CBNRM in Botswana 1989 – 2002
A Select and Annotated Bibliography and other stories

Compiled by Nico Rozemeijer
Foreword

This document is the eleventh in the Occasional Paper Series of the IUCN/SNV CBNRM Support Programme. The series intends to promote CBNRM in Botswana by providing information and by documenting experiences and lessons learnt through the implementation of the concept by the practitioners in this field. Relevant CBNRM-related information assists in exchange of information by all stakeholders who have an interest in what the concept stands for: social and economic empowerment of rural communities, and natural resources conservation. The series is aimed therefore at all practitioners who work with CBNRM in Botswana, and is intended to provide information that assists in successfully applying the concept.

One way to facilitate CBNRM practitioners’ access to information is to make them aware of what information is available and where it is housed. A lot has been written about CBNRM over the last decade. These reports contain valuable information, which enables practitioners to do their work more efficiently. The reports constitute what is often referred to as institutional memory. The reports might be on our shelves (in some cases unread) but sometimes we do not even know of their existence. Whatever the case it is highly unlikely that we would have the time to read all of them!

This annotated bibliography compiled by the CBNRM Support Programme is an attempt to make vital and up-to-date information available for an improved and informed implementation of CBNRM. It lists 63 entries on key reports that have been published on CBNRM in Botswana since 1989. The section on the Controlled Hunting Area (CHA)/data source reference table towards the end of the bibliography gives an instant picture of relevant reports for specific communities. This bibliography will go a long way in supporting the “memory” of the CBOs, NGOs and Government extension departments working in CBNRM projects in Botswana.

Another way of supporting CBNRM in this country is by raising public awareness on what Community-based Natural Resources Management in Botswana is all about. CBNRM does feature in public and political debates once in a while and it came to our attention that the “public” wasn’t always as informed as we thought. To address this information gap the CBNRM Support Programme wrote 3 articles for one of the national newspapers (Mmegi) that were published in November and December 2002 and February 2003. The articles are reproduced here in English and Setswana for your information. Enjoy the articles and this publication!

Masego Madzwamuse
Country Programme Co-ordinator
IUCN/Botswana

This paper as well as previous issues is also available on the web site of the CBNRM Support Programme: http://www.cbnrm.bw
**IUCN – The World Conservation Union**

Founded in 1948, IUCN brings together States, government agencies and a diverse range of non-governmental organisations in a unique world partnership: over 900 members in all, spread across some 136 countries. As a Union, IUCN seeks to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable. A central secretariat co-ordinates the IUCN Programme and serves the Union membership, representing their views on the world stage and providing them with the strategies, services, scientific knowledge and technical support they need to achieve their goals. Through its six commissions, IUCN draws together over 6,000 expert volunteers in project teams and action groups, focusing in particular on species and biodiversity conservation and the management of habitats and natural resources. IUCN has been operating in Botswana since 1984, when IUCN was invited to assist the Government in the preparation of the Botswana National Conservation Strategy. The IUCN Botswana Office was established in 1991. Since then, the IUCN Botswana Programme has been involved in drafting environmental policies, strategies and legislation; formulating management plans; identifying the environmental interests and needs of the business sector; as well as providing support and capacity building to NGOs and CBOs in the country. For more information, visit the Internet on http://www.iucnbot.bw

**SNV Netherlands Development Organisation**

SNV Netherlands Development Organisation strengthens local government and non-governmental development organisations, with a view of making a sustainable contribution to the structural alleviation of poverty in rural areas in developing countries. It deploys skilled professionals for this purpose. Over 700 Dutch and local experts are currently involved in the transfer and exchange of knowledge, skills and technology. SNV’s 26 field offices are active in 28 countries throughout Africa, Latin America, Asia and Europe. SNV Botswana has been operating since 1978, building up experience in land-use planning, rural development and community mobilisation. The organisation works in conjunction with local organisations and Government to reach its target populations of poor rural women and marginalised minority groups in western Botswana, which are mainly the Basarwa (San or Bushmen). For more information, visit the Internet on http://www.snvworld.org

**IUCN/SNV CBNRM Support Programme**

The Community-based Natural Resource Management Support Programme is a joint initiative by SNV Botswana and IUCN Botswana. It is built on SNV’s experience in CBNRM pilot projects at the grassroots level and on IUCN’s expertise in information sharing, documentation of project approaches, and establishing dialogue between Non-Governmental Organisations, Government and private sector on a national, regional and international level. The three main objectives of the programme are: 1) to establish a focal point for CBNRM in Botswana through support to the Botswana Community-based Organisation Network (BOCOBONET). 2) To make an inventory of and further develop CBNRM project approaches and best practices, and disseminate knowledge regarding implementation of CBNRM activities through the provision of information and technical advice to CBNRM actors. 3) To improve the dialogue and the co-ordination between CBOs, NGOs, private sector and Government. For more information, visit the Internet on http://www.cbnrm.bw
Introduction

The CBNRM approach in Botswana was introduced by the USAID-funded Natural Resources Management Project (NRMP) in 1989. Since that year a constant stream of baseline surveys, project proposals, management plans, feasibility studies, technical papers and policy documents has been written. The “CBNRM Practitioners Guide” that was prepared by NRMP in 1999 lists 150 relevant publications. The project handed over its library containing more than 500 titles to DWNP in 1997. A select bibliography on CBNRM in the southern African region compiled by M. Taylor in 1996 lists around 1500 titles. The library of Ecosurv (a Botswana-based firm of consultants) counts nearly 3000 reports on natural resources management in Botswana.

There is an enormous amount of information available but where can one find the time to choose and to read the relevant reports. Especially the CBNRM practitioners (community organisations and extension services) will not have the time and resources to keep track of information that is relevant for them to know. Authors and commissioning organisations are in most cases not very helpful in this process. Reports are much too often bulky, academic and therefore hard to read. The numbers of copies of the “final report” are usually small and disappear quickly on dusty shelves in government offices and in consultant’s cupboards. The implications are clear: loss of information, waste of resources, re-inventing of wheels.

This publication does not solve the problem (in fact it adds to the pile of books on your dusty shelf) but the bibliography attempts to bring some order in the bulk of CBNRM information that is available in Botswana. The resources centre of the CBNRM Support Programme counts nearly 300 CBNRM titles and a small selection was made of what we think are the most important reports for CBNRM practitioners in Botswana. The selection was made on the basis of the following criteria:

- Necessary information explaining CBNRM-related policies and implementation guidelines;
- Background information on the development of CBNRM in Botswana (key discussion papers, facts and figures);
- Enlightening case studies, CBNRM project evaluations;
- Lessons learnt, best practices documents, and training manuals; and
- Applicable land use plans, management plans and other planning instruments covering one or more of the community-managed Controlled Hunting Areas (CHAs).

A further choice was made for the time period 1989 (start of the NRMP project) to date (end of 2002). Older reports have not automatically lost relevance but can to some extent be found back as references in more recent reports covering the same sector or geographical area.

An attempt has been made to pick out “the most important” documents in order to limit the number of entries. Obviously the choice of the selection criteria and selected entries can be argued about. I apologise if an important report has not been included.
Use of this bibliography

The reports are alphabetically ordered on author’s name after which follows the title, the year of publication and the number of pages of the report. A small summary of the report is meant to give an indication of the relevance of the information to the reader. Furthermore the publishing organisation is mentioned. This organisation is the obvious entry point to get hold of a copy of the report but in practice that is not easy. Some organisations or project offices have ceased to exist in Botswana (for example the Natural Resources Management Project (NRMP) and SNV/Netherlands Development Organisation). Others still do exist but often prove to be not eager to make copies of reports or to lend them out.

There are some libraries where the selected reports are more easily accessible:

- IUCN/Botswana in Gaborone manages a library on natural resources in Botswana that is open to the public;
- BOCOBONET and the CBNRM Support Programme have set up a small CBNRM resources centre;
- The library of the University of Botswana in Gaborone as well as the library of the Harry Oppenheimer Okavango Research Centre (HOORC) in Maun is open to the public; and
- DWNP disposes of a large library that includes most of the CBNRM reports.

The CBNRM Support Programme is in the process of collecting relevant CBNRM reports in a digital format. In case an entry in this bibliography is accompanied by the symbol of a computer (💻) it is possible to request that document by email (information@cbnrm.bw).

This report contains a map (courtesy of Jan Broekhuis) displaying all community Controlled Hunting Areas (CHAs) in Botswana and a corresponding table linking the individual CHAs to reports included in the bibliography. This makes it easy for extension agents, CBOs and other interested persons to get a quick overview of what information is available for each of the community areas.
CBNRM in Botswana 1989 – 2002, A Select and Annotated Bibliography

01. Alexander, E.M. et al
Chobe enclave end of project evaluation
1999 (July/August); 59 pages
NRMP/USAID publication
Summary:
The Chobe Enclave was one of the first CBNRM projects and a partner of the first joint venture agreement with the private sector. The project has been supported by the Natural Resources Management Project (NRMP) since its inception (nearly 10 years). This report reviews the support provided to the community by NRMP, the results and impact on the development opportunities and natural resources in the area. The conclusions and recommendations show that the community has still a very long way to go to be called true managers of their natural environment.

02. Anderson, J. and Leavitt, J.
Leadership and governance manual for Community-based Organisations
2000 (April); 57 pages
Pact/IRCE/USAID publication
Summary:
This handbook for communities involved in CBNRM in Botswana provides guidance to the leadership of CBOs about how to govern their organisations properly. The manual describes amongst other things:
• Information to be included in a Deed of Trust/Constitution;
• Roles and responsibilities of CBO leadership and the community at large;
• Background on issues such as capacity-building; organisation strengthening and community empowerment;
• Basic information on the way how to prepare and conduct meetings; and
• The role of the CBO in monitoring and evaluating the use of the natural resources under its stewardship.

03. BOCOBONET
The CBNRM services directory for Botswana
2001; 112 pages
BOCOBONET/CBNRM Support Programme publication
Summary:
The "yellow pages" of CBNRM in Botswana on how to find the right service provider for CBNRM was compiled by Pete Hancock and Frank Potts. The booklet contains information on 46 Botswana-based organisations and companies that can offer services to communities. The possible services are categorised in 7 main groupings and sub-divided in 60+ products that range from legal advice on constitutions to training needs assessment, training in catering and ostrich farming.

04. Burgess, J.
Lekhubu – Development and management plan
Undated (probably 1999); Volume 1 (84 pages) and Volume 2 (appendices)
USAID/DANCED publication
Summary:
This management plan was prepared on behalf of the Gaing-O Community Trust in joint venture with the National Museums of Botswana. This is one of the first plans regarding the co-management of a national Monument between Government and a community. Apart from the “plan” the document provides useful background information on the area and surrounding Makgadikgadi Pans.
05. Cassidy, L.
CBNRM and legal rights to resources in Botswana
2000; 64 pages
CBNRM Support Programme Occasional Paper #4 (1)
Summary:
This paper presents an overview of existing Botswana Acts and policies with a bearing on CBNRM and tries to explain the opportunities and implications for CBNRM projects. One chapter is devoted to the then draft Community Natural Resource Management lease which is appended to the document. The final copy of the lease that was published a year later is slightly different. Copies of the lease document (GoB, 2002) can be obtained from Land Boards.

06. Cassidy, L.
Improving women’s participation in CBNRM in Botswana
2001; 83 pages
CBNRM Support Programme Occasional Paper #5 (2)
Summary:
The paper addresses the question of changed access to and control over natural resources by women following the introduction of CBNRM in Botswana. Where the role of women in decision-making and benefit sharing has been eroded, attempts are made to offer practical advice on how to address this.

07. Cgaegae Tlhabololo Trust
Management plan for NG4
1998 (January); 84 pages excluding annexes
Project publication (3)
Summary:
Concise management plan for the NG4 area (/xai-/Xai) in Ngamiland district that was prepared for and with the board of the trust. The NG4 Management Plan is often regarded as an example of what a management plan should look like and especially how it should be prepared (following a socio-economic survey and a participatory process).

In 2002, Ectocon Environmental prepared a management plan for the Gcwihaba Cave (4), a National Monument, that is part of NG4. It was prepared to form the basis for a joint management arrangement between the Cgaegae Tlhabololo Trust and the Department of National Monuments, Museums and Art Gallery (NMMAG).

08. Department of Wildlife and National Parks/Kalahari Conservation Society
1997; 357 pages
DWNP/KCS publication
Summary:
41 papers were presented and discussed during this 1-week conference. They present a good overview of thinking in that time about wildlife management in the country.

09. Department of Wildlife and National Parks
Joint Ventures, a guide to developing natural resource-based business ventures
1999 (April); 34 pages
DWNP/NRMP publication (5)
Summary:
The Joint Venture Guidelines are the accepted rules for communities and the private sector to arrive at a “joint venture”. The booklet that was produced in 1999 by DWNP was supplemented by “tender guidelines” prepared by the Directorate on Corruption and Economic Crime (DCEC). The latest version of the DCEC guidelines is from March 2001. In 2002 the National CBNRM Forum reviewed the guidelines of both Departments and merged and amended them into what the National CBNRM Forum called: “Guidelines for
investment options in CBNRM areas in Botswana”. These proposed new guidelines (page 9) were presented to DWNP as an advice in July 2002.

10. Ecosurv
Chobe Enclave socio-economic survey
NRMP publication
Summary:
Detailed collection of baseline data to be able to monitor the implementation of the CBNRM project of the Chobe Enclave Conservation Trust (CECT). Unfortunately, regular and comprehensive collection of data since 1996 has stalled. Volume 2 is a technical document, important for the researcher, boring for the reader.

11. Ecosurv
Social and ecological status of Controlled Hunting Areas for community use
1997 (March); 235 pages excluding maps
IFAD publication
Summary:
This compilation of data was carried out as part of an environmental assessment for community development of Wildlife Management Areas (WMAs) as a proposed but later aborted project for IFAD consideration in Botswana. An overview of available information is presented on all community-managed CHAs in all districts in Botswana. A map of every CHA is included and the data are categorised under the following headings:
• Environment and natural resources;
• Wildlife;
• Current and prospective status;
• Socio-economic characteristics; and
• Bibliography.

12. Eco-tourism Support Services
Developing a tourism plan for /Xai-/Xai (NG4)
2001 (January); 41 pages
Consultants’ report submitted to Cgaecgae Tlhabololo Trust (page 10)
Summary:
The plan that was drawn up with and accepted by the community includes proposals for the lay-out of tourism infrastructure in NG4 (western Ngamiland); possible safari packages and prices; a marketing plan and a proposed tourism management structure.

13. Eco-tourism Support Services
Management plan for community CHAs NG22 and 23
2002 (August); 195 pages
Consultants’ report submitted to Okavango Community Trust (page 11)
Summary:
Following the overall WMA Management Plan covering NG22/23 that was prepared by Okavango Community Consultants (1995) a more detailed management and development plan was prepared for the area in 2002 with full participation of the 5 incumbent communities (Beetsha, Ereetsha, Seronga, Gunitsoga and Gudikwa). The plan presents various options for natural resources-based development (predominantly in the tourism sector), management advice on how to undertake the identified projects as well as a community-driven natural resource monitoring programme.

14. Environmental services
Okwa Wildlife Management Area Land Use Plan
1992 (July); 144 pages
Ghanzi DLUPU publication
The proposed land use plan is outdated due to the establishment of New-Xade, but the report presents a wealth of background data that is still relevant.

At the time of writing a Land Use and Management Plan for GH10 (southern part of Okwa WMA) is prepared for the Xwiskurusa Community Trust (East and West Hanahai and Kagcae) through Permaculture Trust of Botswana by Arthur Albertson Consultancy.

15. Goodman, P. Procedures for establishing and implementing community-based wildlife monitoring programmes 1999 (March); about 50 pages including example wildlife data sheets, etc. NRMP publication Summary: The purpose of the “procedures” is to introduce a monitoring methodology for “important” wildlife species that is acceptable to DWNP, that can be implemented at community level, and the results of which can be integrated into the quota estimation and decision process. The recommended procedures were developed in conjunction with the communities of KD1 (Ukhwi) and NG34 (Sankuyo).

16. Government of Botswana Tourism Policy, Government Paper No. 2 1990; 16 pages Government printer Summary: This policy is the foundation for the zoning of Controlled Hunting Areas (CHAs) for different purposes among which for “community multipurpose use” and is regarded as the first policy document hinting at what became later known as CBNRM. It advocates to allocate long-term leases and to allow the lessee maximum flexibility. It allows transfer of rights and as such the policy has resulted in the “Community Natural Resource Management Lease” (GoB, 2002).

17. Government of Botswana Wildlife Conservation and National Parks Act 1992; 116 pages Government printer Summary: As any Act, horrible to read, but for a CBNRM practitioner, absolutely necessary to know about. The act defines and describes WMAs and CHAs boundaries as well as permits, licences, killing of animals, collecting eggs, etc. It does not however describe in detail what is allowed and not allowed in these areas. To that effect the WMA Regulations have been prepared. These Regulations however are at the moment of writing still in draft form.

18. Government of Botswana Community-based Natural Resources Management Programme, formulation report for the International Fund for Agricultural Development (IFAD) 1997 (November); 99 pages + 9 Working Papers International Fund for Agricultural Development (IFAD) publication Summary: The interest of this document (the programme was never implemented) lies in the collected data and analysis that are represented in the attached working papers.

19. Government of Botswana CBNRM Policy 2001 (October) - latest draft available; 24 pages DWNP/ARB publication Summary:
DWNP with NRMP assistance presented the first draft CBNRM Policy on the 28th of October 1998. The Agricultural Resources Board (MoA) presented a “non-wildlife” biased draft CBNRM policy on February 15th 1999. A revolution in consultative and inter-Departmental thinking resulted in a joint DWNP/ARB CBNRM Policy towards the end of 1999. The policy shows the commitment of Government to CBNRM and gives more secure guidance to its implementation. Various versions circulated but it is believed that the October 2001 version is the basis for the final document presently circulating (at the time of writing). It is expected that a new version will be drafted following the planned 2003 National Review of CBNRM.

20. Government of Botswana
Community Natural Resource Management Lease
2002; 12 pages
Government printer

Summary:
Also called the “head lease” this important legal document between the land authority (Land Board or Department of Lands) and the (legally registered) CBO defines the natural resource user rights (not land rights) of the community. The lease document (for 15 years) describes rights and duties of the lessee (CBO) and the lessor (land authority).

21. Gujadhur, T.
Joint venture options for communities and safari operators in Botswana
2001; 56 pages
CBNRM Support Programme Occasional Paper #6

Summary:
The joint venture model followed in Botswana to-date has been one of the community sub-leasing resources to the private sector company (having the investment, marketing and management potential). Substantial revenues and employment opportunities are generated in this way. However very little capacity is built at community level in the field of enterprise development. This paper offers options for joint venture relations that encourage more (and secure) investments by the private sector while building up the community capacity in managing business ventures.

22. HaBarad, J.
 Animator’s guidebook for CBNRM
2000; 159 pages
Pact/IRCE/USAID publication

Summary:
The guidebook is the basis for what is called by BOCOBONET the 6-weeks Nonotsho (empowerment) course. It covers, in detail, 3 steps in assisting communities to become “managers” of their environment:

• Mobilisation, preparing the community for CBNRM;
• Participatory methods (PRA) they can use in the process; and
• Planning for income generation.

23. Hancock, P. and F. Potts
A guide to starting a tourism enterprise in Botswana
2002. 134 pages
CBNRM Support Programme Occasional Paper #9

Summary:
The guide consists of 2 parts. Part 1 provides guidelines for communities to become involved in a tourism venture. This includes guidance on how to open bank accounts, how to draw up a business plan, how to acquire land, how to obtain the necessary licences and permits, how to acquire the necessary start-up funds and how to recruit suitable personnel. Part 2 covers the same subjects but specifically aimed at small private entrepreneurs. 8 appendices provide useful information for the starting entrepreneur.
24. Johnson, P.
Tourism Development Plan for the Kgalagadi District
1996 (October); 219 pages
USAID funded publication
Summary:
The aim of the study was to identify the tourism potential of Kgalagadi district and to formulate a strategy to develop, manage and promote the district as a tourism destination. This strategy was expected to ensure quality tourism experience, improved economic status of communities while not compromising the integrity of the environment. The study provides important tourism-related data as well as a vision on tourism in the Kgalagadi and resulted in tourism development plans for (community) CHAs such as for example KD1, KD2, KD12 and KD15.

25. Jones, B.
Chobe Enclave, Lessons learnt from a CBNRM project 1993-2002
2002 (August); 48 pages
CBNRM Support Programme Occasional Paper #7 (1)
Summary:
The paper reviews one of the first CBNRM projects in Botswana and does that with emphasis on seven key issues relevant to CBNRM. These are:
- Devolution of management authority;
- Accountability and transparency in decision-making within community based organisations (CBOs);
- The receipt and use of income from hunting and tourism by CBOs;
- Capacity building for CBOs and community members;
- The role of external support agencies;
- The role of CBOs and their members in natural resource management; and
- The role of women and marginalised groups in CBNRM.
The lessons learnt in this case study are not only relevant for the Chobe Enclave Conservation Trust (CECT) but for all CBOs involved in CBNRM in Botswana.

26. Maotonyane, L./DWNP/NRMP
The findings of socio economic study in Sankuyo village Ngamiland district
1996 (August); 27 pages excluding executive summary; annexes and the Constitution of the Sankuyo Tshwaragano Management Trust
DWNP/NRMP publication
Summary:
Important baseline document for the CBNRM project in Sankuyo describing the demographic, village and community profile while dwelling in some detail on the gender situation, ethnic composition and social stratification.

27. Moetsabi, T.
East Hanahai village development plan
1996 (March); 32 pages
Rural Development Co-ordinating Division / Botswana Orientation Centre publication
Summary:
Report on a Participatory Rural Appraisals (PRAs) done in East Hanahai in Ghanzi district and the Community Action Plan (CAP) that resulted from the exercises.

Findings of a socio-economic study of the settlement of Zutshwa, North Kgalagadi sub-district
1995 (November); 39 pages
DWNP/NRMP publication
Summary:
The most important baseline survey done in Zutshwa and important input for any type of planning exercise. What is fascinating about this report is the discussion of the distribution of resources and the associated division of labour by ethnicity, gender and class. The then following analysis highlights patterns of natural resource use, and obviously their implications for the implementation of CBNRM.

29. National CBNRM Forum  
2000: 135 pages  
National CBNRM Forum/USAID/CBNRM Support Programme publication  
Summary:  
The National CBNRM Forum was established in Botswana in 2000 following recommendations from the 1999 First National CBNRM Conference. The Forum intends to provide a platform where representatives of all CBNRM stakeholders can meet to coordinate, co-operate and in general to further the development of CBNRM in Botswana. This report not only features the proceedings of the first meeting but also an overview of all CBNRM projects and stakeholders in Botswana in 1999/2000. The Status Report is considered an important reference and monitoring document.

30. National CBNRM Forum  
2002: 150 pages  
National CBNRM Forum/Global Environment Facility /CBNRM Support Programme publication  
Summary:  
The National CBNRM Forum was established in Botswana in 2000. The Forum intends to provide a platform where representatives of all CBNRM stakeholders can meet to coordinate, co-operate and in general to further the development of CBNRM in Botswana. To that effect a Second National CBNRM Conference was organised in Gaborone late 2001. This report not only features the proceedings of this Conference under the title “Investment in partnership – investment in the future” but also an overview of all CBNRM projects and stakeholders in Botswana in 2001. This second Status Report is considered an important reference and monitoring document.

31. Ngamiland District Land Use Planning Unit (DLUPU)  
Land Use and Development Plan Western Communal Remote Zone (planning Zone 6), Ngamiland West  
1994 (March); 140 pages  
Government Printer  
Summary:  
Within the district planning framework and existing land use zoning plan the report describes the accepted land use and development options per Controlled Hunting Area NG1 – NG6. Included in the report are CHA boundary descriptions and minutes of a string of relevant community meetings.

32. Nqwaa Khobee Xeya Trust  
KD 1 Land Use and Development Plan (LUMP)  
1999 (February); 39 pages  
Project publication  
Summary:  
Concise management plan for the KD1 area (Ukhwi, Ncaang and Ngwatle) in Kgalagadi district that was prepared for and with the board of the trust. The KD1 LUMP is often regarded as an example of what a management plan should look like and especially how it should be prepared (following a socio-economic survey and a participatory process).
33. Natural Resources Management Project (NRMP)
Community Action Plans for Parakurungu, Kavimba and Kachikau villages
1994 (October/November); 3 volumes
NRMP publication
Summary:
Reports on Participatory Rural Appraisals (PRAs) done in the 3 villages in the Chobe Enclave and the Community Action Plans (CAPs) that resulted from the exercises.

34. Natural Resources Management Project (NRMP)
Makgadikgadi Pans Management Plan
1995 (September); 259 pages (excluding maps and appendices)
NRMP publication
Summary:
This management plan covers the Makgadikgadi and Nxai Pans National Parks and neighbouring community areas (such as Phuduhudu). It was submitted to DWNP but never approved. The reason for mentioning it in this bibliography is mainly because it is the most recent planning document covering NG49 (Phuduhudu) and CT10. The (proposed) plan should ideally be read in conjunction with previous planning documents on the area: the Land Use Plan for Ngamiland Statelands (October 1987 by the Ngamiland DLUPU) and the Central District Land Use Plan for the Makgadikgadi Region (February 1989 by the Central District DLUPU).

35. Natural Resources Management Project (NRMP)
Practitioners Guide
1999; 72 pages excluding annexes and CBNRM bibliography
NRMP/USAID publication
Summary:
The practitioners guide is meant to help communities to go through the CBNRM development process. It describes the policy context, Botswana's CBNRM programme overview and offers a variety of tools that can be used by communities and extension agents. The guide also offers an enterprise development toolkit; joint venture guidelines; and (outdated) Community Conservation Fund (CCF) funding criteria.

36. Okavango Community Consultants
(Pete Smith, John Benn and Karen Ross)
Management plans for Controlled Hunting Areas allocated to communities in Ngamiland WMAs
1995 (March); 175 pages and 62 pages of annexes
NRMP publication
Summary:
The consultants in consultation with the affected communities (consultative discussions are annexed to the report) prepared management plans for Khwai community (NG 18/19); Seronga, Beetsha, Eretsha, Gunitsoga and Godikwa (NG22/23); Jao and surrounding communities (NG 24); NG32 communities; Sankuyo (NG 34/33) and Mababe (NG 41). The local authorities in the district approved the management plans.

37. Okavango Jakotsha Community Trust
Management plan for NG24
Undated, but probably 2000; 117 pages
Report to the OJCT prepared by consultants with assistance from Kuru Development Trust/Shakawe branch
Summary:
Concise management plan for the NG24 area (Jao, Etsha’s, Ikoga in Ngamiland district) that was prepared for and with the board of the trust. NG24 is zoned for photographic management purposes only. The area is subdivided in 6 zones of which 5 are to be
managed by different village trust committees and 1 (Jedibe) by the main Board of the trust to generate immediate income through a proposed sub-lease arrangement.

38. Pact/IRCE
Financial management manual for Community-based Organisations
1999 (May); 64 pages
Pact/IRCE/USAID publication
Summary:
The purpose of this financial management manual is to provide a simple and effective methodology for maintaining the financial accounts of CBOs engaged in CBNRM activities in a transparent and accountable manner.

39. Painter, M
DWNP’s monitoring and evaluation experience with the Natural Resources Management Project: lessons learnt and priorities for the future
1997 (April); 51 pages
NRMP publication
Summary:
This report emphasises the need to monitor CBNRM projects to be able to measure the impact of CBNRM on, amongst other things, the improvement of livelihoods, state of natural resources, etc. Monitoring is necessary to intervene in time when “things go wrong”. The baseline surveys done in the mid-nineties provide the necessary starting point for measuring change related to CBNRM. The importance of monitoring is shown through case studies in Sankuyo, Chobe Enclave and Zuthswa.

40. Papalagae/Initiatives in co-operation with Komku Trust
Community management and development plan for GH1 by the Huiku Community-based Natural Resources Conservation Trust
2002; 47 pages (excluding maps and appendices)
Project publication
Summary:
Following the overall Management Plan for GH1 that was prepared by RPM (1995) a more detailed management and development plan was prepared for the area in 2002 with full participation of the Groot Laagte and Qabo communities. The plan presents various options for natural resources-based development as well as a community-driven natural resource monitoring programme.

41. Perkins, J.
Developing methodologies for a community-based natural resources inventory and monitoring system
1999 (June); 106 pages
NRMP publication
Summary:
As the title suggests an attempt is made to develop an applied method for communities to monitor the state of their non-wildlife natural resources. Examples of a few selected veld products such as Mahupu and Sengaparile are used to illustrate the methodology. The methodology has been developed through collaboration with the communities of KD1 (Ukhwi) and NG34 (Sankuyo).

42. RPM
Ghanzi District WMA Management Plan, Matlho-a-Phuduhudu
1995 (June). 2 Volumes and appendices
NRMP/USAID/Ghanzi DLUPU publication
Summary:
The reports contain natural resources and socio-economic data upon which management
and development options for the WMA (GH11 and GH13) containing Bere settlement, are
proposed.

43. RPM
Ghanzi District WMA Management Plan, Groot Laagte
1995 (June), 2 Volumes and appendices
NRMP/USAID/Ghanzi DLUPU publication
Summary:
The reports contain natural resources and socio-economic data upon which management
and development options for the WMA (GH1) containing the 2 settlements of Groot Laagte
and Qabo, are proposed.

44. Rozemeijer, N. (ed.)
Community-based Tourism in Botswana – The SNV experience in 3 community-based
tourism projects
2001; 64 pages
SNV Netherlands Development Organisation publication (✉)
Summary:
This report reviews three community-based tourism projects in Botswana (/Xai-/Xai in
Ngamiland, Dqae Qare game farm in Ghanzi and KD1 communities (Ukhwi, Ngwatle and
Ncaang) in Kgalagadi district. Special emphasis is put on the way the communities have
organised themselves to better tap the tourism potential. Furthermore it is assessed to
what extend the environment is conducive for sustainable tourism development at local
level. Every case study (an average of 10 pages each) ends with a lessons-learnt section.

45. Ruigrok, E. (Natural Resources Management Advisor for SNV in /Xai-/Xai)
/Xai-/Xai Baseline Report for the CBNRM project in /Xai-/Xai
1995; 89 pages (A January 1996 copy is circulating as well, but it has less details)
Project report (✉)
Summary: The report produces a wealth of data on Controlled Hunting Area NG4 (/Xai-
/Xai). There is information on demography and settlement; community services; economic
activities; local institutions and leadership and environmental issues. The methodology
used provides a good example on doing the necessary groundwork before preparing a land
use and management plan (see Cgae-cgae Tlhabololo, 1998, above).

46. Sack, R.
Empowering the communities of Tshwaane, Khekhenye and Motokwe in natural resource
management
1997 (March); 70 pages
CBMIF/VPR publication
Summary:
Reports on Participatory Rural Appraisals (PRAs) done in 3 villages in Kweneng West and
the Community Action Plans (CAPs) that resulted from the exercises.

47. Sekhwela, M. and Ntseane, P.
Developing grapple plant management strategies in Botswana
1994; 25 pages (excluding maps)
University of Botswana/NRMP publication
Summary:
The report makes some proposals towards improving management strategies of grapple
plant (sengaparile) in Botswana, in an attempt to address a lack of adoption by plant
harvesters of conservation measures that were introduced earlier by Government. The
report presents a general review of problems of natural resource management and
conservation, with examples of successful cases of management strategies applied
elsewhere. For 8 settlements in Southern, Kweneng, Ghanzi and Kgalagadi districts specific grapple plant management schemes are developed.

48. SNV/Netherlands Development Organisation
CBNRM project /Xai-/Xai, project review 1994-1997 and project formulation second phase 1997-2000
1997 (July); 45 pages
SNV/Netherlands Development Organisation publication
Summary:
/Xai-/Xai is one of the “older” CBNRM projects in Botswana and is an interesting example of a community struggling to survive in a resource-poor area. The community was one of the first to explore self-managed cultural tourism on the basis of a well-prepared management plan for area NG4. The 1997 review outlines the CBO activities and the lessons learnt in the process.

49. SNV/Netherlands Development Organisation
“Living for tomorrow” – Evaluation report of the KD/1-Thusano Lefatsheng CBNRM project 1998 (November); 42 pages
SNV/Netherlands Development Organisation publication
Summary:
KD/1 (Ukhwi, Ngwatle and Ncaang) in Kgalagadi district was one of the first CBNRM projects in the western Kgalagadi. It is also a fascinating example of a community that struggled with and tried to solve the ethnic differences found in the villages. The report reviews the original set-up of the project and makes recommendations for the way forward.

50. Sungura Consultants
CT11 Management & Development Plan
2002 (December); 82 pages
Consultants report
Summary:
The management and development plan for CT11 (Ntwetwe pan, stateland WMA, east of Makgadikgadi Pans National Park and dissected by the proposed game-proof fence) involves members of the Gwezotshaa Natural Resources Trust (GNRT) drawing people from Gweta, Zoroga and Tshokatshaa. The document includes a natural resources inventory, a management strategy and management programme (mainly focussing on developing the area for tourism purposes). It is not known at the time of writing as to whether the plan has been accepted by the Department of Lands for GNRT to obtain the headlease.

51. Symbiosis Consulting
An assessment of the feasibility of developing community-based eco-tourism in KW2&KW6, Western Kweneng.
2000 (January); 158 pages
Consultants’ report to ADF
Summary:
The study found little potential for community-based tourism in Western Kweneng, but the report provides valuable information for any community thinking about investing in tourism ventures.

52. Tawana and Chobe Land Boards
Photographic areas management plan
1996 (August); 39 pages excluding annexes, CHA management plans and maps
Consultants (Ecosurv) report to the Tawana and Chobe Land Boards
Summary:
This report presents management plans (permitted land use and developments) for CHAs zoned for photographic management in Ngamiland and Chobe districts. Amongst those are NG17, NG33 and NG19 that were allocated by the Tawana Land Board (see Okavango
Community Consultants, 1995) for community management by OKMCT, STMT and KDT respectively.

53. Terry, Elizabeth
Ngamiland NGOs – marketing research
2000 (September); 59 pages excluding 14 appendixes
Consultants publication
Summary:
The study was commissioned by 5 NGOs working in Ngamiland to determine the most effective ways to assist Ngamiland CBOs and individuals to market their craft and veld products. The final conclusion was that at the time of writing the report there was not enough production of crafts within Ngamiland to warrant the establishment of a Maun-based central marketing organisation. Apart from the market information and analysis a wealth of information on crafts production in Botswana as well as an extensive (crafts-related) bibliography is provided in the appendixes.

54. Thusano Lefatsheng
KD/15 Land use and management plan developed for Khawa Kopanelo Development Trust
2001 (December); 27 pages
Project publication
Summary:
The reports contain natural resources and socio-economic data upon which management and development options such as hunting and tourism for the CHA KD/15 (Khawa) in Kgalagadi district, are proposed.

55. Van der Heider, L./DLUPU/Tawana Land Board
Land Use and Development Plan for Kwando and Okavango Wildlife Management Areas
1991 (April); 108 pages excluding annexes
Government of Botswana publication
Summary:
This report is still a key planning document for Ngamiland district. It describes the approved zoning of all CHAs the Kwando and Okavango WMAs (NG13 – NG34) are composed of. For every CHA the area and boundaries are described as well as present and proposed land use, allowed developments and management options.

56. Van der Jagt, C.
Kgalagadi district socio-economic baseline survey
1995; 186 pages, excluding annexes
Publication of the Division of planning, statistics and research at the Ministry of Local Government, Lands & Housing
Summary:
Information was collected in 13 Kgalagadi district settlements on:
- Natural resource utilisation;
- Settlement pattern;
- Demographic characteristics;
- Education;
- Assets;
- Employment structure;
- Household income;
- Household food supply;
- Health and nutrition;
- Social and physical infrastructure;
- Development projects; and
- Local institutions.
57. Van der Jagt, C. et al.  
Community benefits through CBNRM in Botswana  
2000; 32 pages  
CBNRM Support Programme Occasional Paper #2 (expected)  
Summary:  
This paper reviews the various types of benefits derived from CBNRM in Botswana. By means of case studies in KD1 (Ukhwi), NG4 (/Xai-/Xai) and CH1/2 (Chobe Enclave) the authors argue that the choice of the CBNRM project and related options for the generation and utilisation of benefits should be situation-specific. Different communities have different opportunities and constraints, and different needs and, most likely, different capacity to absorb the “benefits”. “No use throwing money at people if they cannot catch it”.

58. Van der Jagt and N. Rozemeijer  
Practical guide for facilitating CBNRM in Botswana  
2002; 70 pages  
CBNRM Support Programme Occasional Paper #8 (expected)  
Summary:  
The guide is meant for Government and NGO extension staff to facilitate a CBNRM process at community level. It takes the extension officer (and community) through the following phases of the process:  
• Community mobilisation;  
• Collecting relevant background information on the community;  
• CBO formation;  
• Natural resource use planning;  
• Resource user rights;  
• Joint ventures and other options for commercial utilisation of natural resources;  
• From planning to implementation;  
• Utilisation of financial benefits; and  
• Natural resources monitoring.

59. Van der Maas, H. (ed.)  
North-west Boteti baseline survey  
1995 (May); 165 pages, excluding annexes  
Publication of the Division of Applied Research, Planning and Statistics at MLGL&H  
Summary:  
The report provides and analysis data of a socio-economic and bio-physical baseline survey conducted in the communal area between and including the villages Rakops and Makalamabedi in the Boteti Sub-district.

60. Van der Sluis, T.  
Baseline survey, Western Communal Remote Zone (planning zone 6), Ngamiland West  
1992 (September); 183 pages  
Publication of the Regional Agricultural Office/District Land Use Planning Unit of Ngamiland  
Summary:  
This report provides very detailed information on natural resources and socio-economic data as collected in western Ngamiland (NG1 – NG6). The latter data are derived from a “Socio-economic baseline survey of Ngamiland’s remote zone” conducted by Smit & Kappe (1992). Both studies have resulted in a wealth of information that eventually culminated in the 1994 Land Use and Development Plan for zone 6. The reports are a “must” for any organisation or planning agency operating in Western Ngamiland.

61. University of Utrecht  
Ngamiland District CSDA Eastern Part – Socio-economic baseline survey and land suitability analysis  
1993 (January); 124 pages excluding maps and annexes
Faculty of Geographical Sciences, University of Utrecht publication
Summary:
The study area includes the eastern side of the “panhandle” and the villages in NG12. Information collected on natural resources in the area is supplemented with data from the conducted socio-economic survey.

Monitoring and evaluation report 1997 and 1998  
1999 (June); 19 pages excluding data sheets and CBO profiles  
DWNP/NRMP publication (in press)  
Summary:  
The report summarises the data on CBOs involved in CBNRM for 1997 and 1998. A basic profile of the CBO including a map is provided for 17 communities.

63. Women’s Affairs Department  
Ministry of Labour and Home Affairs  
National Gender Programme (popular version)  
1999; 22 pages  
Government Printer  
Summary:  
The National Gender Programme defines a strategy for eliminating gender inequalities in the areas of:  
• Poverty and economic empowerment;  
• Power and decision-making;  
• Education and training;  
• Health; and  
• Violence against women.  
Most of these issues are dimensions of natural resource management and understanding and incorporating these issues into CBNRM will help to give equal development opportunities to the rural women in Botswana.
### Community-managed Controlled Hunting Area (CHA) (see also map below)/data source reference

<table>
<thead>
<tr>
<th>CHA</th>
<th>Reference</th>
<th>Key words</th>
</tr>
</thead>
<tbody>
<tr>
<td>CH1/2</td>
<td>NRMP (1994)</td>
<td>PRA/Community Action Plan</td>
</tr>
<tr>
<td></td>
<td>Ecosurv (1996)</td>
<td>Socio-economic survey</td>
</tr>
<tr>
<td></td>
<td>Painter (1997)</td>
<td>Project monitoring</td>
</tr>
<tr>
<td>CH8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CT10</td>
<td>Van der Maas (1995)</td>
<td>Socio-economic survey</td>
</tr>
<tr>
<td>CT13</td>
<td>Burgess (1999?)</td>
<td>Management Plan</td>
</tr>
<tr>
<td>NG1/2/3</td>
<td>Van der Sluis (1992)</td>
<td>Natural and socio-economic data</td>
</tr>
<tr>
<td></td>
<td>Ngniland DLUPU (1994)</td>
<td>Management Plan</td>
</tr>
<tr>
<td>NG4/5</td>
<td>Van der Sluis (1992)</td>
<td>Natural and socio-economic data</td>
</tr>
<tr>
<td></td>
<td>Ngniland DLUPU (1994)</td>
<td>Management Plan</td>
</tr>
<tr>
<td></td>
<td>Ruigroek (1995)</td>
<td>Socio-economic survey</td>
</tr>
<tr>
<td></td>
<td>SNV (1997)</td>
<td>Project evaluation</td>
</tr>
<tr>
<td></td>
<td>Rozemeijer et al. (2001)</td>
<td>Community-based tourism</td>
</tr>
<tr>
<td></td>
<td>Eco-tourism Support Services (2001)</td>
<td>Community-based tourism</td>
</tr>
<tr>
<td>NG6</td>
<td>Van der Sluis (1992)</td>
<td>Natural and socio-economic data</td>
</tr>
<tr>
<td></td>
<td>Ngniland DLUPU (1994)</td>
<td>Management Plan</td>
</tr>
<tr>
<td>NG18/19</td>
<td>Okavango Community Consultants (1995)</td>
<td>Management Plan</td>
</tr>
<tr>
<td></td>
<td>Tawana and Chobe Land Boards (1996)</td>
<td>Management Plan</td>
</tr>
<tr>
<td>NG12/22</td>
<td>University of Utrecht (1993)</td>
<td>Natural and socio-economic data</td>
</tr>
<tr>
<td></td>
<td>Tawana and Chobe Land Boards (1996)</td>
<td>Management Plan</td>
</tr>
<tr>
<td>NG34/33</td>
<td>Okavango Community Consultants (1995)</td>
<td>Management Plan</td>
</tr>
<tr>
<td></td>
<td>Maotonyane, L. (1996)</td>
<td>Socio-economic survey</td>
</tr>
<tr>
<td></td>
<td>Tawana and Chobe Land Boards (1996)</td>
<td>Management Plan</td>
</tr>
<tr>
<td></td>
<td>Painter (1997)</td>
<td>Project monitoring</td>
</tr>
<tr>
<td></td>
<td>Goodman (1999)</td>
<td>Project monitoring</td>
</tr>
<tr>
<td></td>
<td>Perkins (1999)</td>
<td>Project monitoring</td>
</tr>
<tr>
<td>NG41</td>
<td>Okavango Community Consultants (1995)</td>
<td>Management Plan</td>
</tr>
<tr>
<td>GH1</td>
<td>Sekhwela and Ntseane (1994)</td>
<td>Veld products management</td>
</tr>
<tr>
<td>GH3</td>
<td>Environmental Services (1992)</td>
<td>Land use plan</td>
</tr>
<tr>
<td>GH10</td>
<td>Environmental Services (1992)</td>
<td>Land use plan</td>
</tr>
<tr>
<td></td>
<td>Moetsabi (1996)</td>
<td>PRA/Community Action Plan</td>
</tr>
<tr>
<td>KD1</td>
<td>Van der Jagt (1995)</td>
<td>Socio-economic survey</td>
</tr>
<tr>
<td></td>
<td>Johnson (1996)</td>
<td>Community-based tourism</td>
</tr>
<tr>
<td></td>
<td>SNV (1998)</td>
<td>Project evaluation</td>
</tr>
<tr>
<td></td>
<td>Goodman (1999)</td>
<td>Project monitoring</td>
</tr>
<tr>
<td></td>
<td>Perkins (1999)</td>
<td>Project monitoring</td>
</tr>
<tr>
<td></td>
<td>Rozemeijer et al. (2001)</td>
<td>Community-based tourism</td>
</tr>
<tr>
<td>KD2</td>
<td>Van der Jagt (1995)</td>
<td>Socio-economic survey</td>
</tr>
<tr>
<td></td>
<td>Johnson (1996)</td>
<td>Community-based tourism</td>
</tr>
<tr>
<td></td>
<td>Molamu (1995)</td>
<td>Socio-economic survey</td>
</tr>
<tr>
<td></td>
<td>Painter (1997)</td>
<td>Project monitoring</td>
</tr>
<tr>
<td>Code</td>
<td>Authors/Source</td>
<td>Focus Area</td>
</tr>
<tr>
<td>-----------</td>
<td>----------------------------------------------------</td>
<td>-------------------------------------------------</td>
</tr>
<tr>
<td>KD5/6/7</td>
<td>Van der Jagt (1995)</td>
<td>Socio-economic survey</td>
</tr>
<tr>
<td></td>
<td>Johnson (1996)</td>
<td>Community-based tourism</td>
</tr>
<tr>
<td>KD12</td>
<td>Sekhwela and Ntseane (1994)</td>
<td>Veld products management</td>
</tr>
<tr>
<td></td>
<td>Van der Jagt (1995)</td>
<td>Socio-economic survey</td>
</tr>
<tr>
<td></td>
<td>Johnson (1996)</td>
<td>Community-based tourism</td>
</tr>
<tr>
<td>KD15</td>
<td>Van der Jagt (1995)</td>
<td>Socio-economic survey</td>
</tr>
<tr>
<td></td>
<td>Johnson (1996)</td>
<td>Community-based tourism</td>
</tr>
<tr>
<td>KW2/4/6</td>
<td>Sekhwela and Ntseane (1994)</td>
<td>Veld products management</td>
</tr>
<tr>
<td></td>
<td>Sack (1997)</td>
<td>PRA/Community Action Plan</td>
</tr>
<tr>
<td></td>
<td>Symbiosis Consulting (2000)</td>
<td>Community-based tourism</td>
</tr>
<tr>
<td>SO1/2/3</td>
<td>Sekhwela and Ntseane (1994)</td>
<td>Veld products management</td>
</tr>
<tr>
<td>KT3</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>All NG</td>
<td>Van der Heiden (1991)</td>
<td>Policy environment</td>
</tr>
<tr>
<td>CHAs</td>
<td>Terry (2000)</td>
<td>Crafts marketing</td>
</tr>
<tr>
<td>All CHAs</td>
<td>Government of Botswana (1990)</td>
<td>Government policy</td>
</tr>
<tr>
<td></td>
<td>Ecosurv (1997)</td>
<td>Compilation of CBNRM-relevant data</td>
</tr>
<tr>
<td></td>
<td>Government of Botswana (1997)</td>
<td>CBNRM background information</td>
</tr>
<tr>
<td></td>
<td>DWNP (1997)</td>
<td>Lessons learnt</td>
</tr>
<tr>
<td></td>
<td>Painter (1997)</td>
<td>Government policy</td>
</tr>
<tr>
<td></td>
<td>DWNP (1999)</td>
<td>CBNRM background information</td>
</tr>
<tr>
<td></td>
<td>NRMP (1999)</td>
<td>Training manual</td>
</tr>
<tr>
<td></td>
<td>Pact/IRCE (1999)</td>
<td>Gender</td>
</tr>
<tr>
<td></td>
<td>Women’s Affairs Department (1999)</td>
<td>Compilation of CBNRM-relevant data</td>
</tr>
<tr>
<td></td>
<td>HaBarad (2000)</td>
<td>Compilation of CBNRM-relevant data</td>
</tr>
<tr>
<td></td>
<td>Cassidy (2000)</td>
<td>Lessons learnt</td>
</tr>
<tr>
<td></td>
<td>Van der Jagt (2000)</td>
<td>Gender</td>
</tr>
<tr>
<td></td>
<td>Cassidy (2001)</td>
<td>CBNRM background information</td>
</tr>
<tr>
<td></td>
<td>Gujadhur (2001)</td>
<td>Government policy</td>
</tr>
<tr>
<td></td>
<td>Government of Botswana (2001)</td>
<td>CBNRM services guide</td>
</tr>
<tr>
<td></td>
<td>BOCOBONET (2001)</td>
<td>Implementation guide</td>
</tr>
<tr>
<td></td>
<td>Hancock and Potts (2002)</td>
<td>Government policy</td>
</tr>
<tr>
<td></td>
<td>Jones (2002)</td>
<td>Compilation of CBNRM-relevant data</td>
</tr>
<tr>
<td></td>
<td>Van der Jagt and Rozemeijer (2002)</td>
<td></td>
</tr>
</tbody>
</table>
Controlled Hunting Areas zoned for community management

Zonation
- Community managed wildlife utilisation in WMA
- Community managed photographic tourism in WMA
- Community managed wildlife utilisation in livestock area
- un-designated

Produced by Jan F. Broekhuysen
using Arcview 3.2
DWNP, Gaborone
August 2002
......... and other stories
Introduction

The CBNRM Support Programme is specifically tasked to promote CBNRM in Botswana. In this publication an attempt is made to remind the “practitioners” of the enormous amount of information that has been produced in support of CBNRM in Botswana, and to help in making this information easier accessible. In this way we promote a culture of learning to the benefit of extension officers and community leaders who are implementing CBNRM at a local level. Knowing about the experiences of others will help us to do things better.

At the end of 2002 and in early 2003 the programme promoted CBNRM in another way. During that time CBNRM featured negatively in the local press. Reports from Parliamentary meetings indicated reservations amongst politicians against CBNRM. Much of the arguments used were derived from the “infamous” January 2001 Savingram from the Permanent Secretary of the Ministry of Local Government that argued for the handing-over of financial management responsibilities from communities to District Councils. The negative consequences of this mainly uninformed debate led to the delay of the adoption of the CBNRM Policy (still in draft form at the time of writing).

In response to these negative “public” sentiments three articles were written and published in the national newspaper Mmegi wa Dikgang. The articles deal with the concerns that were raised in the public debate: “why should wildlife as a nation’s resource be treated differently from diamonds”? “Why are only a few communities and not all Batswana benefiting from CBNRM”? “Why does CBNRM apply to wildlife only”? The “stories” are reproduced here in English and Setswana.
Have you ever seen a herd of diamonds stampeding through a maize field? Ever heard about a giant diamond eating a goat? No, of course not, diamonds are just pieces of stone; it is wildlife such as elephants and lions that destroy crops and livestock. Some people however tend to compare wildlife with diamonds as national resource that should be treated in the same manner. This article will explain that diamonds and wildlife cannot be treated in a simple equation. The argument will be elaborated in the context of the currently applied natural resources conservation and rural development model that is known in Botswana under the name of Community-based Natural Resources Management (CBNRM).

What is CBNRM?
Community-based Natural Resources Management has two images that cannot exist without each other, just like a 1-Pula coin. CBNRM is first and foremost a natural resources conservation approach. The Department of Wildlife and National Parks and the Agricultural Resources Board (that is responsible for the harvesting and management of veld products such as sengaparile) have realised that it is extremely difficult to protect wildlife, forests and fisheries in a large country like Botswana. Effective protection would require an army of law enforcement officers and a fleet of BX Land Cruisers. A more efficient way to protect the national heritage would be through the positive involvement of the local people living with these natural resources. The local communities living with wildlife have shown interest in participating in this conservation effort. In this respect it is worth noting that conservation is really an effort. It means for example: “do not touch this resource for certain periods of the year”, “do not graze your cattle in these areas”, “no irrigation farming allowed”, etc. Conservation comes with costs. It is therefore only reasonable to compensate these local communities for the costs incurred. Great strides have been made in this regard over the recent years in Botswana. DWNP allocates hunting quota to communities in the “wildlife areas”. The hunting quota can be resold to the private sector in joint venture arrangements and the benefits accrue proportionately to the community. Here we see evidence of the other side of the coin: rural development. These communities like for example Ukhwi, Khawa, Bere, /Xai-/Xai, Seronga and Sankuyo reside in the most remote corners of Botswana. There is not much development potential in these areas. In most cases there is limited water, so little scope for livestock development. In all cases the arable agricultural potential is negligible while the villages are too remote to attract industrial investment. The only valuable resources are wildlife, tourism potential, veld products, forests and fish and only these provide an alternative for an eternal “drought relief programme”. CBNRM is about killing two birds with one stone. The use of natural resources by the “managers” brings about rural development in the remotest and poorest part of the country, while the changed perception amongst communities that the natural resources are valuable prompts the conservation of the very resources they depend on. The underlying principle is simple and generally proven: “if you own something valuable, you take care of it”.

The diamond-wildlife debate
The Botswana CBNRM approach has won international acclaim as an innovative and effective decentralised natural resources management model. In Botswana itself the approach meets with suspicion. If the people of Mababe are allowed to exclusively use the nation’s wildlife in the area, why are the people in Boteti not allowed to benefit exclusively from the diamonds in their sub-district? Or to turn the argument around: diamonds are national resources for batho ba botle, the same should apply for diphotogolo tsa rona. There are two arguments in the diamond-wildlife debate that you do not hear often. These arguments clearly show that both national assets cannot be treated equally!

The difference between renewable and non-renewable
You cannot breed diamonds. It is a piece of stone, and if it is dug-up and sold, it is gone forever. Diamonds like oil, copper and other minerals are non-renewable resources. For this very reason minerals are state-owned to benefit the entire nation, as it would be unfair for an individual to benefit from a one-off windfall.
Wildlife, on the contrary, is a renewable resource, just as grass and water. Renewable resources grow, regenerate, multiply and as long as you do not destroy these resources or their habitats, but use them wisely, you can use them forever. The Department of Wildlife and National Parks regulates the use of wildlife. An annual quota set by the Department binds the communities that are managing wildlife resources. It is in the very interest of the community not to exceed that quota, and by not doing so they protect the valuable national heritage. This resource is not dug-up and sold once and for all. To the contrary, the resource is growing! Increasing elephant numbers in northern Botswana bear evidence to this. Wildlife should not be compared with diamonds, but rather with cattle. Livestock around the boreholes and at the ranches in the sandveld is looked after by a manager and farm labourers on behalf of the owner living in Gaborone or Serowe. Wildlife in community areas is managed by communities on behalf of the nation and its future generations. All of this at no costs. In both cases the herds and the owners will prosper when good management is applied. This is a win-win situation.

The costs of living with wildlife
The second reason why you cannot compare a diamond to a wild animal is that there are costs of living with wildlife. Diamonds do not eat cattle and goats. Lions do! A whole range of animals eat crops, destroy fields and fences. Living amongst wildlife sometimes comes at a tremendous cost: animals kill people. There are a number of “options” to deal with this problem. One could kill off all wildlife to make way for a “safe” environment for people; one could confine all animals in protected areas with a big electric fence around it; one could employ armies of Problem Animal Control (PAC) officers to chase away animals from the villages and pay out compensation for damage incurred. All of these options are too expensive or non-manageable, or outright non-realistic.

In stead of allowing the problem to carry on, constructive steps have been made under CBNRM to empower communities living in the wildlife areas to take the necessary measures to minimise costs and to maximise compensation of the costs incurred. The communities managing wildlife on behalf of the nation are encouraged to enter into joint venture agreements with the private sector. This generates income and employment. The increased value of wildlife and related tourism potential has led to a gradual shift in the rural economy from subsistence agriculture to wildlife related enterprises. One of the effects is less human-wildlife conflict. The other effect is the changed perception amongst communities about the value of wildlife. Ten years ago the elephant was regarded as simply a pest, today the community members know that the animal is a potential direct community income of 60,000 Pula! The income directly compensates the costs of living with wild animals. If Batswana want to protect wildlife for future generations, then they have to put in place appropriate cost recovery mechanisms for the communities who are bearing the costs of living with the wildlife. CBNRM is such a cost recovery mechanism by making the difference between wildlife as problem animals and wildlife as assets.

The potential of CBNRM in Botswana
The Community-based Natural Resources Management approach in Botswana holds an unprecedented potential to alleviate poverty in the poor and remote parts of Botswana while giving a strong impetus for the conservation of the nation’s natural resources. The approach has generated income and employment in areas that were anticipated to be perpetually dependent on Government handouts. The implementation of CBNRM programmes and projects are not yet without hiccups. Skills in enterprise development, financial management and even basic administration are not yet sufficiently available in some communities to guarantee a smooth implementation, but Government extension agents, NGOs and donors are targeting these capacity gaps.

CBNRM and those who work with it need time to gain experience through trial and errors in order to succeed. An ongoing critical debate on the principles and implementation of CBNRM will be very much helpful in this process. What is not helpful is a derailing debate on diamonds and wildlife being treated on the same terms, because, as said above, diamonds do not eat goats!
Earning money from birds and beetles
(Article published in the Mmegi 13-19 December 2002)

Tourism offers an opportunity for communities and small entrepreneurs to earn money. Community-level tourism development does not only benefit the rural people but also the entire nation in the form of taxes, fees and levies. To make use of the business opportunities however, some preparation needs to be done. This falls under what is nowadays called Community-based Natural Resources Management (CBNRM).

About tourists
Tourists are strange animals. During season they flock to Botswana in large numbers. Contrary to birds they do not fly in to breed but to be exposed to something they cannot find in their home countries. Botswana has many attractions to offer in this respect: the Okavango delta, the breathtaking Kalahari, undisturbed National Parks and abundant wildlife, just to mention a few world renowned features. Similar to real birds these tourists come in all sizes and colours with huge differences in habits and interests. Some want to relax for a week in a lodge doing nothing, others spend weeks looking for the one bird species they have not seen before, others like to hunt and yet others want to learn how to eat beetles. All tourists have one thing in common: they have money to spend and as a widening market they offer development opportunities for communities in Botswana.

The economic effect of tourism
If you want to see the impact of tourism on the economy of Botswana, just go to Maun or Kasane. These towns have boomed because of investments worth hundreds of millions in the tourism sector. Tourism is the country’s second largest income earner and formally employs more than 10,000 people. The industry is still growing and offers Batswana plenty of investment opportunities. These range from the development of grand style lodges like Mowana in Kasane to craft stalls, campsites, “rent-a-bike” companies and tour guide services. It is worth mentioning here that the tourism industry does not only benefit a few districts in the north. The sector attracts investments in the building industry and in companies that supply tents, cars, food, etc. These companies are all over Botswana and create wealth and employment. Tourism, related businesses, and their employees, pay taxes. These taxes flow into government coffers and just like diamonds they pay for schools and clinics.

Need for increased community involvement
Like other industries in Botswana tourism businesses are also largely owned by big and sometimes international corporations. The involvement of local people and small entrepreneurs in the tourism sector is very limited. This is strange. Tourism in Botswana today offers many development opportunities but why have so few Batswana exploited them? One possible reason might be the lack of secure access to valuable tourism attractions such as land, wildlife, water, etc. to set up a business. With the introduction of Community-based Natural Resources Management (CBNRM) in Botswana a good start has been made to solve this problem. How does CBNRM work? Communities that are situated in areas with tourism potential can obtain a lease to manage the natural resources in that area. Management means “protect these resources on behalf of the nation” as well as “use them wisely to generate money and employment for the benefit of the entire community”. The lease gives the community stewardship over the resources (all plants and animals you find on the land) for a 15 year period. The owner of the land (Land Board or in some cases the State) carefully monitors compliance with the lease.

Strict conditions
A community does not get a lease just like that. It has to establish an organisation with a legally registered constitution and it has to prove capable of ensuring fair decision-making at community level as well as guaranteeing a fair distribution of natural resource use benefits. Furthermore, the community organisation (in most cases a community trust) has to prepare a management plan for the area to explain to the Land Board and Government how exactly it
intends to protect and use the land, and how the benefits are going to be re-invested or distributed. In some cases this process of community planning takes years before the lease is obtained.

**Benefits of CBNRM for the community**

An existing community organisation to control development and a lease that gives “ownership” over the resources are good incentives for local tourism activities to take off. Many examples around the country have shown this to be the case. Communities such as Mababe and the Chobe Enclave have teamed up with a private safari company in joint ventures that sell commercial hunting tourism. /Xai-/Xai and Sankuyo have re-invested hunting revenue in their own self-managed tourism ventures. They offer tourists accommodation, bush walks, traditional dancing shows and village visits.

In Seronga village you will find a flourishing community tourism business that takes clients into the delta with mokoros. Investments have been made over the last 2 years in chalets, campsites and trucks. This venture alone generates 1 million Pula annually and provides employment to the 75 polers/owners.

It is not necessary for a tourism venture to be situated in a prime wildlife area. As said before, tourists do not only come for wildlife. Some are looking for exciting landscapes such as the Makgadikgadi Pans. The communities of Mmatsumo at Lekhubu Island and Nata at the Nata Bird Sanctuary presently tap that market. There is scope for more community-based tourism development around National Monuments such as Gewiha Caves and Tsodilo Hills.

Communities in Ghanzi and Kgalagadi market their culture and attract an increasing number of tourists to enjoy a “bush experience”. Instead of watching elephants, these tourists look for moretiwa and mahupu, and learn how to eat them. Khawa community in the southern Kgalagadi is investigating the potential of exploiting a 4x4 trail with serviced campsites along the route.

The estimated total community income from these types of tourism in 2002 is 10 million Pula with direct employment created for around 600 people.

**Benefits of CBNRM for the country**

It is sometimes considered unfair that individual communities monopolise benefits from national resources such as monuments, wild animals, birds and beetles. This assumption however is not correct. Over the total revenue generated under CBNRM a large percentage (for example 25% from the 2001 hunting revenue) flows back to Government in the form of licence fees, levies, income taxes and corporate taxes.

Another national, indirect, benefit is that the development generated through tourism, especially in the remote parts of Botswana, will over time result in savings in government expenditure on food hand-outs and other relief programmes. Furthermore, the organisations and skills developing through CBNRM make a free contribution to the local economies and eventually create an environment conducive for further private investments benefiting the entire nation.

Lastly, community-based tourism adds an important value to what Botswana has to offer on the international market. Tourism activities in villages attract more visitors to the country and hence make an important contribution to the national economy.

We all benefit from a successful CBNRM. Tourists watching birds in Seronga and those eating beetles in Kagcae pay for a teacher’s house in Gabane. We all need to support CBNRM if we want to build up a viable tourism industry and if we want the natural resources, on which the industry depends, to be conserved for future generations.
A historically important island dotted with ancient trees in the Makgadikgadi Pans has changed the lives of a group of young people in Mmatshumo village. The island is called Lekhubu and attracts a growing number of tourists to the area. Being employed by the local Gaing-O Community Trust the young people of the village have jumped at the opportunities that the tourism industry offers: incomes and development of skills. With this development the entire village benefits.

Another CBNRM project
Lekhubu Island is a National Monument. It is a rocky outcrop on the edge of the Makgadikgadi Pans where you can find the remains of a 1000 years old civilisation. The rocks are overgrown with ancient baobab (mowana) trees that give a mysterious beauty to the place. The government (Department of National Museum, Monuments and Art Gallery) realised a few years ago that the protection of such a Monument would be much more effective and cheaper with the active involvement of the local community. The community could act as wardens of the site. “We jumped at the opportunity”, says Peloame Babotseng who is the present secretary of the Gaing-O Community Trust. “We knew of other Community-based Natural Resources Management (CBNRM) projects. These were mostly wildlife dominated and aimed at joint ventures between the community and a safari company. We do not have wildlife in our area, we have an island full of history and trees”.

“We also have a joint venture”, says Botshwanetse Zwakanaka, “between our community and the government, on the basis of a management plan and an agreement, to be the caretakers of Lekhubu Island”.

The value of a Community Trust
For a community to sign an agreement you need an organisation to represent the interests of the entire community and to be accountable for the decisions made. The Gaing-O Community Trust in Mmatshumo was established in 1997. A constitution was developed with assistance from the Permaculture Trust of Botswana who also helped in brokering the joint venture with the National Museum. Board members were trained and a financial administration system was set up. The Trust today has acquired an expatriate advisor from the German Development Service and has turned into a village organisation that helps to kick-start development in Mmatshumo.

The direct benefits of old trees
The Trust has developed a well-maintained campsite adjacent to Lekhubu island that is marketed internationally in brochures and on the Internet. The present annual income from the campsite is roughly 100,000 Pula. With this money the Trust employs 4 field guides to protect the monument and to maintain the site as well as a bookkeeper for the administration. 4 more field guide positions will be advertised shortly.

The money is further used to invest in camping infrastructure such as toilets, safari tents for renting out, radio communication and a Trust Office in Mmatshumo from where firewood and basic supplies can be sold to the passing tourists.

International donors such as the African Development Foundation (ADF) are impressed with the performance of Gaing-O Community Trust and have agreed to invest in the project.

Positive effect on community development
What about those residents of Mmatshumo who are not directly employed, how do they benefit? “We have just opened a second campsite called “The Kraal” to cater for the growing number of visitors”, says Babotseng. “The project involves construction work and community members gain from occasional job opportunities. They also collect and sell firewood to tourists and there is potential for selling curios to the visitors. But most important they get bright ideas on how to tap into the tourism market. Individuals start their own little tourism businesses”.

About old trees and young people
(Article published in the Mmegi 14-20 February 2003)
“If we as a Community Trust can attract tourists to the area, using Lekhubu Island as a major draw card and individuals are prompted to venture into the tourism industry, thereby creating jobs and income, then we make an important contribution to the development of Mmatshumo, and the project can be considered a success”. says advisor Stefan Ille.

“This objective is recognised and wholeheartedly supported by the local authorities”, adds Babotseng. “especially the local councillor and the Kgosi do support us a lot”.

**Old trees attract young people**
Mmatshumo is a remote village with few employment opportunities for young people. Those with skills tend to leave the village to look for greener pastures. “The Lekhubu Island CBNRM project is really making a difference”, says Babotseng. “it offers jobs and the opportunity to meaningfully contribute to the development of the village”. 
Publications available from the CBNRM Support Programme

- **CBNRM workshop and conference proceedings:**


- **CBNRM Occasional Papers:**


- **Other CBNRM-related Papers available from the CBNRM Support Programme:**


Publications under the CBNRM Support Programme are available from:

IUCN Botswana
Hospital Way, Plot 2403
Private Bag 00300
Gaborone
Botswana
Tel / fax: (267) 3971584
E-mail: iucn@iucnbot.bw
http://www.iucnbot.bw

and

CBNRM Support Programme
Hospital Way, Plot 2403
P.O. Box 611
Gaborone
Botswana
Tel / fax: (267) 3931882
E-mail: information@cbnrm.bw
http://www.cbnrm.bw

For more information on the CBNRM Support Programme contact the above and/or visit the CBNRM Support Programme web site: http://www.cbnrm.bw