.14 GEF Additionality

172. The issue of GEF additionality is quite clear on the OKACOM Project. Without the Project, there would be no support for the overall process of making OKACOM an institution for joint management and cooperative decision-making capacity of the CORB between the 3 Member States on the optimal utilization of natural resources in the basin, with the aim to support the socio-economic development of the basin communities while sustaining the health of the basin ecosystems. This includes the foundation phase (production of evidence through the TDA), to the political commitment (SAP) and the implementation phase of this Project.

3.3.15 Catalytic/Replication Effect

173. Catalytic effects can be found in activities related to OKACOM joint management and cooperative decision making and policy discussions. This includes:

- sharing the long-term basin development vision and concept of a development space which has catalysed discussions to update the "development space" for the CORB; and
- enhancing the Basin's capacity to manage transboundary water resources based on the IWRM principles which has catalyzed efforts to formulate the IWRM into a document.

174. Replication effects of the OKACOM Project are as follows:

- With an estimated 20 farmers on the community-based Conservation Agriculture demonstration project in Botswana (within 100 km of Maun and Shakawe), there was a Final Report issued documenting lessons learned on the demonstration for the purposes of replicating the demonstration that has yet to take place;
- Replication effects with Conservation Agriculture in Angola is underway with the presence of ACADIR in the project area and the number of CA associations growing to 48, a strong indicator that the demonstration project has influenced the communities positively and replicated. This is substantiated by the participation of the local administration in assisting farmers to establish cooperatives towards more sustainable agriculture practices;
- The Tourism-based demonstration in Botswana is buoyed by the presence of private sector entities such as Mr. Veg and Beef Boys who were in Maun to raise awareness of the demonstration and solicit inputs from market operators specifically on how local farmers can be linked to higher end markets to stimulate local productions;
- The fisheries demonstration in Namibia came to an abrupt end, operated by NNF for 6 months instead of 3 years. In terms of replication, there is a need to consider additional livelihoods interventions, such as Conservation Agriculture, to complement community socio-economic needs beyond fisheries conservation.

3.3.16 Progress to impact

175. There is still much progress to be made before the OKACOM Project is able to mainstream CORB sustainable development in the 3 Member States. The OKACOM Project was just a building block towards this desired impact with some encouraging activities:

- OKACOM's institutional and governance capacity has been strengthened with partial completion of governance instruments;
- improved OKACOM technical capacity for the use of an EMF with a DSS and IMF for support;
- establishment of a CORB Fund;
- projects to demonstrate sustainable development activities in the Basin; and
- joint monitoring programmes in water quality, quantity, sedimentation, groundwater, and macroinvertebrates implemented with the participation of all Member States.

176. There are still activities to be implemented to reach the impact and goal of OKACOM becoming a world-class advisory organization that supports optimal utilization of natural resources and socio-economic development of the communities while sustaining the health of the ecosystems in the Cubango-Okavango River Basin. These activities are presented in the Recommendations in Paras 183 to 192.

4. MAIN FINDINGS, CONCLUSIONS, RECOMMENDATIONS AND LESSONS

4.1 Main Findings

177. The UNDP-GEF OKACOM Project has enabled OKACOM to undertake joint and coordinated management of the CORB watercourse at a transboundary level. This has enabled OKACOM to proactively be anticipatory and on the side of caution, planning for future developments, especially with respect to increased water abstraction for irrigation, hydropower or water storage, while accounting for land degradation that is driven by poverty among other causes. These plans may have a considerable impact on the quantity and quality of the shared waters, influencing the level and quality of cooperation among the Member States.

178. Much of the OKACOM Project work has been done to setup systems for joint management of the CORB including the establishment of:

- a Decision Support System (DSS) comprising a suite of new and existing hydrological, hydraulic, meteorological, social and ecological models as well as information on the status of the Basin. However, it is not fully operational and cannot yet address the main drivers of change within the CORB or be used as a planning and operational management tool;
- a Cubango-Okavango River Basin (CORB) Fund (sinking and endowment funds) with the objective for mobilizing long-term resources that will enable Member States to provide equitable benefits and more coordinated support to local livelihoods and sustainable resource use to enhance livelihoods. However, resource mobilization for the CORB Fund is a work in progress;
- a comprehensive Environmental Monitoring Framework (EMF) that will utilize improved availability of high-quality environmental data to facilitate informed operational and environmental management decisions over water resources within the Basin. Currently, the EMF is being developed to guide and inform monitoring programs in water quality and quantity, sediment transport, groundwater, biological parameters and socio-economic parameters. The EMF needs to be applied to these monitoring programs to enable OKACOM to evaluate scenarios, understand trade-offs, prioritize interventions and communicate basin health to the broad audience[34];
- Notification and Prior Consultation (NPC) Guidelines, review of the OKACOM Agreement and the restructuring of OKACOM to assist with ensuring that the Member States are fully aligned to deliver the SAP. During the OKACOM Project, OKACOM has progressively built structures and planning infrastructure that demonstrates clear willingness by the Member States to cooperate in the development and management of the CORB;
- revised Rules and Procedures on the Sharing of Data and Information for the Cubango Okavango River Basin, a data sharing protocol reviewed in 2020 to upscale it to accommodate greater intensity of inter-state data exchange. This was necessitated by water resource, ecological and climatic challenges facing the basin.

[34] The Freshwater Health Index (FHI) framework developed by Conservation International Foundation (CI), is also a tool that will measure the overall condition of freshwater ecosystems and their capacity to support healthy and economically sustainable populations within the CORB.

179. Work has also been done to:

- conduct joint basin-wide water quality and quantity surveys, demonstrating joint efforts between Member States to cooperate on data collection efforts. This was a major achievement of the OKACOM Project which assembled a WRTC team of technical experts from the 3 Member States with guidance from the OBSC;
- demonstrate sound socioeconomic development alternatives that allows the Basin population to improve their socio-economic status with minimum adverse impacts to and enhanced protection of the basin ecosystem.

4.2 Conclusions

180. The OKACOM is a stronger organization now to advise Member States on the sustainable use of water and land resources within the CORB. Demonstration projects demonstrate sustainable use of the resources with systems in place to promote sustainable water and land resources. Member States can now take actions on how to manage resources within the 1994 OKACOM Agreement that was amended in 2018. However, the OKACOM is not an enforcement agency armed only with regulations and guidelines that are pre-emptive steps to inform one another in terms of actions they are intending to do, and allowing other Member States to evaluate the impacts of the proposed actions. There is a need for OKACOM to evolve into an enforcement agency.

181. With all the systems in place, work now has to be done to remove the threats to the CORB. For example, there needs to be documented evidence of intentions to abstract water from the Basin for actual mining or irrigation or other projects before any mitigative actions can be taken. To operationalize NPC Guidelines (for example to notify consumptive use of water resources to the detriment of CORB), there are Guidelines for Notification of Planned Measures to assist with each country to know exactly what would be the impact of the use of the resource on their own. This then assists in characterizing what will happen upon the use of the resource, and helps to define the sustainable "development space" on what can be done without adversely affecting the CORB, without sacrificing biodiversity and the livelihoods that are in the CORB. These are actions that have not yet been taken within OKACOM.

4.3 Recommendations

182. The recommendations made in this Evaluation are made in the spirit of sustaining and improving ongoing and future delivery of services by OKACOM, and on the basis of the lessons learned during implementation of the OKACOM Project.

183. *Recommendation 1 (to OKACOM): Upscale the implementation of Decision Support System (DSS)*. Initiation of the DSS requires sustained effort and regular monitoring of the resources of the Basin. This will require enhanced capacities of Member States to regularly capture the data and use planning tools to assess the status of the hydro-ecological functioning of the Basin. The creation of a broad knowledge base on various functional aspects of the Basin will improve capacity of the Member States to make informed and forward-looking decisions for the sustainable management of the Basin and improved livelihoods. Member States will need to be technically equipped with skills to maintain DSS tools and engage in inter-country dialogue on the models and analysis techniques to inform management decisions. The goal of upscaled use of the DSS would be enhanced capacity

for informed decisions on the utilization and management of the basin resources and regular production of a "State of the Basin Report".

184. *Recommendation 2 (to OKACOM): Develop benefit sharing scenarios or trade offs in supporting coordinated management*. This would involve the profiling of ecosystem services to inform sustainable and integrated resource management and deriving equitable benefits by both upstream and downstream basin users. This would include conducting an analysis in a Phase II of the OKACOM Project to ensure that all Member States of the Basin are not compromised in their capacity to benefit from Basin resources at the expense of reserving the benefits from those resources for other CORB Member States. Member States have varying socio-economic priorities which need to be serviced through diverse policy frameworks. In delivering on their responsibilities, CORB Governments need to be adequately resourced in understanding the status and trends in use of CORB resources and the capacity of these resources to contribute to socio-economic advancement while maintaining the integrity of the natural resources to continue supporting communities that subsist on them.

185. *Recommendation 3 (to OKACOM): Develop water allocation strategy*. Beyond water, as the primary resource within the CORB, there are other ecological and biological resources in the CORB which potentially should be explored to determine their capacity to enhance the status of socio-economic conditions of the CORB communities. With outputs from the ground water assessment, the Strategic Environmental Assessment, assessment of the benefits of transboundary cooperation, and defined concept of development space, OKACOM has the requisite knowledge to put forward a Water Allocation Strategy. In addition, a water accounting tool is proposed to establish the profile of water users and uses within the CORB. This could potentially be an activity for a Phase II of the OKACOM Project.

186. *Recommendation 4 (to OKACOM): Continue critical OKACOM activities of joint surface and groundwater monitoring exercises*. This would involve:

- seeking a sustained financing source for this activity;
- each member state having a program to continue monitoring the sites for water quality and quantity, and sediment transport;
- identification and development of groundwater monitoring sites. OKACOM undertook a Groundwater Assessment which informed the groundwater monitoring programme as prescribed in the EMF. The findings of this study clearly identified a significant gap in terms of groundwater data availability for the basin. The previous study did not yield any results from boreholes; remote sensing techniques were being applied to complement the limited data;
- OKACOM to work with Member States to establish groundwater monitoring sites and a program to monitor groundwater.

187. *Recommendation 5 (to OKACOM): Support the initial capitalization of the CORB Fund*. The operationalization of the CORB Fund will require seed funding to effectively attract donors, funders and friends of the Basin to enable the Fund to deliver on its mandate. The demonstration projects designed to engage communities in the CORB has generated sufficient proof of concept. The modelling approach taken in developing the Value Preposition for the CORB Fund will need initial resources through the sinking fund to support the implementation and validate the proof of concept. This could potentially be an activity for a Phase II of the OKACOM Project.

188. *Recommendation 6 (to OKACOM): Build capacities for beneficiaries of the CORB Fund*. Provisions of technical support initiatives to Basin communities and CBOs should be made through CORB Fund programme management functions. These communities and CBOs will serve as the key delivering partners of interventions targeting livelihoods improvements and ecosystems sustainability. Training can include CBO preparation of proposals development to access the calls of grants from the CORB Fund and others. This could potentially be an activity for a Phase II of the OKACOM Project.

189. *Recommendation 7 (to OKACOM): Scale-up and promote climate resilient livelihoods that improve socio-economic development*. Efforts should be made to raise awareness of the CORB Fund to engage ICPs to solicit financial support[35] and to obtain a sustained source of financing for the CORB Fund for implementing T-PES schemes. In a potential Phase II of the OKACOM Project, the CORB Fund would then be used to:

- replicate community-based tourism projects in Botswana, Namibia and Angola to include more farms producing high-quality produce to cover wider geographical areas and wider population within the CORB. This would include:
  - expansion of conservation agriculture demonstrations in Angola to selected communities around Calai along the Cubango and Cuito Rivers in the Cuando Cubango Provincial Administration;
  - replicate conservation agriculture practices in Angolan communities living along the Cubango and Cuito Rivers including the planting of fruit trees in agricultural fields, to promote food security and reduce pressure on fishery resource conservation;
  - support for the establishment of conservation farmers cooperatives in Calai in Angola;
  - ACADIR support in close coordination with the Ministry of Agriculture and Forestry on the Angolan part of the Basin on conservation agriculture;
- replication of transboundary community-based fisheries conservation management[36] in Angola. supporting communities along the Cubango and Cuito Rivers with sustainable fish farming skills with equipment and facilities;
- support implementation of an NNF-supported Integrated Natural Resource Management project in Namibia that will support:
  - replication of transboundary community-based fisheries conservation management[37]. This will support communities along the Cubango River with sustainable fish farming skills with equipment and facilities;
  - selected communities along the Cubango River with climate smart horticulture production and honey production as alternative livelihoods that promotes food security and reduces pressure on fish resources;
- scale-up of conservation agriculture targeting the upper tourism market in Botswana that is being implemented by the Ngamiland Council of NGOs in close collaboration with the Ministry of Agricultural Development and Food Security.

[35] This can include OKASEC initiating awareness raising amongst Member States through a series of workshops and engagement of key stakeholders in late 2022.

[36] This management committee of this fishery management project needs continued technical support. This would include the ability to receive scientifically fish data to determine whether there are changes in fish stock and sizes. This would also include more engagement of MFMR to support the communities; Regional Councils and Traditional Authorities; and influential people at community level to adopt conservation practices; With the project coming to an abrupt end, inspections are limited by manpower.

[37] Ibid 34

190. *Recommendation 8 (to OKACOM): Sustain the growth of campsites in Namibia and other Member States*: This could involve:

- seeking a suitable JVP for the Sikereti campsite in Namibia. With a campsite up to a quality standard, the campsite has the potential to benefit neighboring communities, create demand for more campsites, and generate benefits for the park with future revenues to mitigate the human wildlife conflict;
- seek funds and a suitable JVP for the Khaudom campsite to service the tourism demand game located in deep bushes with good scenery for the tourists;
- seek sustained funding for OKACOM to work with the provincial department of Environment, Tourism and Culture on identifying special areas where a campsite initiative similar to the Sikrete demo campsite can be setup in the Cuando-Cubango basin. This has the potential for community empowerment to manage their natural resources.

191. *Recommendation 9 (to OKACOM): Strengthen sustainable land management practices*. Member States need to build capacity to successfully meet the implementation challenges of achieving inclusive, pro-poor and environmentally sound sustainable development. In managing water resources, the interface with land cannot be overemphasized through pursuing interventions that will improve livelihoods with enhancing the capacity of the ecosystem to be resilient to diverse challenges. Land degradation, especially soil erosion and depletion of soil nutrients, will pose significant decline to productivity of agricultural land, which in turn aggravates the impacts of climate change and increases poverty. A recommendation is made to upscale best practices to curb land degradation while improving livelihoods. In a potential Phase II of the OKACOM Project, this could can involve several actions:

- develop CORB land accounts using Standard for Economic and Environmental Assessment (SEEA) methodologies to determine the status of the land use packages and the levels of optimal use of land resources. It is anticipated that this exercise will provide OKACOM with factual information around CORB land ownership, tenure, use, and will inform decision-making on land use planning and management. Knowledge of land ownership and use patterns would support activities that address poverty reduction and livelihoods enhancement;
- support countries to develop ecologically sensitive land use plans. With the knowledge generated from the different OKACOM planning tools, such as the SEA, water accounts, the EMF, efforts can be made to demonstrate development of ecologically sensitive land use plans. This can be piloted on at least 3 selected sites within the Basin to guide planning. Effective land use planning can enhance the ability to give communities land rights to support improving livelihoods and sustainable socio-economic opportunities;
- Address in a scaled-up manner to what the Project did with the demonstration projects in the upper part of the CORB. This deals with land degradation from deforestation and scaled-up activities for alternate livelihoods in the form of conservation agriculture.

192. *Recommendation 10 (to UNDP and OKACOM): Strengthen the advisory capacity of OKACOM*. OKACOM does not have resources to support various positions around OKACOM. Activities in a potential Phase II of the OKACOM Project can include a demonstration project coordinator who will:

- maintain OKACOM institutional staffing with positions such as a Sustainable Livelihoods experts and training;

- complete the IWRM plan and implement it;
- undertake land management initiatives;
- completion and operationalize the EMF through joint monitoring of groundwater, sediments, water quality, hydrological flows, socio-economics and biodiversity;
- upscale and replicate the livelihoods demonstration projects;
- operationalize and implement "sustainable development space";
- develop and implement a roadmap to implementation of the SEA, T-EIA guidelines and water demand forecasting;
- develop another groundwater assessment, conjunctive water resources use, water allocation strategy, and a transboundary tourism strategy;
- further operationalize and update the DSS based on new data sets; and
- update the climate change vulnerability analysis and energy issues.

4.4 Lessons learned

193. *Lesson #1: To gain interest in public and private donors, a Value Proposition (Business Case) is necessary to give these donors the confidence that their funds will impact ecological integrity and livelihood in the Basin.* This is certainly the case for the CORB Fund which has a business case which links the CORB Fund to a new Okavango Basin Endowment Fund that is focused on shaping future protection of source water (i.e. forest management improvement, riparian restoration and protection, conservation agriculture, grazing management, fire risk management, wetland restoration and protection, road improvements and distributed renewable energy). The types of interventions must be backed and informed by solid science and a set geographic scope of the interventions. There should also be a clear demonstration of the benefits for downstream users through economic and hydrological modelling and assessment of tourism and biodiversity values for the international community.

194. *Lesson #2: The administrative systems setup by OKACOM consisting of the definition of development space, the usage of the DSS and IMS, joint basin-wide technical committee team surveys and the use of the Notification and Prior Consultation (NPC) Guidelines, significantly strengthens joint management and cooperative decision-making capacity of the CORB Basin states on the optimal utilization of natural resources in the basin, towards the sustained socio-economic development of the basin communities and sustained health of the basin ecosystems.* Intense OKACOM and OKASEC discussions and training have been conducted for development space, the DSS and the IMS, joint basin-wide surveys, and NPC guidelines, providing mechanisms to undertake joint management decisions for the sustainable benefit of the CORB Basin. Scale-up of these systems is now required for a more sustainable OKACOM operation.

195. *Lesson #3: Demonstration projects on Conservation Agriculture if implemented properly can serve as excellent models for replication, especially with the successes of the farmers to increase their yields and income*. This was certainly the case with Conservation Agriculture in Botswana and Angola where there was intense farmer interest in new farming methodologies that conserve water, increase yields and link with higher paying produce markets. These traits of Conservation Agriculture significantly improve livelihoods and are therefore of interest to many farmers. In contrast, the fisheries management demonstration did not significantly change livelihoods Angola and Namibia due to the absence of a strong linkage to conservation agriculture to offset reduced fishery catches. Time will

be required to strengthen linkages in Angola and Namibia to conservation agriculture and to better implement fisheries conservation.

196. *Lesson #4: Source materials and goods locally wherever possible.* Some difficulties were experienced in getting goods and materials to be imported from another country. This was the case with more costly goods procured from Namibia for Angola. The transportation of the goods and clearance from customs were challenges that could have been solved by sourcing the goods from local markets where the project is taking place.

APPENDIX A - MISSION TERMS OF REFERENCE FOR OKACOM PROJECT TERMINAL EVALUATION

Terms of Reference for the Appointment of International Consultant for the Terminal Evaluation of the GEF-funded project entitled "Support to the Cubango-Okavango River Basin Strategic Action Programme Implementation (PIMS 4755) implemented through the Permanent Okavango River Basin Water Commission (OKACOM)"

TITLE:	International Consultant for Terminal Evaluation of the OKACOM Project
SECTOR:	International Waters
LOCATION:	REGIONAL AFRICA (ANGOLA, BOTSWANA AND NAMIBIA)
DUTY STATION:	Botswana – Lead country
DURATION:	35 working days
STARTING DATE:	3 December 2021
END DATE:	5 March 2021

1. INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the full-sized project titled Support to the Cubango-Okavango River Basin Strategic Action Programme Implementation (PIMS 4755) implemented through the Permanent Okavango River Basin Water Commission (OKACOM). The project started on the 1st February 2018 and is in its fourth (4) year of implementation. The TE process must follow the guidance outlined in the document 'Guidance For Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects' (insert hyperlink).

2. PROJECT BACKGROUND AND CONTEXT

The Cubango-Okavango River Basin ecosystem is a near-pristine which is very much rare in large river basins globally. It is a system shared by the three riparian states of Angola, Botswana and Namibia In its present near-pristine status, the river provides significant ecosystem benefits and support the social, economic and environmental sustenance of its people and the environment. Such benefits will continue to be accrued only if the system is managed appropriately. However, pressures are now building to develop the basin's resources to increase incomes and alleviate poverty in the basin population. This calls for joint management approaches to the development, management and utilization of the basin.

The Permanent Okavango River Basin Water Commission (OKACOM) and UNDP with finance from GEF produced a Transboundary Diagnostic Analysis (TDA) which is a technical assessment of the basin, including the future water resources development analysis. The TDA identified threats to the system form which a set of priority interventions were identified to respond to the identified threats. These set of transboundary priorities for the sustainable development and management of the basin culminated into a 20year Strategic Action Programme (SAP) for the basin. .

UNDP-GEF with OKACOM, further designed a project to support the implementation of the Strategic Action Programme (SAP) for the Cubango-Okavango River Basin (CORB) with the objective *to strengthen the joint management and cooperative decision making capacity of the Cubango-Okavango River basin states on the optimal utilization of natural resources in the basin, with the aim to support the socio-economic development of the basin communities while sustaining the health of the basin ecosystems.* This will be achieved through three components. These are; Component 1: Basin Development Management Framework strengthening; Component 2: Environmentally Conscious Livelihoods and Socio-Economic Development Demonstration Projects; and Component 3: Integrated Water Resource Management.

It is expected that the project will yield four outputs and associated targets as follows:

- Outcome 1: A shared long-term basin development vision and concept of a development space;
- Outcome 2: Strengthened management framework including enhanced OKACOM mandates;
- Outcome 3: Environmentally sound socioeconomic development demonstrated in the basin to allow the basin population to improve their socio-economic status with minimum adverse impacts to and enhanced protection of the basin ecosystem; and
- Outcome 4: The basin's states capacity to manage transboundary water resources based on Integrated Water Resources Management (IWRM) principles enhanced, supporting the Basin Development Management Framework (BDMF).

The project duration is 4.5 years from November 2017 to July 2022 with a total budget of 6.1 million USD and planned co-financing of 336 million USD from the member states contributions, international cooperating partners and private sector.

Institutional arrangements of the project, relevant partners and stakeholders

The project is implemented by UNDP and executed by OKACOM, an Inter-Governmental Organization (IGO) established by the riparian countries of the Cubango-Okavango river basin through the Project Management Unit (PMU) based at the OKACOM Secretariat. The PMU is comprised of a Project Manager, Project Administrative and Finance Officer, Coordinator for the Livelihoods and Socio- 4 Economic Demonstration Projects. For the project implementation to follow as closely as possible to the OKACOM's institutional structure, specific project governance structure were established as follows:

- The Project Steering Committee (PSC) has three roles : (i) the **Executive** (OKACOM), who is the primary custodians of the project, representing the project ownership to chair the group; (ii) the **Senior Supplier** (UNDP, including UNDP-GEF), representing the interests of the parties concerned which provide funding and/or technical expertise to the project; and (iii) the **Beneficiary** (s), representing the interests of those who will ultimately benefit from the project, to ensure the realization of project results from the perspective of project beneficiaries.

The PSC's act as the highest decision-making body for the project, to review the project progress, approve annual plans, budgets, technical and financial reports. It further provides strategic guidance and policy directions to project implementation and to ensure that, the project is well aligned to national policies and priorities of the countries and the basin it supports. In addition, the PSC plays a critical role in UNDP commissioned project evaluations by assuring quality evaluation process and products. It is composed of (i) UNDP Resident Representative (Supplier), (ii) UNDP-GEF Regional Technical Advisor (Supplier), (iii) OKACOM (Executive), represented by the three Commissioners from the respective member states and the Executive Secretary; and (iv) Beneficiaries representatives (the role assumed by the Heads of the Delegations to the Commission and/or appointed separately by the above members as appropriate).

- The Regional Technical Advisory Group (RTAG) assures the PSC that the project is being implemented effectively, ensures the quality of technical outputs from the project, and assists in the implementation of national and regional activities. It supports OKACOM Secretariat to coordinate the UNDP-GEF project with other OKACOM initiatives supported by other partners and/or carried out by the countries or OKACOM themselves to ensure the effective delivery of the OKACOM Programme and the CORB SAP Implementation. The RTAG comprises: (i) OKACOM, represented by the Okavango Basin Steering Committee (OBSC), (ii) OKACOM Secretariat, and (iii) UNDP. However, the RTAG may include various stakeholders and partners, such as representatives from other International Cooperating Partners, Civil Society Organizations active in the basin, private sectors, and/or government representatives from Regional and Local Councils in the basin, as appropriate.
- The Technical Working Groups (TWGs) with the aim to provide sound scientific and technical advice to project implementation processes, in conjunction with the OKACOM Technical Committees. The roles and responsibilities of the TWGs includes: (i) ensuring the technical quality of the final project deliverables through the review of ToRs and project deliverables at the draft stage, as requested by the Project Manager and/or

RTWG, (ii) critically examine submitted consultancy and research work to ensure product quality, and (iii) serve as a source of objective technical advice to all those involved at the policy, planning, management and implementation levels. The TWGs are accountable to the RTAG and accessible to the PMU (entrusted to contribute in their respective areas of expertise).

The outbreak of the COVID 19 pandemic in December 2019 has had significant impact on the economies and the day-day life of countries worldwide. The riparian countries of the Cubango-Okavango basin are no exception. The basin recorded significant numbers of cases, recoveries and deaths. As of 27th October 2021, Angola recorded 62606 cases,50584 recoveries and 1660 deaths Botswana recorded 186,594 cases, 182,928 recoveries and 2406 deaths, while Namibia has 128,880 cases , 124,536 recoveries, and 3550 deaths. The countries in response to the pandemic implemented national lockdowns, imposed curfews, restricted gatherings and meetings. These restricted movement within countries and internationally.

The COVID-19 pandemic-related restrictions affected activity implementation and meeting timelines for deliverables as most project activities required sites visits and consultations with stakeholders. Groups meetings were restricted, therefore a lot of consultations done virtually or not held at all. Virtual engagements had its own limitations as not all had the required technology to do so. There we disruptions in delivery of goods and services which the project required for implementation. The conservation agriculture in Angola for instance was delayed as farming implements and materials could not be transported to recipients. Procurement of consultants to deliver services and conduct assessment became a challenge as international and regional, in some cases even local consultants were travel restricted. Where it was possible to travel, it became very costly to the project as certain health protocols had to be adhered to including COVID 19 test, procuring masks and sanitizers. A cost that was not budgeted for in the project. Therefore, a year and half of project timeline has been lost in project implementation. The terminal evaluation as was with the mid-term evaluation, will be affected by the restrictions as relates to sites visits and consultations with stakeholders.

3. TE PURPOSE

The TE report will assess the achievement of project results against what was expected to be achieved, and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency, and assesses the extent of project accomplishments.

It is anticipated that lessons learnt in implementing the project will be documented especially with the demonstration project undertaken within component 3 of the project. Therefore, the TE will accord OKACOM opportunity to upscale and replicate these activities in continuation of the implementation of the SAP which is in its 10th year of implementation.

The TE is undertaken at the final or end stages of the project timelines, mostly within the final six (6) months of the operational closure of the project. While this is appropriate, it will be important to consider the unexpected challenges brought about by COVID 19. The project adopted some interventions in response such as conducting consultations and meetings virtually, doubling up of the PMU and OKASEC staff work load to undertake certain activities which could have otherwise been done by consultants. The time frame of the project was affected as limited implementation was done during times of lockdowns and movement restrictions. The TE process should take these into account and be part of the evaluation scope.

4. TE APPROACH & METHODOLOGY

The TE report must provide evidence-based information that is credible, reliable and useful. The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports

including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisor, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to OKACOM relevant structures (Secretariat, Commissioners or Okavango Basin Steering Committee - OBSC co-chairs, relevant technical committees), relevant International Cooperating Partners (European Union funded project, USAID Resilient Waters Program, The Nature Conservancy, Climate Resilient Infrastructure Development Facility – CRIDF, among others), and local communities / beneficiaries of the demonstration projects; executing agencies, senior officials and task team/ component leaders, key experts and consultants in the subject area, Project Board, project stakeholders, academia, local government and CSOs, etc. Additionally, the TE team is expected to conduct field missions to Angola, Botswana and Namibia, including the following project sites Calai and Menongue in Angola, Maun and Shakawe (in Botswana), Rundu and Khaudum National Park in Namibia. Should the COVID 19 restrictions remain, virtual tools such as telephonic and video engagements will be implored to engage with stakeholders at the project sites.

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must, however, use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the TE team. The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

Although travel restrictions have been lifted in all the three participating countries, it is not a guarantee that the situation will be the same by the time of TE mission since COVID 19 continues to spread. Should there be change, TE team should develop a methodology that takes this into account the conduct of the TE virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the TE Inception Report and agreed with the Commissioning Unit. In this regard, consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely and, their accessibility to the internet/computer. The limitations of this approach must be clearly articulated in the final TE report.

The planning stage of this scenario is very important as it assumes that the International consultant will be home – based assisted by national consultants that may be able to visit the sites and conduct interviews. This will require that appropriate technological and ICT arrangements are made in advance with PMU providing that support. If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). It is a priority to ensure that no stakeholders, consultants or UNDP staff should be put in harm's way and safety. This will be ensured by full compliance to the Governments of Angola, Botswana and Namibia laid out COVID 19 regulations.

5. DETAILED SCOPE OF THE TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects:
http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf.

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex C. The asterisk "(*)" indicates criteria for which a rating is required.

Findings:

i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Safeguards
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
- Risk Management, including Social and Environmental Standards

iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*) , socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best and worst practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below:

Table 2: Evaluation Ratings Table for *Support to the Cubango-Okavango River Basin Strategic Action Programme Implementation*

Monitoring & Evaluation (M&E)	Rating[38]
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

[38] Outcomes, Effectiveness, Efficiency, M&E, I&E Execution, Relevance are rated on a 6-point rating scale: 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4 = Likely (L), 3 = Moderately Likely (ML), 2 = Moderately Unlikely (MU), 1 = Unlikely (U)

6. TIMEFRAME

The total duration of the TE will be approximately 35 working days over a time period of 16 weeks starting on 3 December 2021. The tentative TE timeframe is as follows:

Timeframe	Activity
The GPN Roster will be used	Application closes
17 Nov – 3 Dec 2021	Selection of TE team (review of CVs, Contact expert for interest and availability, contract development and signing)
6 – 7 Dec 2021 (2 days)	Preparation period for TE team (handover of documentation)
8-15 Dec 2021 (6 days)	Document review and preparation of TE Inception Report
(17 - 18 Jan 2022) 2 days	Finalization and Validation of TE Inception Report; latest start of TE mission
(24 Jan - 6 Feb 2022) 14 days	TE mission: stakeholder meetings, interviews, field visits, etc. the missions will be carried across 3 countries.
8 Feb 2022 (1 day)	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
9 – 15 Feb 2022 (7 days)	Preparation of draft TE report
16 Feb 2022 (1 day)	Circulation of draft TE report for comments
28 Feb - 5 Mar 2022 (2 days)	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
25 Apr 2022 (within 6 weeks after final report)	Preparation and Issuance of Management Response
(date)	Concluding Stakeholder Workshop (optional)
(date)	Expected date of full TE completion

Options for site visits should be provided in the TE Inception Report and the timeframe adjusted accordingly.

7. TE DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the TE mission: 15 Dec 2021	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: 8 Feb 2021	TE team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report *(using guidelines on report content in ToR Annex C)* with annexes	Within 3 weeks of end of TE mission: 15 Feb 2022	TE team submits to Commissioning Unit; reviewed by BPPS-GEF RTA, Project Coordinating Unit, GEF OFP
5	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report *(See template in ToR Annex H)*	Within 1 week of receiving comments on draft report: 3 Mar 2022	TE team submits both documents to the Commissioning Unit

*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.[39]

8. TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is UNDP Botswana Country Office (CO).
The Commissioning Unit will contract the evaluators (support from UNDP Angola CO will be provided for the recruitment of a National Consultant from Angola to support in Angolan part of the basin and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

9. TE TEAM COMPOSITION

A team of two (2) independent consultants will conduct the TE - one team leader (with experience and exposure to projects and evaluations in other regions globally) and 1 expert from Angola to provide technical support and bridge the language barrier. The team leader will be responsible for the overall design and writing of the TE report. The team experts will be responsible for stakeholder consultations and undertaking site visits at respective countries.
The consultants cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document), have not conducted this project Mid-Term Review should and not have a conflict of interest with project's related activities. The selection of consultants will be aimed at maximizing the overall "team" qualities in the areas indicate
The selection of consultants will be aimed at maximizing the overall "team" qualities in the areas indicated below, for the International Consultant (Team Leader) the qualification, experience, and technical expertise and competencies of the applicants will be evaluated using the criteria indicated below; thus, it is important that the relevant expertise and experience are highlighted in the applications. The overall assessment rating is out of 100.

Education (Yes or No)

- Minimum a master's degree in natural resources management, water resources management, natural sciences, environmental management, environment, development studies, or other closely related field; (20 points)

Professional Experiences (100*):*

- Previous work experience in trans-boundary water management, integrated water management, biodiversity and ecosystems, hydrology or related fields for at least 10 years; (10 points);
- Competence in adaptive management, as applied to international waters; (10 points);
- Experience in evaluation of UNDP-GEF funded projects (MSP and/or FSP); (40 points);
- Experience working in SADC region, exposure into the basin riparian states is an added value; (10 points);
- Demonstrated understanding of issues related to gender and international waters/transboundary water management; experience in gender sensitive evaluation and analysis; (10 points)
- Project evaluation/review experiences of international development partner and United Nations system is considered an asset; (10 points)
- Experience with implementing evaluations remotely will be considered an asset (10).

[39] Access at: http://web.undp.org/evaluation/guideline/section-6.shtml

Language **(Yes or No):**

- Excellent English communication and report writing skills and knowledge of Portuguese is desirable

10. EVALUATOR ETHICS

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

11. PAYMENT SCHEDULE

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40%:

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other TE reports).
- The Audit Trail includes responses to and justification for each comment listed.

In line with the UNDP's financial regulations, when determined by the Commissioning Unit and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the TE, that deliverable or service will not be paid. However, due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

APPENDIX B - MISSION ITINERARY (FOR APRIL-JUNE 2022)

#	Activity	Stakeholder involved	Place
05 April 2022 (Tuesday)			
1	Kick-off meeting	UNDP	Zoom
15-31 May 2022			
2	Field visits to Maun and Shakwe, Botswana	Demonstration farmers	Maun and Shakwe, Botwana
15 May – 10 June 2022			
3	Field visits to Namibian CORB sites	Demonstration stakeholders for the tourism-based project and fisheries conservation	CORB communities near the Cubango River, Namibia
4	Interviews	Ministry of Agriculture Water and Land Reform	Phone
5	Field visits to Angolan CORB sites	Demonstration stakeholders for the conservation agriculture and fisheries conservation	CORB communities near the Cubango and Cuito Rivers, Angola
6	Interviews	Ministry of Energy and Water, Ministry of the Environment, ACADIR	Menongue
24 May 2022 (Tuesday)			
7	Interview with Tracy Molefi, Programme Coordinator	OKASEC	Zoom
8	Interview with Nelao Haimbodi, former Communication and Outreach Manager	OKASEC	Zoom
25 May 2022 (Wednesday)			
9	Interview with Phera Ramoeli, Executive Secretary	OKASEC	Zoom
30 May 2022 (Monday)			
10	Interview with Janiero Janiero, Former Regional Project Manager	OKASEC	Zoom
24 June 2022 (Friday)			
11	Interview with Maryna Storie, EU Team Leader - Technical Assistance Component, and Bruce Mead, CEO Pegasys	OKASEC	Zoom
27 June 2022 (Monday)			
12	Interview with Casper Bonyongo, Senior Scientific Officer	OKASEC	Zoom
7 July 2022 (Thursday)			
13	Interview with Chibidzani Bratonozic, Programme Specialist - Environment and Climate Change	UNDP	Zoom

#	Activity	Stakeholder involved	Place
14	Interview with Bame Mannathoko, Monitoring and Evaluation Analyst	UNDP	Zoom
8 July 2022 (Friday)			
15	Interview with Madeleine Nyiratuza, RTA	UNDP	Zoom

Total number of meetings conducted: 15

APPENDIX C - LIST OF PERSONS INTERVIEWED

This is a listing of persons contacted in the OKACOM Team (unless otherwise noted) during the Terminal Evaluation Period only. The Evaluators regrets any omissions to this list.

1. Ms. Chibidzani Bratonozic, Programme Specialist - Environment and Climate Change, UNDP;
2. Mr. Bame Mannathoko, Monitoring and Evaluation Analyst, UNDP
3. Ms. Madeleine Nyiratuza, RTA, UNDP;
4. Mr. Phera Ramoeli, Executive Secretary, OKASEC;
5. Ms. Tracy Molefi, Programme Coordinator, OKASEC;
6. Mr. Casper Bonyongo, Senior Scientific Officer, OKASEC;
7. Mr. Janiero Janiero, Former Regional Project Manager, OKASEC;
8. Mr. Reinhold Kambuli, Demonstration Projects Coordinator, OKASEC;
9. Ms. Nelao Haimbodi, former Communication and Outreach Manager, OKASEC;
10. Ms. Portia Segomelo, EU Project Manager, OKASEC;
11. Dr. Maryna Storie, EU Team Leader - Technical Assistance Component, OKASEC;
12. Mr. Bruce Mead, CEO Pegasys;

Angola:

13. Mr Ironildes Luis, Municipal Director of Agriculture in Calai;
14. Mr. Faustino Paulo, Interim Administrator of Calai;
15. Mr. Antonio Chipita, ACADIR Coordinator;
16. Mr. Eduardo Ferreira, ACADIR;
17. Mr Jaime Catongue, ACADIR;
18. Mr. Wilson Cabenda, ACADIR;
19. Mr. Luis Vissunje, Provincial Director of Environment, Tourism and Culture;
20. Mr. Felipe Sabino, GABHIC;
21. Mr. Enriico Cabinda, Provincial Director of the Agriculture Development Institute;

Namibia:

22. Mr Karel Ndumba, Chief Warden, Ministry of Environment, Forestry and Tourism, Namibia;
23. Mr Allen Jiji, Coordinator, NNF, Namibia;
24. Mr Joseph Lubanda, Ministry of Fisheries;
25. Mr Apollinaris Kannyinga, Deputy Director, Ministry of Environment, Forestry and Tourism, Namibia;
26. Mr Stefanus Sikongo, Basin Support Officer, Ministry of Agriculture, Water and Land Reform, Namibia;
27. Ms. Susuna Muranda, Senior Traditional Authority Councillor, Gciriku Traditional Authority, Namibia;
28. Mr. Sacky Ihemba, Resource Technical Committee member, Ministry of Agriculture, Water and Land Reform and Water;
29. Mr Martin Harris, WRTC, University of Namibia;
30. Ms. Oriri Rukoro, Resource Technical Committee member, Ministry of Agriculture, Water and Land Reform and Water, Namibia;
31. Three (3) Conservancy Management Committee members from the Joseph Mbambangandu Conservancy Management Committee;
32. Eight (8) Fish guards and Fish monitors from the Joseph Mbambangandu conservancy;

33. Fourteen (14) member of the George Mukoya and Muduva Nyangana Conservancy Management committee;

Botswana:

34. Ms. Mmelegi Molatlhegi, Ministry of Agriculture;
35. Mr. Fanuel Otukile, Agricultural Mentor;
36. Ms. Ivy Masheko, Ivonick Farm, Maun;
37. Ms. Chatiwa Gaekgotswe, Fantacia Farm, Maun;
38. Mr. O. Gaebope, La Greena Farm, Maun;
39. Mr Pelokgale, Monyame Pemos Farm, Toteng;
40. Mr. Benny Murundu, NHOGA Chairperson, Murundus Farm Shakawe/Ngamiland Horticultural Growers Association (NHOGA) Chairperson;
41. Mr. Motlhare Mohembo, Samatambi farm, Shakawe;
42. Ms. Maitseo Kanyota, Maamweno Investment, Shakawe;
43. Mr Othusitse Kenalemang, Ajaka Farm, Shakawe.

APPENDIX D - LIST OF DOCUMENTS REVIEWED

1. UNDP-GEF Project Document for "Support to the Cubango-Okavango River Basin Strategic Action Programme Implementation";
2. Signed DOA, CEO approval and endorsement for OKACOM Project;
3. LPAC Minutes of OKACOM, 6 November 2014;
4. OKACOM Project- Steering Committee Meeting Minutes for 7 June 2018, 10 July 2019 and 4 July 2021;
5. OKACOM Project – Annual Progress Reports for 2018/19, 2019/20, 2020/21 and 2021/22;
6. Strategic Action Programme (SAP) for the Sustainable Development and Management ofthe Cubango-Okavango River Basin, OKACOM;
7. Environmental and Socio-Economic Baseline Assessments for Livelihoods Demonstration Projects in Angola, Botswana and Namibia, OKACOM;
8. Reviewed Brand Manual 2020, OKACOM;
9. OKACOM Gender Mainstreaming Strategy and Implementation Plan, 2020;
10. Livelihoods Demonstration Projects – Climate Smart Horticulture in Botswana;
11. Support to the Cubango-Okavango Strategic Action Programme (SAP) Implementation, OKACOM;
12. Mid-Term Review of the OKACOM Project by Olivier Beucher, 15 January 2021.

APPENDIX E - COMPLETED TRACKING TOOL

Figure E-1: Screenshot of Page 1 of OKACOM Project Tracking Tool

GEF International Waters Tracking Tool

NOTE: Please address all boxes colored blue		GEF Project ID: 4755	GEF Implementing Agency: UNDP
		Support to the Cubango-Okavango River Basin Strategic Action Programme Implementation	
Select GEF Replenishment:	GEF-5	GEF Allocation ($USD): 6,400,000	Countries: ANGOLA, BOTSWANA and NAMIBIA

A	PROCESS INDICATORS						
		Select project's Operational Program(s), Strategic Program(s), or objective(s) below. If multiple OP/SP/Obj is appropriate for a given indicator then select "Multiple" from the dropdown list:					
	Indicators	*Scroll down menu of ratings*				*Notes:*	Ratings
1	Regional legal agreements and cooperation frameworks	4				The review of the OKACOM Agreement is at advanced stage. A Draft Revised Agreement was discussed and negtiated by member states in September 2021. The Draft Final Revised Agreement was developed as an updated version based on the comments from joint members states negotiatin workshop. The Draft Final Agreement is currently undergoig in-country clearance and endorsement in preparation for signing. The signing will complete the process hopefuly mid 2022	1 = No legal agreement/cooperation framework in place 2 = Regional legal agreement negotiated but not yet signed 3 = Countries signed legal agreement 4 = Legal agreement ratified and entered into force
2	Regional management institutions (RMI)	4				The revised OKACOM Agreement places the Forum of Ministers at the apex of the Commission as specified in the 2015 institutional review and revised organizational structure as well as the firmly establishing the Secretariat. This concretises the Commission as a regional body withy defined management portfolios	1 = No RMI in place 2 = RMI established but functioning with limited effectiveness, < 50% countries contributing dues 3 = RMI established and functioning, >50% of countries contributing dues 4 = RMI in place, fully functioning and fully sustained by at or near 100% country contributions

Figure E-2: Screenshot of Page 2 of OKACOM Project Tracking Tool

3	Management measures in ABNJ incorporated in Global/Regional Management Organizations (RMI) institutional/ management frameworks	N/A					1 = No management measures in ABNJ in (RMI) institutional/ management frameworks 2 = Management measures in ABNJ designed but not formally adopted by project participants 3 = Management measures in ABNJ formally adopted by project participants but not incorporated in RMI institutional/management frameworks 4 = Management measures in ABNJ fully incorporated in RMI institutional/ management frameworks
4	National Inter-Ministry Committees (IMCs)	3				Remains as per project baseline stage, with a fully institutionalized IMC in Botswana (mainly for the Okavango Delta management); and relatively formalized in Namibia. Some improvements being made in Angola with establishment of the National Agency for the Management of the Okavango Region (ANAGERO) in 2019 with the aim to act as a coordinating agency between the Angolan entities and regional and international institutions, among other objectives.	1 = No IMCs established 2 = IMCs established and functioning, < 50% countries participating 3 = IMCs established and functioning, > 50% countries participating 4 = IMCs established, functioning and formalized thru legal and/or institutional arrangements, in most participating countries
5	National/Local reforms	3				With the implementation of the SAP and associated NAPs, existing and new national/local coordination and management structures were stregthened and established respectively.	1 = No national/local reforms drafted 2 = National/ local reforms drafted but not yet adopted 3 = National/legal reform adopted with technical/enforcement mechanism in place 4 = National/ legal reforms implemented
6	Transboundary Diagnostic Analysis (TDA): Agreement on transboundary priorities and root causes	4				Significant progress made in defining basin-wide water resource baseline information made through 4 joint surveys conducted in 2018 and 2019 to inform the basin wide hydrological flows and quality parameters. An Environmental Monitoring Framework being developed to accommodate both water flows & quality, as well as to inform other monitoring programs. A comprehensive groundwater assessment study initiated, which is expected to further inform a basin-wide conjunctive water utilization across the basin. A sediment assessment study as also been commissioned and this will complement the existing information for better management of the basin, with emphasis on the Okavango Delta that relies mostly in sediment dynamics to	1 = No progress on TDA 2 = Priority TB issues identified and agreed on but based on limited effect information; inadequate root cause analysis 3 = Priority TB issues agreed on based on solid baseline effect info; root cause analysis is inadequate 4 = Regional agreement on priority TB issues drawn from valid effect baseline, immediate and root causes properly determined

Figure E-3: Screenshot of Page 3 of OKACOM Project Tracking Tool

7	Revised Transboundary Diagnostic Analysis (TDA)/Strategic Action Program (SAP) including Climatic Variability and Change considerations	1				Neither TDA nor SAP has been revised. Climate Vulnerability Assessment was conducted for the CORB to complement prior climate change studies across the basin and the TDA, which served to identify climate vulnerability hotspots across the basin and subsequently inflrimng livelihoods interventions in the CORB. The Strategic Environmental Assessment (SEA) is being developed together with IWRM framework for teh CORB.	1 = No revised TDA or SAP 2 = TDA updated to incorporate climate variability and change 3 = revised SAP prepared including Climatic Variability and Change 4= SAP including Climatic Variability and Change adopted by all involved countries
8	TDA based on multi-national, interdisciplinary technical and scientific (MNITS) activities	4				In addition to Okavango TDA posted in IW:LEARN database and having been developed through multi-national and interdiciplinary technical groups, the established OKACOM Technical Committees which are multi-national and interdiciplinary in charater continues to provide technical ans scientfic advise and support to activities as prescribed withinn the OKACOM programme. This for isntace iso ongoing process to establish a Decision Support System.	1 = TDA does not include technical annex based on MNITS actives 2 = MNITS committee established and contributed to the TDA development 3 = TDA includes technical annex, documenting data and analysis being collected 4 = TDA includes technical annex posted IWLEARN and based on MNITS committee inputs
9	Development of Strategic Action Plan (SAP)	4				The SAP was developed as a response to the threats identified by the TDA. It is a systematic and strategic framework that was adopted by the three (3) Member States through signature by respective Ministers of water in 2011	1 = No development of SAP 2 = SAP developed addressing key TB concerns spatially 3 = SAP developed and adopted by ministers 4 = Adoption of SAP into National Action Plans (NAPs)
10	Proportion of Countries that have adopted SAP	100%				SAP adopted by all countries through their respective Cabinet Approvals.	Number of countries adopted SAP / total number of countries - e.g.. 3 countries adopted /10 total countries in project, so 3/10
11	Proportion of countries that are implementing specific measures from the SAP (i.e. adopted national policies, laws, budgeted plans)	100%				SAP as astrategic OKACOM framework is the basis for annual planning of OKACOM which is being implemented jointly by the three member states with support from various IPCs. This process is coordinated by the Secretariat and is in it 10th year of implementation. A mid term review of the SAP is currently under way	Number of countries implementing adopted SAP / total number of countries - e.g.. 3 countries implementing /10 total countries in project, so 3/10
12	Incorporation of (SAP, etc.) priorities with clear commitments and time frames into CAS, PRSPs, UN Frameworks, UNDAF, key agency strategic documents including financial commitments and time frames, etc	3				Through the NAPs, SAP priorities are being incorporated as the NAPS are implemented by various national entities wit specific timeframes and budget lines. For instance the review of the ODMP was doen by the Departament of Environemnet in Botswana and finaced through their structures.	1 = No progress 2 = Limited progress, very generic with no specific agency/government(s) commitments 3 = Priorities specifically incorporated into some national development/assistance frameworks with clear agency/government(s) commitments and time frames for achievement 4 = Majority of national development/assistance frameworks have incorporated priorities with clear agency/government(s) commitments and time frames for achievement

Figure E-4: Screenshot of Page 4 of OKACOM Project Tracking Tool

B	STRESS REDUCTION INDICATORS			
	Indicators	*Scroll down menu of ratings*		Ratings
13	Are there mechanisms in place to produce a monitoring report on stress reduction measures?	3	Baseline definition of various monitoring programs (hydrological flows and water quality, Biological and ecological, sediment, socio-economic) performed and some ongoing. Joint and individual member states monitoring programs defined for specific fields (hydrological flows and water quality) and being expanded to others (Biological and ecological, sediment, socio-economic).	1 = No mechanisms in place to monitor/report change 2 = Some national/regional monitoring mechanisms, but they do not satisfy the project related indicators. 3 = monitoring mechanisms in place for some of the project related indicators 4 = Mechanisms in place and sustainable for long-term monitoring
14	Stress reduction measurements incorporated by project under management of:		*The Okavango delta is the World's largest RAMSAR site and affords good protection, however the upper Cubango-Okvango basin is not so well protected or governed*	Management Mechanisms: 1 = Integrated Water/River Resource Management (Watershed, lakes, aquifers) 2 = Integrated Coastal Management (Coast) 3 = Marine Spatial Planning (Marine) 4 = Marine Protected areas (Fisheries/ABNJ)
		1	An Environmental Monitoring Framework is under development informed by pilot joint surveys exercises held in 2018, 2019 and 2021 for low and high flows. To date draft set of data and parameters collected from the 4 joint surveys on hydrological flows and water quality. The EMF includes monitoring programs on sediments, socio-economic, ecological and biological thematic areas. Most of these are at advanced stages of conclusion.	

Figure E-5: Screenshot of Page 5 of OKACOM Project Tracking Tool

Please specify the types of technologies and measures implemented in local investments (Column D) and their respective results (Column I):			
	Stress Reduction Measurements (Choose up to five)		*Please enter amount/value of respective stress reduction below:*

Local investment #1: Enhance horticultural produce in Maun through climate-smart practices- Linking horticultural production with the up-market tourism value chain and other local markets.	8	1 = Municipal wastewater pollution reduction - N, P & BOD (kg/yr)
		2 = Industrial wastewater pollution reduction - pollutant; estimated kg/yr
		3 = Agriculture pollution reduction practices - ha of practices; estimate of N, P & BOD kg/yr
		4 = Restored habitat, including wetlands - ha restored
		5 = Conserved/protected wetland, MPAs, and fish refugia habitat - ha applied
		6 = Reduced fishing pressure - tons/yr reduction; % reduction in fleet size
		7 = Improved use of fish gear/techniques - % vessels applying improved gear/techniques
		8 = Water use efficiency measures - m^3/yr water saved
		9 = Improved irrigation practices - m^3/ha/yr water saved
		10 = Alternative livelihoods introduced - # people provided alternative livelihoods
		11 = Catchment protection measures - ha under improved catchment management
		12 = Aquifer pumping reduction - m^3/yr water saved
		13 = Aquifer recharge area protection - ha protected
		14 = Pollution reduction to aquifers - kg/ha/year reduction
		15 = Invasive species reduction - ha and/or #'s of targeted area
		16 = Other - please specify in box below
			Which the new system in place, individual farmers were able to improve the water utilization approximately by 55%. The efficiency results mainly from minimized loses from the source to the field, as well as improved irrigation systems. Volume of saved water per ha/yr is yet to determined. PMU is currently collecting data from individual farmers and analysis expected by end of first year in full production.

	9		Water use efficiency enhanced by 55% as indicated above with improvements at abstraction, transport and at field level, combined with better soil management practices. Amount of saved water to be determined once year one in full production has been accomplished.
	10		19 beneficiaries (farmers) supported with water infrastructures, farming facility (shade nets and drip irrigation), first investments with inputs (seeds, organic fertilizers, etc.) in Maun (13) and Shakawe (6). These farmers are currently supplying local and tourism markets with fresh and locally produced horticulture products. Extended technical assistance being provided to other farmers and local communities are also benefiting from the installed water infrastructures on their daily fresh water needs, leading to an extended number of indirect beneficiaries of 200+ people.
	Local Investment 1: Enhance horticultural produce in Maun through climate-smart practices- Linking horticultural production with the up-market tourism value chain and other local markets. *NB: All local investments supported by the project as part of SAP implementation are to pilot low-impact development activities that are aimed to improve the socioeconomic status of the communities and to be promoted as alternative livelihood solutions to more traditional, high-impact development activities. Therefore, they are not necessarily intended to reduce stresses to the basin. Instead, they are designed to manage expected stresses from future development activities and contain them at the acceptable level.*	

Figure E-6: Screenshot of Page 6 of OKACOM Project Tracking Tool

	Stress Reduction Measurements (Choose up to five)		*Please enter amount/value of respective stress reduction below:*

Local investment #2: Promoting Community-based Tourism in Namibia	8	1 = Municipal wastewater pollution reduction - N, P & BOD (kg/yr)
		2 = Industrial wastewater pollution reduction - pollutant; estimated kg/yr
		3 = Agriculture pollution reduction practices - ha of practices; estimate of N, P & BOD kg/yr
		4 = Restored habitat, including wetlands - ha restored
		5 = Conserved/protected wetland, MPAs, and fish refugia habitat - ha applied
		6 = Reduced fishing pressure - tons/yr reduction; % reduction in fleet size
		7 = Improved use of fish gear/techniques - % vessels applying improved gear/techniques
		8 = Water use efficiency measures - m^3/yr water saved
		9 = Improved irrigation practices - m^3/ha/yr water saved
		10 = Alternative livelihoods introduced - # people provided alternative livelihoods
		11 = Catchment protection measures - ha under improved catchment management
		12 = Aquifer pumping reduction - m^3/yr water saved
		13 = Aquifer recharge area protection - ha protected
		14 = Pollution reduction to aquifers - kg/ha/year reduction
		15 = Invasive species reduction - ha and/or #'s of targeted area
		16 = Other - please specify in box below
			This is a new project and there is currently there is no touristic activity that would provide baseline data to further access the efficiency with new measures brought in by this demo. However, precautionary measures will be put in place to ensure water use efficiency when the operation of the campsite initiate. Monthly water use will be closely monitored to get reliable data, which can further be utilized to compare with similar infrastructure in terms of water use efficiency.

	10		Tourism Demonstration Project (construction and operation of Sikerete Tourism Campsite) is expected to benefit 2,853 people (1744 Muduva Nyangana people and 1109 George Mukoya). The number of beneficiaries refers only to registered members who are 18 years or older as in line with the Namibian Conservancy legislation policy.
	14		The project moved rather into introducing preventive measures to protect aquifers instead of reduction of pollution to aquifers as such, given this is a new facility. To date there is no activities ongoing as the campsite is under construction and operation to initiate once construction is concluded and demonstration of joint operated community-private-public tourism project takes off. Measures will be put in place to monitor releases to the aquifer once the operations starts.
	Local Investment 2: Promoting Community-based Tourism in Namibia *NB: All local investments supported by the project as part of SAP implementation are to pilot low-impact development activities that are aimed to improve the socioeconomic status of the communities and to be promoted as alternative livelihood solutions to more traditional, high-impact development activities. Therefore, they are not necessarily intended to reduce stresses to the basin. Instead, they are designed to manage expected stresses from future development activities and contain them at the acceptable level*	

Figure E-7: Screenshot of Page 7 of OKACOM Project Tracking Tool

	Stress Reduction Measurements (Choose up to five)		*Please enter amount/value of respective stress reduction below:*

Local investment #3: Sustainable Community-based Fisheries in Angola	7	1 = Municipal wastewater pollution reduction - N, P & BOD (kg/yr)
		2 = Industrial wastewater pollution reduction - pollutant; estimated kg/yr
		3 = Agriculture pollution reduction practices - ha of practices; estimate of N, P & BOD kg/yr
		4 = Restored habitat, including wetlands - ha restored
		5 = Conserved/protected wetland, MPAs, and fish refugia habitat - ha applied
		6 = Reduced fishing pressure - tons/yr reduction; % reduction in fleet size
		7 = Improved use of fish gear/techniques - % vessels applying improved gear/techniques
		8 = Water use efficiency measures - m^3/yr water saved
		9 = Improved irrigation practices - m^3/ha/yr water saved
		10 = Alternative livelihoods introduced - # people provided alternative livelihoods
		11 = Catchment protection measures - ha under improved catchment management
		12 = Aquifer pumping reduction - m^3/yr water saved
		13 = Aquifer recharge area protection - ha protected
		14 = Pollution reduction to aquifers - kg/ha/year reduction
		15 = Invasive species reduction - ha and/or #'s of targeted area
		16 = Other - please specify in box below
			Fishing season (May-October) agreed between community members and local authorities. All three communities benefited each with 1 improved patrolling boat to monitor the respective communities' fisheries resources from illegal activities. Number of illegal fishing nets and gears being documented as the management committees evolve in their mandates and activities in their respective communities. All these measures are expected to contribute in reducing fishing pressures

	10		Three (3) Fisheries Management Committees established, in Candendele, Massaka and Seregany. Exact number (beyond direct members of the management committees) of targeted direct beneficiaries is to be determined once interventions are fully under implementation, as fisheries will remain a public resource for all inhabitants where the demonstration project is being implemented, a total of 27,335 inhabitants is the estimated overall beneficiaries from the fisheries demo project in Cuangar Municipality where the three targeted communities are located.
	Local Investment 3: the establishment of TB fisheries common management rules and community-based applications tested in Angola *NB: All local investments supported by the project as part of SAP implementation are to pilot low-impact development activities that are aimed to improve the socioeconomic status of the communities and to be promoted as alternative livelihood solutions to more traditional, high-impact development activities. Therefore, they are not necessarily intended to reduce stresses to the basin. Instead, they are designed to manage expected stresses from future development activities and contain them at the acceptable level.*	
	NOTE: If the project has more than three local investments, please fill out the Annex A found in the worksheet tabs below.		

Figure E-8: Screenshot of Page 8 of OKACOM Project Tracking Tool

D	IW:LEARN Indicators			
	Indicators	*Scroll down menu of ratings*		Ratings
17	Participation in IW events (GEF IWC, Community of Practice (COP), IW:LEARN)	4	OKACOMwebsite is active with its related social media blocs which time form time creates links with IW events and stories. Additionally, OKACOM particiates actively on various IW:Learn events . It includes participation in the 9th GEF Biennial International Waters Conference in Morocco, the 5th targeted Regional Workshop for GEF International Waters Projects and Partners in Africa, the 22nd International Riversymposium co-hosted side event by IW:Learn. OKACOM also cntibutes to the GEF IWC newsletter as and when invited to do so.	1 = No participation 2 = Documentation of minimum 1 event or limited COP participation 3 = Strong participation in COPs and in IWC 4 = Presentations with booth participation and hosting of staff/twinning
18	Project website (according to IW:LEARN guidelines)	4	Revamped OKACOM website to a modern and dynamic website with asociated active social media platforms. The website covers all activities and projects implemented under OKACOM unbrella. There was no project specific websites however focus was into revanping the existing OKACOM website.	1 = No project website 2 = Website not in line with IW:LEARN guidelines, not regularly updated 3 = Website in line with IW:LEARN guidelines, not regularly updated 4 = Website in line with IW:LEARN guidelines, regularly updated

Figure E-9: Screenshot of Page 9 of OKACOM Project Tracking Tool

GEF IW Tracking Tool - Annex A: Additional Local Investments

Please specify the types of technologies and measures implemented in local investments (Column D) and their respective results (Column I):

	Stress Reduction Measurements (Choose up to five)		*Please enter amount/value of respective stress reduction below:*

Local investment #4	7	1 = Municipal wastewater pollution reduction - N, P & BOD (kg/yr)
		2 = Industrial wastewater pollution reduction - pollutant; estimated kg/yr
		3 = Agriculture pollution reduction practices - ha of practices; estimate of N, P & BOD kg/yr
		4 = Restored habitat, including wetlands - ha restored
		5 = Conserved/protected wetland, MPAs, and fish refugia habitat - ha applied
		6 = Reduced fishing pressure - tons/yr reduction; % reduction in fleet size
		7 = Improved use of fish gear/techniques - % vessels applying improved gear/techniques
		8 = Water use efficiency measures - m^3/yr water saved
		9 = Improved irrigation practices - m^3/ha/yr water saved
		10 = Alternative livelihoods introduced - # people provided alternative livelihoods
		11 = Catchment protection measures - ha under improved catchment management
		12 = Aquifer pumping reduction - m^3/yr water saved
		13 = Aquifer recharge area protection - ha protected
		14 = Pollution reduction to aquifers - kg/ha/year reduction
		15 = Invasive species reduction - ha and/or #'s of targeted area
		16 = Other - please specify in box below
			One Fisheries Protection Area (FPA) gazzeted for the Joseph Mbambangandu Conservancy established through the project

	10		The Joseph Mbambangandu Conservancy established with 1,796 people to benefit with improved fisheries practices and systems, as
	Local Investment 4: the establishment of TB fisheries common management rules and community-based applications tested in Namibia *NB: All local investments supported by the project as part of SAP implementation are to pilot low-impact development activities that are aimed to improve the socioeconomic status of the communities and to be promoted as alternative livelihood solutions to more traditional, high-impact development activities. Therefore, they are not necessarily intended to reduce stresses to the basin. Instead, they are designed to manage expected stresses from future development activities and contain them at the acceptable level*	

Figure E-10: Screenshot of Page 10 of OKACOM Project Tracking Tool

	Stress Reduction Measurements (Choose up to five)		*Please enter amount/value of respective stress reduction below:*

Local investment #5	8	1 = Municipal wastewater pollution reduction - N, P & BOD (kg/yr)
		2 = Industrial wastewater pollution reduction - pollutant; estimated kg/yr
		3 = Agriculture pollution reduction practices - ha of practices; estimate of N, P & BOD kg/yr
		4 = Restored habitat, including wetlands - ha restored
		5 = Conserved/protected wetland, MPAs, and fish refugia habitat - ha applied
		6 = Reduced fishing pressure - tons/yr reduction; % reduction in fleet size
		7 = Improved use of fish gear/techniques - % vessels applying improved gear/techniques
		8 = Water use efficiency measures - m^3/yr water saved
		9 = Improved irrigation practices - m^3/ha/yr water saved
		10 = Alternative livelihoods introduced - # people provided alternative livelihoods
		11 = Catchment protection measures - ha under improved catchment management
		12 = Aquifer pumping reduction - m^3/yr water saved
		13 = Aquifer recharge area protection - ha protected
		14 = Pollution reduction to aquifers - kg/ha/year reduction
		15 = Invasive species reduction - ha and/or #'s of targeted area
		16 = Other - please specify in box below
			Two (2) communities assisted with demonstration of minimal tillage in line with Conservation Agriculture (CA) Tillage practices to encourage

	9		Irrigation system implemented for 2020/2021 ploughing season to complement the CA activities during dry season for horticulture
	10		
			A total of 30 CA Lead Demonstration Farmers participated from 2 communities of Ndamundamu and Kafulo, due to
	Local Investment 5: Community-based pilot project in Angola, aiming to improve food security and coliate change adaptation and resiliance through the promotion of water efficient irrigation systems, rainwater harvesting, water storage capacity enhancement, water consrervation efforts, drougth-resistant crops and conservation agriculture techniques. NB: All local investments supported by the project as part of SAP implementation are to pilot low-impact development activities that are aimed to improve the socioeconomic status of the communities and to be promoted as alternative livelihood solutions to more traditional, high-impact development activities. Therefore, they are not necessarily intended		

APPENDIX F - PROJECT RESULTS FRAMEWORK FOR OKACOM PROJECT (FROM APRIL 2018 INCEPTION WORKSHOP)

This project will contribute to achieving the following Country Programme Outcome as defined in CPAP or CPD: n/a The project will contribute to Outcome 2 of the UNDP Strategic Plan: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance
Country Programme Outcome Indicators: n/a The project will contribute to UNDP Strategic Plan Output 2.5. Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation Output indicator 2.5.2: Number of countries implementing national and local plans for Integrated Water Resources Management.
Primary applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one): 2. Catalyzing environmental finance
Applicable GEF Strategic Objective and Program: IW-1 and IW-3 (GEF-5) (Cf. It will fit IW-1 and IW-2 for GEF-6)
Applicable GEF Expected Outcomes: (From GEF-5 Results Framework) **Outcome 1.1:** Implementation of agreed Strategic Action Programmes (SAPs) incorporates transboundary IWRM principles (including environment and groundwater) and policy/ legal/institutional reforms into national/local plans **Outcome 1.3:** Innovative solutions implemented for reduced pollution, improved water use efficiency, sustainable fisheries with rights-based management, IWRM, water supply protection in SIDS, and aquifer and catchment protection **Outcome 3.1:** Political commitment, shared vision, and institutional capacity demonstrated for joint, ecosystem-based management of waterbodies and local ICM principles **Outcome 3.3:** IW portfolio capacity and performance enhanced from active learning/KM/experience sharing
Applicable GEF Outcome Indicators: (from GEF-5 Results Framework) **Indicator 1.1:** Implementation of national/local reforms; functioning of national inter-ministry committees **Indicator 1.3:** Measurable water-related results from local demonstrations **Indicator 3.1:** Agreed SAPs at ministerial level with considerations for climatic variability and change; functioning national inter-ministry committees. **Indicator 3.3:** GEF 5 performance improved over GEF 4 per data from IW Tracking Tool; capacity surveys.

Objective and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
Project Objective[52] Strengthening the joint management and cooperative decision-making capacity of the Cubango-Okavango River basin states on the optimal utilization of natural resources in the basin, with the aim	OKACOM governance documents and institutional structure strengthened for stronger regional cooperation and joint management	A set of governance documents including OKACOM Agreement exist but they precede the development and endorsement of the SAP. Upon the completion of the SAP, an Institutional Functional Review has been conducted to better align	A comprehensive governance review, including the legal status of the OKACOM Agreements conducted; Recommendation implemented; OKACOM's institutional and governance capacity strengthened for the joint management of the basin.	A legal instrument (a revised OKACOM agreement) Any record of review process (minutes OKACOM/OBSC/Institutional Task Force meetings)	Countries decide to expand the scope of OKACOM's mandate to ensure better alignment with the scope of the SAP.

[52] *Objective (Atlas output) monitored quarterly ERBM and annually in APR/PIR*

Objective and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
to support the socio-economic development of the basin communities while sustaining the health of the basin ecosystems.		the OKACOM structure to the SAP. OKACOM Organizational Structure Agreement was approved and signed in 2015 (and is under implementation). OKACOM Agreement Discussion Paper 2017.	OKACOM dialogue on Agreement Discussion Paper (2017) and decision made on whether to Review OKACOM Agreement.		
	Strengthened technical capacity of the OKACOM for joint management and cooperative decision making and policy discussions [A3.1; A3.3; A3.4; A3.5]	A limited number of TB WRM issues are being translated into policy and institutional development questions due to the absence of a policy analysis unit within OKACOM. No evidence of policy analysis and advise mainstreamed in OKACOM TB Management practices except for SAP; No OKACOM technical products have been put through peer review systematically except for TDA and associated technical reports.	At least 1 TB management issue per SAP Thematic Area translated into a formal recommendation per year by the end of the Year 2 of the project implementation. At least 85% of all OKACOM derived policy advice is translated into country specific regulations or management procedures in the CORB by the end of the project At least 85% of all OKACOM related publications undergo a peer review mechanism by the end of the Year 2 of the project implementation.	Review of policy advice being provided per thematic area Review of country specific regulations being gazetted on TB resources management. Review of technical products published by OKACOM	Policy Advisory Unit established and staffed by OKACOM before the end of the Year 1 of the project implementation PAU will have the required technical expertise to finalize proper identification of TB management issues and translate into a policy advice. There are substantive TB WRM issues that can be only be addressed by policy reforms. Policy advise being provided is supported by convincing evidence in the form of clarity of facts and scientific robustness An adequate pool of technical experts are available within the region and willing to assist OKACOM with the required peer review mechanisms Policy harmonization can further steer TB Cooperation.

Objective and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
	Increased financial investments by countries and other partners towards the basin resources management and SAP implementation	The regular income of OKACOM is limited to the country contribution ($100,000/country/year as of 2014)	The sustainable income flow to the OKACOM increased and diversified by 50% by 2020	OKACOM financial report	Botswana and Namibia's Middle-Income Status may limit donor support to the OKACOM and/or its basin states. Time required for the PES scheme to take off.
	# of people actively engaged in the low-impact, environmentally sustainable development activities in the basin (gender disaggregated data will be collected on participation in environmentally sustainable activities and on the improvement of socioeconomic status)	A number of community-based activities implemented in the basin, but its individual or aggregated economic impacts not yet assessed. # to be assessed during the demo inception period. (The baselines will be established at pilot sites within 3 months after inception workshop and approval of the annual workplan)	6 pilot projects successfully demonstrating significant socioeconomic impacts on the basin communities' livelihood from low-impact environmentally sensible development activities piloted in the basin. # of targeted people (and baseline economic status) to be determined at pilot sites within 3 months after inception workshop and approval of the annual workplan..	Demo progress reports Economic, social and environmental impact analysis of the demonstration project results, with gender disaggregated data.	Migration of people within the basin and beyond during the project implementation period might pose challenges in tracking the 3 of beneficiaries from the demonstration activities.
	# of hectares under better management	To be determined during the inception period. (The baselines will be established at pilot sites within 3 months after inception workshop and approval of the annual workplan).	To be determined during the inception period. Protection of water towers (TNC, CRIDF, GCF application) by Year 4 Land management interventions earmarked at addressing livelihoods thematic area of the SAP- demo projects (EU) in place by Year 3.	Demo progress report, PIRs	
	Gender mainstreaming and women empowerment visibly advanced in the basin.	OKACOM Gender Strategy approved by OKACOM in 2015, but its implementation not tracked with a systematic M&E process.	Gender Action Plan, which includes a M&E plan, developed by end Year 1. Baseline data established for each demonstration project for		

Objective and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
		OKACOM Gender Strategy under revision and production of Action Plan (GIZ).	selected key gender indicators before the demonstration implementation starts in Year 1. Gender mainstreaming progress tracked systematically using the M&E Plan and reported to OKACOM as a standing item by Year 2.		
Outcome 1[53] **A shared long-term basin development vision and concept of a development space [LFA 2 Output 5.1; LFA1 Outputs 2.3 & 4.2]**	A long-term basin vision agreed, underpinned by environmental quality objectives adopted by the countries.[LFA2 Output 5.1; B0.1.1]	A long-term basin vision not yet established.	The Shared basin Vision developed and adopted by the OKACOM by the end of Year 1 of the project implementation.	OKACOM meeting minutes	Effective consultation and inclusion of stakeholders will be adhered to in the visioning exercise.
	Initial boundaries set for development space. [LFA2 Output 5.1]	The concept of development space embraced by the OKACOM. No development space defined yet.	Development Space discussed by the three countries and the initial boundaries determined by Year 2 based on the basin data and assessment available to OKACOM and reviewed by Year 4.	OKACOM meeting minutes Workshop minutes	Countries willing to balance the development needs and the importance of maintaining a certain level of the ecosystem integrity in the basin. OKACOM is able to make evidence-based, influential policy advice to the countries for the needs to define the development space fully supported by the countries.
	Customized Decision Support Systems relevant to OKACOM developed and used. [LFA1 Output 2.3; A2.3]	Water Evaluation and Planning System (WEAP) has been used in the Okavango but on an ad hoc, project basis (e.g. in the framework of the Integrated Flows Assessment and Cubango-Okavango River Basin	Technical capacity for the development and application of WEAP developed in OKACOM as well as in the countries by end of Year 2 of the project implementation. Hydrological model underlying the WEAP improved to	Interviews with trained staff. Records of the training sessions and a working group. Review of the WEAP and IFA by experts.	Costs associated with the renovation of software licenses are affordable. OKACOM Staff and technical staff from the governments welcome new technologies and actively participate in capacity development.

[53] *All outcomes monitored annually in the APR/PIR. It is highly recommended not to have more than 4 outcomes.*

Objective and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
		Water Audit (CORBWA) project.) and no institutional or technical capacity built in OKACOM to use it as a basis for DSS. WEAP can be a suitable candidate for a water management model underlying basin management decision support system. IFA was also applied in the basin during the TDA scenario development, but no technical capacity was built in OKACOM.	strengthen the WEAP by the end of Year 2. IFA improved. Robust DSS established and strengthened with improved WEAP and IFA by Year 3. DSS fully integrated into the work of Policy Analysis and Programme Coordination Units by Year 3.	Policy Advisory notes/brief backed up by DSS results.	Countries are willing to link existing models to create the basin-wide models in the most cost effective way. Applications and customised software are continuously used within specific government agencies, technical committees and National Implementation Unit of NAP.
	Design and agreement of an Information Management Systems to accommodate both live and static data.[LFA1 Output 2.2; A2.2: A systems development capacity established and relevant applications/software customized for OKACOM specific needs]	Data management and exchange restricted to static data and hosted by external institutions	Basin information management systems strengthened to accommodate both live and static data. Basin information management systems used to support DSS and decision framework	Review of databases managed by OKACOM Survey on the database usage, usability, and usefulness	Countries and other institutions are willing to share live operational data and information.
	An Endowment Fund for CORB scheme fully designed and supported by OKACOM and partners.[LFA1 Output 4.2]	Some studies on PES conducted, but no PES scheme established. The idea of a PES scheme has evolved into an endowment fund due to the complexity of transboundary elements.	Endowment fund established to support the SAP implementation by the end of Year 3 of the project implementation	OKACOM reports & minutes	Willingness-to-pay for the healthy ecosystem of the Okavango basin is high enough to attract funds for the viable operation of PES.

Objective and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
		Endowment Fund being developed currently			
Outcome 2 Strengthened management framework including enhanced OKACOM mandates	SAP and NAP operationalised & M&E framework to monitor SAP/NAP implementation progress designed and applied[LFA1 Output 4.1]	Some activities prioritized under NAPs and SAP under implementation but no systematic means to monitor, track and report the SAP/NAP implementation progress or the effectiveness of the SAP/NAP implementation	A set of indicators to monitor, track and report the SAP and NAP implementation progress agreed by the end of Year 1 of the project implementation. SAP/NAP implementation progress reported to the OKACOM using the agreed indicators from Year 2 onwards SAP/NAP implementation progress reported in the OKACOM Annual Report from Year 3 onwards	OKACOM/OBSC meeting minutes OKACOM annual report	
	Revision of the OKACOM agreement to align its mandates and legal status to effectively monitor and coordinate SAP implementation. [LFA1 Output 4.1]	The original OKACOM Agreement and other governance document exist. Institutional Analysis approved by OKACOM to align OKACOM with SAP but yet to be implemented	OKACOM agreement and a suite of governance document reviewed and revised, as necessary, to align better by the Year 2 of the project implementation	Report on the review of the OKACOM governance documents Revised OKACOM Agreements OKACOM meeting minutes	Strong capacity and engagement of the OKACOM Institutional Task Force. Negotiations regarding the OKACOM Agreement revision will progress in a timely manner.
	Strengthened OKASEC with technical capability to manage and operate the DSS and IMS. [LFA1 Outputs 2.2 & 2.3]	OKASEC under resourced, limited capacity to coordinate technical initiatives, no in-house capacity to operate DSS and IMS Recommendations for the institutional reform approved by the OKACOM	Technical capacity built to manage DSS and IMS by the end of Year 3 of the project implementation, either in-house or through a long-term agreement.	Relevant OKACOM meeting minutes	Sufficient sustainable financing agreed among the countries to strengthening technical capacity of the OKACOM
	Transboundary EIA Guidelines and procedures	SADC Protocol on Environment exists.	TB EIA Guidelines and procedures in conformity with the SADC Protocol on	OKACOM meeting minutes	Countries willing to develop, adopt and implement the TB EIA

Objective and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
	developed and adopted by OKACOM [LFA2 Output 5.1]	No TB EIA Guidelines and procedures specific to the CORB exist.	Environment developed by Year 2 and adopted by OKACOM by Year 3		procedures and allocate sufficient technical and financial resources.
	Communication and Information Strategy Implemented	OKACOM Communication and Information Strategy in place but not implemented. OKACOM actively participated in the IW:LEARN organized activities in the past.	Communication and Information Strategy implementation plan developed with special focus on the women and youth empowerment through knowledge, incorporating recommendations from the OKACOM Gender Strategy. OKACOM actively participated and shared its experience through various IW:LEARN organized activities	Communication products and tools IW:LEARN website IW: Experience Note(s) Workshop minutes	None
	Strengthened OKASEC with adequate Financial, Administrative, and Procurement capacity to manage donor-funded projects.	OKACOM has its own Finance and Administration Manual and Procurement Manual. System-based audit conducted by SIDA as well as UNDP Capacity Assessment have provided a set of recommendations to strengthen their F&A capacity.	All recommendations made by the system-based audit as well as by the UNDP Capacity Assessment fully implemented. Improved F&A capacity of OKASEC observed by the OKACOM Institutional Task Force and/or external reviewers (MTR, TE)	OKACOM meeting minutes OKACOM Annual Report Terminal Evaluation Report	Financial constraints to staff OKASEC adequately.
Outcome 3 Environmentally-sound socioeconomic development piloted in the basin to allow the basin population to improve their socioeconomic status with minimum adverse impacts to and	M&E frameworks designed to monitor the demonstration progress and effectiveness [LTA1 Output 4.1]	The value of low impact development as an alternative to conventional development is not fully appreciated. Data not collected for reliable analysis. A number of demonstration projects have been	Socio-economic evaluation of a range of low impact development options utilizing the basin's ecological services A set of indicators agreed to monitor, track and evaluate the environmental and socio-economic impacts of	Benefit assessments of pilot projects M&E indicators OKACOM reports and minutes OKACOM Annual Report	Weak community and local administration support for the pilot projects. Overwhelming logistical problems in pilot project implementation. Difficulty in measuring the pilot project benefits in the limited project time period.

Objective and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
enhanced protection of the basin ecosystem. [LFA1 Output 4.1; LFA2: Output 5.2; Regional Project Activities B1]		implemented but their economic, social and environmental value has not been assessed. The number of pilot projects implemented in Angola has been limited.	demonstration activities systematically. Progress on demonstration and its impacts monitored and reported to OKACOM annually at the OKACOM meeting and through the OKACOM Annual Report (gender disaggregated data will be collected and tracked.)		
	Community-based Tourism activities demonstrated and documented [LFA 5.2; B1.1.1]	A few community-based tourism activities emerging in the basin, but their socioeconomic and environmental impacts not systematically monitored	2 demonstration activities promoting community-based tourism implemented (one in Botswana, the other in Namibia) with the emphasis on gender empowerment through the pilot activities Environmental and socio-economic impacts from community-based tourism activities captured through systematic monitoring, documented, disseminated by Year 4. (gender disaggregated data collected) A basin-wide tourism promotion strategy, taking into account recommendations from the OKACOM Gender Strategy, by Year 4 [SAP TA1 1.3.2] At least 2 partnerships with private sector in promoting sustainable tourism in the basin	Progress Reports from demo projects OKACOM reports and minutes Communication materials	Communities are fully motivated to take active part in the demonstration activities. Full engagement and support of sub-national and/or local government administration in the demonstration activities including systematic monitoring

Objective and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
	Sustainable community-based fisheries demonstrated and documented [LFA 5.2; B1.5]	A few community-based fisheries activities emerging in the basin, but their socioeconomic and environmental impacts not systematically monitored	2 demonstration activities implemented (1 in Angola, 1 in Namibia), with the emphasis on gender empowerment through the pilot activities Environmental and socio-economic impacts from community-based fisheries activities captured through systematic monitoring, documented, disseminated by Year 4. (gender disaggregated data collected) Transboundary fisheries management guidelines, taking into account recommendations from the OKACOM Gender Strategy, developed and tested at the community level by Year 3 [SAP TA1 5.1.1; 5.2.1; 5.4]	Progress Reports from demo projects OKACOM reports and minutes	Communities are fully motivated to take active part in the demonstration activities. Full engagement and support of sub-national and/or local government administration in the demonstration activities including systematic monitoring
	Community-based climate change adaptation measures demonstrated to improve food security and resilience through application of alternative/ conservation agricultural practices [LFA 5.2; B1.3]	A few community-based food security activities emerging in the basin, but their socioeconomic and environmental impacts not systematically monitored by OKACOM	2 demonstration activities implemented (1 in Angola, 1 in Botswana), with the emphasis on gender empowerment through the pilot activities Environmental, socio-economic and climate change adaptation impacts from community-based food security activities captured through systematic monitoring, documented, disseminated by Year 4. (gender disaggregated data collected)	Progress Reports from demo projects OKACOM reports and minutes	Communities are fully motivated to take active part in the demonstration activities. Full engagement and support of sub-national and/or local government administration in the demonstration activities
	Replication Strategies to promote further	No such strategies exists	Replication Strategy taking into account recommendations	Replication Strategy	Demonstration activities have produced convincing results to

Objective and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
	environmentally sound socioeconomic development activities in the basin [LFA 5.2]		from the OKACOM Gender Strategy, developed and adopted by countries by Year 4		develop and promote an upscaling and replication strategy.
Outcome 4 Basin's capacity to manage transboundary water resources based on the IWRM principles enhanced, supporting the Basin Development and Management Framework [LFA2 Output 5.3; B2]	Common demand forecasting and yield assessment methodologies [LFA2 Output 5.3]	No basin-wide data on demand forecasting. Existing and forecast demand measured based on high growth rates and usages and not linked to hydrological cycle. No common yield assessment methodologies agreed basin wide	Consistent methodologies applied in evaluating demand and resource yield in the basin	Technical Report OKACOM minutes	Countries willing to agree on the unified approach to the demand forecasting and resource yield assessment.
	Assessment of hydro-metrological monitoring programmes and recommendations for strengthening. Improvements funded in Angola in specific sites. [LFA Output 5.3; B2.1; B2.2]	Data in the Angolan part of basin is not as strong as the other two countries. Monitoring capacity in Angola is limited compared to the other two countries to develop a basin-wide hydrometeorological monitoring system.	Key data gaps in hydrometeorological monitoring system filled at key basin locations throughout the basin, including Angola by Year 3. A basin-wide hydrometeorological monitoring system established by Year 3. Common demand forecast and planning methodologies	Reports/minutes from Hydrological Task Force OKACOM minutes	Countries willing to adopt the basin-wide monitoring system.
	Sedimentation Monitoring Programme [LFA Output 5.3]	No basin-wide, long-term sedimentation monitoring programme in place.	Assessment of erosion and erodibility in the CORB completed and submitted to OKACOM Basin-wide sedimentation monitoring programme developed and agreed by Year 3	Technical Report OKACOM Report	Sufficient financial and technical resources identified to implement the basin-wide, long-term sedimentation monitoring

Objective and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
	Water quality baseline survey undertaken and monitoring programme and improvement and investment strategy determined [LFA Output 5.3; B2.6]	Water quality monitoring conducted at country level; data availability in Angola is scarce.	Water quality review conducted Water quality management framework established	Technical Report OKACOM report	
	Basin wide biological monitoring and socio-economic monitoring programmes LFA Output 5.3]	No basin-wide biological monitoring in place. No socio-economic monitoring programme in place	Basin-wide biological monitoring in place by Year 3 Basin-wide socio-economic monitoring program tracking the socio-economic benefits from the CORB ecosystem services established Community-based biological and socio-economic status monitoring systems established and tested (with participation of demo beneficiaries)	OKACOM Report	
	Assessment of GW resources and report on potential utilisation [LFA Output 5.3; B2.3]	No basin-wide groundwater assessment report	Groundwater Assessment Report with the identification of the potential options by Year 2	OKACOM report	Countries willing to share GW data available at the country level.
	IWRM basin plan developed, incorporating a Water Resources plan. [LFA 5.3]	No basin wide IWRM Plan exists	Basin wide IWRM Plan, incorporating conjunctive uses of groundwater and surface water resources as well as recommendations from the OKACOM Gender Strategy, developed and adopted by OKACOM by Year 4	OKACOM report	

APPENDIX G - EVALUATION CONSULTANT AGREEMENT FORM

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form[54]

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: __Roland Wong_____

Name of Consultancy Organization (where relevant)**:** _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at *Surrey, BC, Canada* on *July 18, 2022*

[54]www.unevaluation.org/unegcodeofconduct

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form[55]

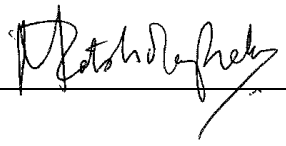
Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Dr. Moseki Motsholapheko _____

Name of Consultancy Organization (where relevant)**:** _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at on *July 18, 2022*



[55]www.unevaluation.org/unegcodeofconduct

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
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7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form[56]

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Mr. Kuniberth Shamathe _____

Name of Consultancy Organization (where relevant)**:** _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Windhoek, Namibia on *July 18, 2022*

[56]www.unevaluation.org/unegcodeofconduct

Evaluators:

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7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form[57]

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: _Mr. Chipilica Barbosa _ _____

Name of Consultancy Organization (where relevant)**:** _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at on *July 18, 2022* chipilica barbosa

[57] www.unevaluation.org/unegcodeofconduct