

**BOTSWANA NATIONAL CONSERVATION STRATEGY
ACTION PLAN CONSULTANCY**

Volume 3

Integrated, Multisectoral Conservation Projects

January 1998

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1. Introduction

The Integrated Multisectoral Conservation Projects - the IMCP:s - are community-based. The projects focus on sustainable utilisation of natural resources available on communal land belonging to a certain village. This report deals with the scope and characteristics of the IMCP:s as seen in the context of rural development in Botswana based on natural resources - its opportunities and limitations. Proposals are made on the content of individual projects and recommendations given on their implementation especially regarding organisation, local institution-building, monitoring, assessment and auditing. It is also recommended that the experience gathered from the implementation of the IMCP:s is shared with other community-based projects with management of natural resources to the benefit of all stake holders. The role of the NCS in this process is also discussed.

Detailed proposals for two Integrated, Multisectoral Projects have been developed through the NCS Action Consultancy. One IMCP is located to the Kedia village in the Boteti Subdistrict and a group of conservation oriented projects to five villages in the Northeast district. In the course of the Consultancy opportunities have been identified for the further development of the IMCP approach in Kgaladi District with a focus on Ecotourism and Cultural Tourism as well as several opportunities in Ngamiland with fisheries, forestry and the craft industry. A communitybased forestry project idea is proposed for the Chobe Subdistrict.

The development of the IMCP:s are guided by the Terms of Reference for the NCS Action Plan Consultancy, an excerpt of which can be found in Annex 1. The Annex contains those parts of the ToR:s, which refer to the IMCP component of the NCS Action Plan.

Individual IMCP:s developed through the NCS Action Plan Consultancy are attached as Annexes 2 and 3 to this report.

2. General scopes and concepts

The Integrated, Multisectoral, Conservation Projects are a prominent part of the National Conservation Strategy Action Plan. The development of the IMCP:s are based upon reports and information from a number of different sources. The plans and programmes as reflected in the NDP-8, the DDP-5 as well as their forerunners are such important sources, where projects have been listed being of significance and of priority by the local authorities and the communities.

During the development of the different IMCP:s several meetings have been organised with a view to identify the major components of an IMCP for a certain community. Thus Kgotlas have been held, where members of the communities have had the possibility to influence the composition of the IMCP, make their priorities known, identify the natural resources to be utilised and find suitable sites for the activities. The IMCP projects have also been discussed at meetings with District administrations, Central Ministries, Departments and agencies as well as with NGO:s and individual experts.

The IMCP:s are focused on the sustainable utilisation of natural resources with the purpose of creating employment and provide economic returns to the village. It is important that rural people are empowered and given the chance to become in control of the use and management of the natural resources available on their land. In order to achieve that, in certain cases there is a need for legal reforms. Proposals for legal reforms and amendments with respect to natural resource utilisation are also part of the NCS Action Plan as Volume 5, Legislative Reforms and Provisions. In the context of

the IMCP:s there has to be provisions to allow members of a community to utilise for example forest resources for extraction, sawing and value-added small scale production. There must be a right to use the natural resources for the primary benefit of the members of the community, for example regarding veld products, such as phane - see also the recommendations in Volume 2: Environmental Economics - Incentives for Sustainable Natural Resource Management and Economic Diversification.

The ownership of land allocated to a certain village needs to be defined in more specific terms to guarantee that the villagers can take the responsibility for the use and management of the natural resources available on that land. There are currently many examples, where people from outside the communities deplete the land of veld products and valuable grazing resources. This sometimes include even foreigners collecting for example phane and fruits. This issue is also very important in the connection of the increased fencing in of land and it raises the question: who will have access to the land and on what conditions? Recommendations (Volume 2) are given in the NCS Action Plan that the planned Veld Products Policy should have a high priority. The Policy should define the ownership and the user rights. It is also recommended that the current fencing policy should be revisited, with the special purpose to study its effects on the rural poor and their user rights, for example regarding Veld Products

The IMCP:s will be implemented in communities, where there is unemployment, limited natural resources and land degradation. This means that sometimes the opportunities for making the living from the use of natural resources can be rather limited. Another limitation has to do with many communities' marginal experience from environmentally sustainable use of natural resources. To this comes the needs for a certain proficiency in financial and economic management. This requires the inclusion of proper training programmes in the IMCP package. Depending on the content of the various projects the training programmes are focused on different topics. Examples are small and medium scale game ranching, Mokola Palm plantation, fisheries, water harvesting, soil and water conservation and indeed project management and financial management.

Knowledge will increase with experience from management of the IMCP:s. The District administration and the NCS should take advantage of this in the further promotion of the development of similar projects elsewhere. In the initial stages of the implementation of a specific IMCP project it often may be justified to hire certain experienced people as "managers" or entrepreneurs of the natural resources on behalf of the village institutions. This must, however, not become a long-term solution. The experience coming through the hired expertise must be transferred to the villagers and build capacity in the village institutions for natural resource management.

The IMCP approach focuses on natural resources, mainly renewable resources. The production from an IMCP will thus be dependant on the strength of the natural resource base in question. The natural resource base can also to a certain extent be developed and enhanced through the IMCP and an environmentally sound utilisation. Again forest management can serve as a good example. With proper replanting schemes and good protection of the forests whether from fire or wildlife the resource base will grow and provide a living for coming generations. The prevailing physical and biological resources, however, put a certain limit to such a development. It must then be kept in mind, that in some instances the resource base may be rather weak, and thus the contribution to the livelihood of the members of the community may be limited. This does not mean that it is negligible, since quite a few Batswana are living below the poverty line in rural communities. Kedia, in the Boteti Sub-District of the Central District is such a community.

A prominent example of the empowerment of some Botswana communities in natural resource

management regards wildlife. Through the Natural Resource Management Project, hosted by the Department of Wildlife and National Parks, villagers are put in control of game resources. Through their village institutions they become managers of the wildlife populations and are in a position to create a financial basis for the development of their communities.

The experience gained from the implementation and operation of the IMCP projects will form the background for decisions on a continuation of the IMCP approach and the development of additional IMCP projects. The initial objective of the IMCP approach is to create a first generation of pilot projects, which will grow by increment. The experience acquired from the first projects should be transferred to the next generation of projects to safeguard an even better use of scarce natural resources.

The experience gained from the development of the IMCP approach should be shared with other, similar community-based projects utilising the natural resource base. In order to facilitate this process it is proposed that the NCS takes the initiative to bring together information and experience from similar approaches in other projects, see further in chapter 6.

Communities rarely view opportunities in utilising natural resources sector-wise. This is one of the problems in the provision of extension and advisory services by the Government. This calls for a re-orientation of the Government approach at the District level towards integration and co-ordination of these services. The District Extension Team approach seems to be promising and need strengthening. The District co-ordination of the development programs is a very important government function. The NCS role in this should be to promote a sustainable use of the natural resource base and integrate environmental concerns in the process at an early stage. These and related issues are further discussed in chapter 4 and also dealt with in Volume 1 of the NCS Action Plan: Policy, Planning and Administrative Measures.

Two Integrated, Multisectoral Conservation Projects have been developed through the NCS Action Plan Consultancy. The design and content of these projects are briefly described in the following. The two IMCP:s are Kedia in the Boteti Sub-District focusing on Water Harvesting, Basketry, Ostrich Ranching and Tree Planting and the project in the Northeast District devoted to Production Through Conservation through land reclamation and soil and water conservation. Further opportunities in the development of the IMCP approach have been identified in the Kgalagadi District with Ecotourism and Cultural Tourism, in Ngamiland and in Chobe. Some preliminary ideas are briefly brought up in chapter 5.

3. The Kedia IMCP

3.1 The Kedia village

The village of Kedia is located in the Boteti Sub-District of the Central District. The soils in the area are dominated by windblown Kalahari sands with occasional deposits of silcretes and calcretes. The sandy soils are interrupted by pans with loamy and clayey sediments. The Kedia village is situated by the shore of the former Lake Xau north of the village. There has been no water in the lake since the beginning of the 1980-ies. There are no other surface water resources, except in connection with the occasional filling of some of the pans during the rainy period. All of them are situated far from the village. There are hardly any proper groundwater resources to rely upon either. Water is currently bowssed four times daily from boreholes in Mokoboxane village. Quite a few boreholes at the cattle posts hold salty or brackish water. The vegetation in the area is dominated by open grassland,

bushveld and Mopane woodland. The major source of living is from livestock. Although Arable Agriculture

Insert I

Kedia:Socio-economic.

Population: ± 600

Economic activity:

Arable agriculture	50 %
Pastoral agriculture	25 %
Hunting	7 %
Gathering	3 %
Other	5 %

Illiteracy: 65 %

Outmigration: 63 % of households members live outside
Kedia. Labour migrants are breadwinners

Ownership of land: 77 % own land, but only 42 % of the land is
utilised (lack of means and inputs)

Livestock: 55 % own livestock
(OBS all data refer to 1989 !!)

plays an important role, the returns from that activity are small and unreliable due to a variety of factors such as erratic rains, late incoming seeds and lack of implement. Some further data about the socio-economic conditions in Kedia are found in Insert I.

It should be noted that quite a few villagers are working outside the community.

3.2 Development Objectives

3.2.1 General goals

In the Terms of reference for the NCS Action Plan it is said about the IMCP:s, that each ...project should meet three primary goals:

- Conservation of natural resources
- Social and economic development and profit-making
- Generate surpluses to pay for itself and invest in further conservation and development goals i.e. self liquidation

3.2.2 Area specific objectives

In the case of Kedia it might be difficult to reach the general goals set out in the Terms of Reference for an IMCP. The following purposes might, however, be attainable:

The IMCP project in Kedia should:

- contribute to the standard of living in Kedia and adjacent settlements through the products generated from the project
- provide the villagers training in sustainable natural resource management
- in a medium/long term perspective generate returns through marketing and selling of products especially from game farming and craft products.

3.3 Opportunities and constraints

3.3.1 General conditions

The natural resource base is comparably weak in the Kedia community and adjacent settlements. The lack of proper surface and ground water resources hampers practically all development. The saline groundwater both in the village and in the surrounding lands is a severe obstacle to further development of livestock and game farming.

Another weakness has to do with the rather low level of education - see Insert I.

The establishment of an IMCP requires a strong, village based institution, as described in the Terms of Reference for the IMCP Component in the NCS Action Plan,. This village institution should be capable of an environmentally conscious management of the natural resources, have an indisputable economic accountability and a readiness to serve the community. Since there are few people with enough skills to do this in Kedia there is a need to begin the implementation of the project in Kedia with a continuation of the information and awareness-building activities initiated in connection with the project development. The purpose of these activities is to find out more in detail who will show an interest to embark upon one of the IMCP projects and have the capacity to do so. Each one of the different projects also contains training programmes both before the start of the project and as on-the-job training. A general recommendation is to start in a small scale and then let the IMCP project grow gradually as the capacity allows, also taking into account the strength of the natural resource base.

Other planned developments in the area are, however, likely to improve the general situation over time. This has to do with better infrastructure in the form of new roads including both the tarmacking of the road between Rakops and Motopi as well as the upgrading of the road between Mopipi and Xhumo, which passes through Kedia. This will improve the communications and thus facilitate transport for people as well as of the implements to the projects and the products generated from them.

3.3.2 Water

Little development is possible without proper water supply. The provision of water definitely puts restrictions to development in the village. Therefore it was decided at an early stage that the major projects identified as opportunities in Kedia - that is a palm plantation and a game ranch - must be properly supported with water. Discussions and deliberations revealed the existence of a suitable slope for rainwater harvesting at a distance of around 1 km from Kedia. The location of the slope seems to be close enough to the land discussed for the establishment of the Mokola palm plantation and also for a suitable area for the location of the ostrich ranch. After consultations with a farmer having his plot close by, it was agreed together with the Kgosi that the groundwater catchment should be developed for water harvesting. Preliminary calculations and consultations indicate the

availability of at least 200 cubic metres of water annually. This amount of water is likely to be enough for the needs foreseen. If need be the catchment can be developed further to collect more water from a larger area.

3.3.3 The Mokola Plantation and the basketry

Preliminary analyses show that possibilities exist to cultivate the Mokola palm, *Hyphaene petersiana*. Palms are growing in the Boteti sub-district as well as in Lethlakane and surroundings. In the small tree nursery of Kedia one (!) specimen was planted in 1996, germinated and grew up successfully to a height of more than 1 metre in one year. This information is of course not enough, and thus some germination and planting tests need to be done, before the project can definitely take off. The purpose of the Mokola plantation is to provide a group of basket-weavers with raw material. A sensitising and awareness programme will facilitate the identification of a group of women with an interest in making baskets for sale through the craft shop in Kedia as well as through other channels. Training activities in growing the palms, collection of leaves and the basket-weaving will include study tours to villages in the delta. A course in basket-weaving is planned as well. Since the palms will need to grow for about three years before they can be harvested, a project on gardening will be initiated, utilising the palm plantation, adjacent land for the ostrich ranch and the water harvesting device to produce vegetables. This activity, together with the fodder production for the ostrich ranch, may continue even when the palms begin to produce fibre for the basketry. It will depend on the interest shown and the limitations the availability of water might pose.

The basket-weaving will begin with some less complicated baskets. The producer price of these baskets are, however, rather low, around P. 5 per item. Depending on how many baskets, which will be produced by each weaver the income generated from basket-weaving will be in the range of only P. 75 - 100 per annum. This fact calls for the extension of the basketry project to include gardening as well, even if that activity will generate little or no cash income. After all it will at least improve the nutritional status of the families in question.

3.3.4 The Kedia Game Ranch

The third project proposed is a game ranch, semi-extensive in the beginning and concentrating on ostriches. The proposal is to start with a few pairs, acquire experience and then let the project grow gradually. Wild ostriches are not uncommon in the vicinity of the Kedia village and the region should be suitable for ostrich ranching. A site has been identified, which should meet the requirements. When the ranch grows it should incorporate other animals as well for example springbok, which also is common in the grasslands.

After elaborate discussions at a Kgotla meeting and several meetings with the Kgosi as well as members of the VDC it was agreed to seek a more proper solution for the siting of the game ranch to a place closer to the village than the Hima area, which had been proposed earlier. The Hima area occupies some 30 000 hectares and is located far from Kedia and with no access to sweet water. The current approach to the use of the Hima area is now focusing on rearing of smallstock.

Together with the Kgosi and the owner of a plot close to the ground catchment selected for water harvesting a suitable area was identified for the game ranch situated at a distance of around one kilometre from Kedia. The suitability of this land for ostriches will be assessed by the Department of Wildlife and National Parks, before a final decision is taken on its precise location and size based on

land capability regarding vegetation, carrying capacity etc.

Water from the surface water catchment will be reticulated, infrastructure such as fencing, some store and service buildings and solar power will be installed before the area is stocked with birds. It is proposed that six pairs of breeding birds are purchased and that natural hatching is used in the beginning of the project. Breeding success has been estimated considering the rearing conditions. The ostriches will partly feed themselves from the vegetation, insects, reptiles etc. available in the ranch. The birds will also be provided with fodder both from growing certain plants under irrigation and provision of commercial fodder. This will safeguard growth and development as well as keeping the birds domesticated. It is estimated that the returns from the ranch will result in “break even” already after the first year. As soon as possible the breeding group should be expanded to ten pairs. Then the ostrich project is estimated to deliver a surplus.

The utilisation of the surplus from the game ranch will be discussed openly at the Annual General Meetings, which should be open to every villager from Kedia. Preferably the money generated should be used for reinvestment in development projects in the village. Purchasing and replacement of equipment, expansion of the game ranch, widening the scope to include other animals, improving the fodder base to safeguard proper feeding, investment in related activities such as tannery, craft shop etc., all these are examples of opportunities, which should be considered.

A strong and accountable institution needs to be established to manage the ostrich ranch. During the first couple of years, say three years, a Project Director should be hired to lead the project. A farm worker should be hired as well, at least during the first two years, after which an interested member of the Kedia community will replace him. The project director should stay for a maximum period of three years, when his post will be taken over by a qualified and dedicated person from Kedia. The annual costs for the personnel hired will be paid from the project.

Other and complementary options have also been identified in connection with the IMCP development in Kedia. Among examples are extraction of salt and development of community based tourism. This is discussed in some detail in the Kedia Project Document, Annex 2. Suffice is to say in this overview that further development of for example the tourism component should be guided by a special study on the possibilities to develop this sector in the Boteti Sub-District. Among factors influencing such a decision could be mentioned improvement of the infrastructure, especially roads, the movement of the tourists in the district and its surroundings depending on the various features, which are attractive to the people touring the area. As of now most foreign tourists are practically self-contained and need little or no support service such as food, gasoline, lodging etc. At the same time it should be kept in mind, that the interest in village-based tourism and eco-tourism in Botswana is growing. This might also be the case regarding domestic tourism with focus on the cultural heritage, historic sites etc.

Interested donors should be approached with a view to identify their interest to support the Kedia IMCP project in the initial stages, that is the first three years. The components needing support are investments and training. The possibilities to apply for FAP support should also be investigated. Since the Kedia village is a dry area the project partly or as a whole might qualify for support through the Convention on Desertification, a possibility, which also should be investigated.

3.3.5 Planting of wind breaks

Kedia and its surroundings are prone to erosion from strong winds. In an investigation carried out to

find the most vulnerable areas it was revealed that the molape fields adjacent to the Boteti river would qualify. About 100 hectares of land are plowed along the Boteti producing around 5 bags of maize per hectare. Among trees discussed for planting of windbreaks are pepper tree and Syringa. However, suitable indigenous species should be preferred. The configuration of the molape fields need to be investigated further, before a detailed proposal can be made. It should be kept in mind that establishing proper windbreaks tends to be quite expensive, since the seedlings have to be protected from being eaten by browsing cattle, at least in their younger stages of growth. This might require fencing, which is quite expensive and should be seen in the light of the low production from the lands with molape farming.

3.4 Products and Profits

The two IMCP projects, which will generate income are the basketry and the game ranch. The income from the basket weaving is small as long as the weavers will only be capable to produce baskets of the lower grades, which are quite easy to make. The producer prize is in the range of P. 5. Depending on the production by each weaver the income will be in the range of P. 75 - 100 annually. So twenty weavers will earn P. 2000 per year. If some weavers will acquire the skills needed for production of high quality baskets the profits will be four-five times higher. Very few weavers in Botswana are able to produce that kind of baskets.

The ostrich ranch with five breeding pairs will cater for its own costs. This includes utilities, implements, salaries and general maintenance. With ten breeding pairs an annual surplus of around P. 20,000 has been estimated.

In principle the two projects should cover the maintenance costs for the water harvesting. The income generated by the basket weavers is, however, so small that they cannot be requested to contribute. On the other hand the needs for watering grown up palms is likely to be negligible. The ostrich ranch should be capable to cover the costs for the maintenance of the system for water supply.

A game ranch requires quite substantial investments. The main costs are:

Land preparation, fencing and buildings	P. 130,000
Breeding stock	P. 78,000
Vehicle	P. 80,000
Working capital	P. 55,000

The investments needed for the palm plantation and the basketry are rather small, in the range of P. 25,000. Most of this regards costs for training.

The costs for establishment of the water harvesting project has been estimated to P. 82,000. The main costs refer to the building of tanks.

The initial investment costs for the projects in the Kedia IMCP area is as follows:

Water Harvesting	P. 82,000
Mokola palm plantation, basketry	P. 30,000
Ostrich ranch	P.367,000
Wind break plantation	P. 30,000
<u>TOTAL INVESTMENTS KEDIA IMCP</u>	<u>P. 509,000</u>

4. The IMCP in the North-eastern District

4.1 Introduction

The IMCP in the north-east district has been developed with dual aims:

- to find a sustainable model for conservation of natural resources through production-orientation and - with equal emphasis.....
-to engage the communities in the creation of production opportunities through conservation activities in partnership with the government

The villagers are expected to commit themselves to both utilisation and management of the natural resources. Thus it is necessary to find ways and means to stimulate peoples' interest to take on this kind of responsibilities. To do this it is proposed that the government through its NE district administration enters into partnership with those communities, which are planned to be involved in the IMCP activities. The way this preferably should be done is described in the project document in some detail. It follows from earlier studies in the region and the recent field investigations together with the development of the IMCP approach that the views on the degree of land degradation and soil erosion and the remedies needed to halt the situation differ considerably between villagers and the extension officers. This difference in perception needs to be overcome so that all involved at least agree on the significance of and the reasons behind the problems encountered. From that as a starting point the joint discussions on what to do can begin. These discussions are recommended to be carried out on an equal footing between the government and the villagers, with the government officials acting rather as facilitators than leaders. The process needed to arrive at a working partnership is further described in detail in the project document, Annex 3 to this Volume number 3 on the IMCP:s.

4.2 Development Objectives

The production-oriented IMCP in the north-east district is expected to:

- Contribute to the standard of living in five communities through villagers' production, consumption or small-scale sale of products generated in reclaimed areas or in villagers' homesteads
- Provide opportunities for villagers to learn through training and replication of the activities in demonstration areas on how to earn income of products from sustainable use of natural resources

- Strengthen the organisation of villagers, who are interested in sustainable use of natural resources, and in building a partnership with the government in production through conservation
- Turn previous barren and unproductive land into natural resources which on a sustainable basis is expected to produce for future generations. This should be regarded as being the return on government investments

4.3 The Production approach to Conservation

The basic idea in this approach to conservation is, that any kind of greenery protects against soil erosion, loss of nutrients and organic soil components and makes the soil more resistant to erosion. Any vegetation is preventing soil erosion.

The production approach to conservation will need integration with other agricultural disciplines, e.g. production of crops, range, horticulture, vegetables, water harvesting, as well as other sectors promoting appropriate technologies, e.g. solar power to substitute for fuel wood. Less costly conservation structures are usually combined in this approach for example structures without wiring if possible, vegetative check dams and silt traps of unpalatable plants or stone rows along contour lines to allow nature to build bunds of silt on sloping crop or range lands. The production activities promoted are usually communal and small-scale, in order to fit the average small-scale, multi-faceted farmer. The products are supposed to improve livelihood in the village through better self-sufficiency, sometimes combined with minor business activities at the village level, for example honey production, sale of baskets, carvings, fruits and berries. Larger business activities can also be part of the picture if they are communal or run by a village association or group of villagers.

4.4 Proposed locations, projects and estimated costs.

The five communities proposed to participate in the IMCP programme in the NE District are:

Moroka village
 Ramokgwebane village
 Masingwaneng village
 Matsiloje village
 Mulambakwena village

Recommended sites for the reclamation of land and the building of soil and water conservation structures have been identified in all of the five villages.

The IMCP programme in each village generally has the following proposed content:

Fencing
 Purchase of material for conservation structures, water cans, buckets, tools etc.
 Building of conservation structures,
 Allocation for villagers' choice such as seedlings, seeds of preferred plans
 Pitting, filling better soil for demanding species, planting
 Allocation for PRA:s and villagers' skills training incl. equipment and tools
 Water harvesting

The costs for the IMCP programme in each village have been estimated as follows,
(BWP):

Moroka	135,100
Ramakwebane	38,500
Masingwaneng	88,000
Matsiloje	106,600
Mulambakwena	63,700
Management, local consultant, office expenses, allowances	136,000
Training course in PRA for officers from MLGL&H, Min.Agriculture, District administration etc.	40,000
<u>IN TOTAL FOR THE IMCP PROGRAMME IN THE NORTHEAST DISTRICT</u>	<u>607,900</u>

5. Further IMCP development opportunities

5.1 Introduction

In consultations with, Ministries, Departments, Districts and individual experts further opportunities have been identified for the development of Integrated Multisectoral Conservation Projects. Thus opportunities have been identified in:

- Northern Kgalagadi District with focus on Ecotourism and Cultural Tourism
- Ngamiland with several opportunities through the combination of fisheries, smallscale forestry projects, further promotion of the basket industry and obviously in the tourism and wildlife industry with community-based management.
- Chobe Subdistrict with the development of community-based, smallscale forestry utilisation.

5.2 Kgalagadi District

A Tourism Development Plan was made in 1996 for the Kgalagadi District. The plan is fairly detailed. Considering the limited possibilities available, the large distances, poor roads and few facilities for visitors in small towns/villages like Tshabong, Kang and Hukunsi it falls natural that the tourism plan has a strong focus on Ecotourism and cultural tourism. This general approach is combined with a much needed upgrading of the infrastructure in the District such as roads, airstrips, telecommunications, bank service, tourist information and accommodation services.

The new tourism approach in the Kgalagadi District would require special support from the government to allow for development, in the first place through the lifting of the current ban on tourism development in the area. Secondly there should be a shift in policies so that medium volume/low-medium cost alternatives are promoted.

An Integrated, Multisectoral Project in the Kgalagadi District is proposed to include the following components:

Ecotourism with:

Marked trails and roundtrips guided by maps and written information
Bushwalks with focus on veld products, their use and potential
Special trails concentrating on environmental education
Guided safaris and photo-safaris with special focus on the adaptation of flora and fauna to dryland/
desert conditions.
Target studies of the “microcosmos” of bushes, herbs, flowers, insects, reptiles and birds, with their
special way of life in the drylands.

Cultural tourism with:

“Cultural villages“
Accommodation in traditional style
Traditional food.
Art, music, dancing
Story-telling
Art and craft workshops
Craft shops
Visits to sites with cultural and archaeological heritage

The referred list of issues, activities and events could be extended. What is important is that these new trends in regional and international tourism represent a new and growing market. Botswana should take advantage of this, with its most interesting mixture of people, traditions and cultural heritage.

Among locations discussed, both in the Tourism Plan and in the context of the NCS Action Plan development, are Ukwi, Masetleng and the area N-NW of Kokong, the latter area, however, partly situated in the Southern District.

To facilitate access to remote areas in the Kgalagadi district, where these new touristic opportunities can be found there has to be an upgrading of infrastructure and logistics as already indicated. The Tourism Development Plan for the Kgalagadi district contains a substantial list of proposals on improvement of infrastructure and related issues, which will not be repeated here. The recommendations and suggestions are strongly endorsed. In this connection it should also be said clearly that a development of Ecotourism and Cultural Tourism requires a massive effort, not only from the government but indeed from the villages in the Kgalagadi and their people, who indeed are the basis for and the real stakeholders in any development along the lines indicated.

It is recommended that the NCS Agency should take on the responsibility to develop an IMCP in the Kgalagadi District with the basis in the proposal brought forward here. An IMCP with Ecotourism and Cultural Tourism will provide a new and alternative kind of development as compared to the proposals for the Boteti Subdistrict and the NE District - a project which will enrich the IMCP approach. The development of a “new” tourism approach in the Kgalagadi should also take note of the experience in the Ghantzi district from the development in the D’Kar area and indeed also from the Zutshwa village W of Hukuntsi, with its combination of smallscale salt extraction and craft industry.

5.3 Ngamiland and Chobe

There are definitely opportunities for the development of an IMCP project in Ngamiland. The opportunities are manifold and include a sector, with few possibilities elsewhere, that is fisheries. Discussions on a fishery component in an IMCP group of projects have been quite substantial and there is definitely room for such a component. This could be combined with forestry, horticulture, basketry and other crafts, veld product utilisation just to mention some opportunities identified.

Already in November 1996 rather detailed, although preliminary, discussions were held with local administrators of the Chobe Enclave Community Trust, the CECT, regarding a community based forestry project. Since the Forestry Division of the Ministry of Agriculture is developing a special programme on village based forestry, information about this programme should be collected before any further discussions are held on the development of an IMCP. It should, in this context be noted, that the income generated by the five villages in the CECT from the selling of hunting quotas, probably could be invested into other, village based projects for sustainable use of the natural resources, with still more opportunities developing through value-added production of for example “ecotimber”.

It is recommended that the NCS Agency carries out a follow-up of the identified opportunities and if such a study points in the direction of viable projects, two or three IMCP projects should be developed also in the northern and northwestern parts of Botswana.

6. Sharing experience from IMCP:s and other related initiatives in Community Based Natural Resource Management

The Integrated, Multisectoral Conservation Projects represent an interesting development in that they are meant to promote an environmentally conscious utilisation of scarce natural resources in vulnerable areas in Botswana, where there are pressures to existing resources from environmental degradation, but a reasonable mix of natural resources still in existence. The multisectoral character of the projects is another characteristic feature.

In the course of the development of the IMCP:s other projects have been identified with approaches which have similarities with the IMCP projects. Some of those projects have already been mentioned, *viz.* the Community Based Natural Resource Management Project, the projects in D’Kar, Ghantzi District, the projects in the village of Zutshwa in the Kgalagadi District, the projects on palm plantations, basket weaving and other crafts in Ngamiland to mention some of the more interesting approaches.

It is proposed that a mechanism is set up for sharing experiences from the various projects with a similar approach, that is primarily the sustainable use of natural resources. This mechanism should mainly concentrate on identifying the “good examples” of environmentally conscious utilisation of the natural resources, preferably providing a reasonable economic return to the people and their villages. The mechanism should consist of collection of documentation, holding of seminars and conferences, arranging study tours to the most successful villages and projects, identifying those projects, which should be promoted and advertised more intensively with a view to provide information to interested parties and individuals in Botswana. Parts of this activity could be carried out as a component in the Environmental Education Action Plan.

Among interested parties to the information sharing mechanism could be mentioned the Rural Development Co-ordination Division in the Ministry of Finance and Development, the Department

of Wildlife and National Parks, the Department of Tourism, the Fisheries and Forestry units in the Ministry of Agriculture, the Department of Water Affairs, Conservation International, Thusano Lefatsheng and Kalahari Conservation Society to mention some of the major stakeholders.

7. Implementation of the IMCP:s, organisation, local institution building, monitoring, assessment and auditing.

7.1 The initial process.

The implementation of the Integrated Multisectoral Conservation Projects must be done under the leadership of members of the village community. Therefore all development stages must be carried out in close co-operation with the communities. If not there will be a lack of trust and ownership of the projects. This will hamper the build-up of all functions mentioned in the headline above.

Some of the communities involved in the IMCP development have expressed their priorities earlier in connection with special exercises such as the development of Community Action Plans with the use of participatory methods. Others have communicated what they want to see done through the process leading up to the District Development Plans. The development of the IMCP:s have taken cognisance of these plans and even if the IMCP components do not always coincide with the existing plans, efforts have been made to study the DDP:s and consideration has been taken in each case. The scope of the IMCP:s does not make it possible to simply “pick some projects” from available lists.

The time lag, which will be experienced by the villagers between the finalisation of the individual project proposal and the implementation must be made as short as possible. Otherwise the members of the community might lose interest in the project ideas. In those cases, where the support from donors is preferred, the potential co-operating partners should be involved as early as possible, preferably already in parallel to the consultancy on the Action Plan. In certain cases support from the Financial Assistance Policy - FAP, might be suitable. In such instances it is very important that the village institution, groups or individuals who are willing and eligible to get FAP assistance are identified as early as possible and encouraged to apply for support accordingly.

When the project document has been finalised it has to be approved by the District authorities. They should then take the initiative to further discussions with the communities in order to investigate the interest in the project in question and its various components. These initial steps in the implementation process are extremely important, since in the connection with these discussions the members of the community should become aware of the new emerging opportunities. The process will need support and facilitation both from the NCS and the District. Depending on the availability of officers who can be assigned to the project the NCS and probably also the District might need some assistance from a facilitator who will work together with dedicated officers from the two organisations. These people need to work closely with the experts and promoters, who will be responsible for the initial activities in the different projects. This will be the opportunity to identify individuals and groups, who will be interested to embark upon a certain component of the IMCP and together form Common Interest Groups, CIG:s. From these groups leaders will be recruited, who will get further training through the different projects to require skills as managers and project workers. The District Extension Team might also be of considerable help in the implementation process, as should be the case with the RAD officer(s), subject matter specialists from the central authorities such as foresters, water resources officers, people from animal health, Department of Tourism, etc. etc.

7.2 Village institutions

Usually members of the village communities have been introduced to the IMCP concepts and opportunities at a Kgotla meeting, before any major activities have been commenced. In those cases, where earlier village based planning has been done, the experience and outcome from those exercises have greatly facilitated the discussions. The general experience is, however, that there is often limited attendance by villagers in Kgotla meetings. This means that those agreements reached at the meetings might have a rather limited backup from the village. This is more obvious when it comes to people with limited or no education, the poor and other marginalised groups who feel that they rarely can voice their hopes and ideas at such meetings. In most cases this gives even more importance to the continued and much needed consultations in connection with the project development process.

Not everybody can participate in detailed discussions on the project development, it has to be a limited group of people. Usually the Kgosi and/or members of the Village Development Committee, have been very helpful and supportive to the project development, especially when it comes to need for land for a certain project and generally regarding land issues, questions on the viability of certain project ideas etc. The Kgotla, the VDC as well as other existing village institutions must be fully aware of and supportive to the IMCP projects, which is planned to be initiated and implemented in the actual village. There is a vast experience in Botswana from involving and co-operation with the local institutions and the implementation of the IMCP:s should be no exception from what is common practice regarding rural development in the country.

7.3 Institution building

The planning, management and monitoring of the IMCP:s put certain requirements on the village institution, which will have the direct responsibility for a certain project within the IMCP in a village. The general solution to meet these requirements is to establish an IMCP Trust for the projects. The members of the Trust should have a good base in the village and be wellknown for being responsible, accountable and stand for transparency in public affairs and projects based in the village. The Trust should reflect the different projects in the IMCP in that the members of the Trust should at the same time be members of the Common Interest Groups and other committees set up for the individual IMCP projects, whether forestry, home gardening, game ranching etc. There should be a chairman, a secretary, and an accountant among the members of the Trust. Depending on the size of the individual project there might be a need for similar functions for those with direct project management responsibility.

There should be at least four meetings of the Trust annually, among which one should be the Annual General Meeting and one a “mid-year” meeting, that is in the midst of the financial year. This should preferably be the same as for the Government, that is April to March.

There might be training needs for the institutions to be established for the management of the IMCP:s. There is, however, no provision made for that in the budgets for the individual IMCP:s.

7.4 Monitoring, assessment and auditing of the IMCP:s

The IMCP Village Trust will arrange an AGM each year, which should be open to attendance from any member of the actual village. The Trust will deliver two reports to the AGM, one describing the development, operations, results and financial reports from the year before. The financial reports

should be audited by an independent auditing firm, which has to be a certified, public firm. The costs for the auditing will be catered for by the IMCP projects. If the projects show a turnover of less than 5,000 Pula, the auditing should be done by a reputable person with sufficient economic knowledge to fulfil the task. The reports should be distributed well in advance before the different meetings. Five copies of the report should be sent to the District and two copies to the NCS.

One representative from the District, and one senior officer from the NCS shall have the right to participate in the AGM and mid-year public meetings. These officers should also be invited to participate in other major events, which are organised in connection with the development and operations of the village IMCP.

8. Community development based on utilisation of renewable natural resources as compared to other opportunities.

Most developed and developing countries, if not all, have had their base in agriculture in order to provide food and shelter for their population. In the course of development the relative importance of the agricultural sector as a source of living has decreased. Many people have left the rural areas to seek their living in towns and cities to get employment or involve themselves in small businesses as self-employed. This trend is also typical for Botswana. In many villages and settlements the active population have left their homes for urban areas. This has also been noted in the context of the development of the IMCP:s, se for example Kedia, where one significant source of income is remittances from members of the families, who no longer stay in the village.

In Botswana Agriculture had a relative share of the GDP in 1966 of more than 40 %. This has decreased by almost 90 % so that in 1994/95 the share is one tenth of what it was in 1966. The absolute value in 1993/94 prices has, however, increased from 388 mill. Pula in 1966 to 473 mill. Pula in 1993/94. The median cash income of males in urban areas as compared to rural areas is 900 pula and 200 pula respectively. The distribution of cash income is most uneven in rural areas and least uneven in towns. However, when income in kind is taken into account the inequality situation is reversed, (NDP-8, 1997).

The data and conditions mentioned put the IMCP development in perspective. The informal sector is, however, extremely important in rural areas in the sense that even a small contribution from an activity like basket weaving or horticulture is very valuable. And even if a maize harvest a certain year might be small it could mean the difference between having something to eat or be totally destitute. Although this is true, the long-term perspective must also be considered. The overriding trend will be

the same in Botswana as elsewhere: the industrial and urban sectors will attract more and more people and provide them with employment and income. This said there are obstacles - one of the most important being lack of proper education. As elsewhere the demands on skills and training will determine the real opportunities available for the young generation.

Again the relative importance of agriculture and related sectors is likely to become even less important as compared to the opportunities available in the urbanised areas. But there are exceptions. The phane industry and the harvesting and processing of morula fruit has a good potential although there is a need to improve marketing and processing facilities as stated in Volume 2 on Economic Diversification. The proposed measures would greatly improve the prospects for a more stable and regular income from the utilisation of these veld products. The Cochineal pilot project on the production of carmine for the cosmetic industry is also very promising. The community based wildlife management and utilisation schemes have definitely found their place and if properly developed they

will generate a very significant income to those communities, which are in a position to control large and diverse wildlife populations. This said a prerequisite is that the tourist industry will continue to develop favourably.

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Annex 1 Excerpt from Terms of Reference for the NCS Action Plan Consultancy, item 5.6 pp 9 - 11.

“ 5.6 Integrated Multi-sectoral Conservation Projects (IMCP’s)

The consultancy will identify no more than five areas in rural Botswana where there are serious problems of environmental degradation but a reasonable mix of natural resources still in existence. These areas will also have problems of unemployment and poverty and no or little incomes from formal employment sources.

He will consult with Central Government and Local authorities, NGO’s and the people in these areas about their potential for the development and implementation of IMCP’s to involve the people in the planning, decision making process from the start.

He will establish an institution of the local people with which the authorities will plan and execute the project. This institution must have on it the participation of all the Central Government representatives which will be crucial to the decision making process.

The consultancy will conceptualize, formulate and plan appropriate IMCP’s for the agreed areas. These IMCP’s will be based on resources existent in the areas, eg. livestock, wildlife, water resources, good agricultural land, villagers willing to participate and be trained in different fields, etc., will be identified and included in the process.

The consultancy will prepare about five projects which will meet the following criteria at an early stage in the planning process

i) Core area

The project should be initiated from a basic core in terms of physical area, size scope etc. Growth must be incremental over time.

ii) Project goals

The projects should meet three primary goals - conservation of natural resources, social and economic development and profit-making. It should generate surpluses to pay for itself and invest in further conservation and development goals ie, self liquidation.

iii) Business Plan

- Project should define the product to be produced, quality and projected quantities
- Methods of production and style of operations.
- Market research for project scale of operations and areas of marketability.
- Initial capital and recurrent financial inputs and Cash Flow projections.
- Structure and quality of management team which will be headed by entrepreneur with impeccable conservation and business credentials.

- Building and infrastructure requirements.

- Project layout on the ground.

iv) Peoples participation

Make specific proposals for community participation by way of an expedient form of ownership through contribution of labour, livestock, or equity (or all of them) for shareholding.

v) Plan for the conservation of natural resources and development projects to uplift the standard of the people's lives (schools, clinics, water etc.) should be prepared over defined time scale.

vi) Social, economic, legal, administrative and other constraints will have to be identified and addressed to ensure success of the project.

vii) Training plan for the betterment of the community should be prepared to test progress against subsequent evaluation.

viii) Define an implementation process.”

Annex 2 Kedia IMCP

Annex 3 NE District IMCP