Proceedings of the
Second National CBNRM Conference
in Botswana
14th - 16th of November 2001
and
CBNRM Status Report 2001
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Second National CBNRM
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14\textsuperscript{th} – 16\textsuperscript{th} of November 2001
and
CBNRM Status Report 2001
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Opinions expressed in this publication do not necessarily represent the views of GEF, IUCN and SNV
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<tr>
<td>ARB</td>
<td>Agricultural Resources Board</td>
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<tr>
<td>BOCOBONET</td>
<td>Botswana CBO Network</td>
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<td>BWMA</td>
<td>Botswana Wildlife Management Association</td>
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<td>CBNRM</td>
<td>Community Based Natural Resources Management</td>
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<td>CBO</td>
<td>Community Based Organisation</td>
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<td>CCF</td>
<td>Community Conservation Fund</td>
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<td>CHA</td>
<td>Controlled Hunting Area</td>
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<td>CI</td>
<td>Conservation International</td>
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<td>CSD</td>
<td>Community Services Division</td>
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<td>CWT</td>
<td>Chobe Wildlife Trust</td>
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<td>DoL</td>
<td>Department of Lands</td>
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<td>DoT</td>
<td>Department of Tourism</td>
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<td>DWNP</td>
<td>Department of Wildlife and National Parks</td>
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<td>FAB</td>
<td>Forestry Association of Botswana</td>
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<td>Fonsag</td>
<td>Forum on sustainable agriculture</td>
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<td>GEF</td>
<td>Global Environment Facility</td>
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<td>HATAB</td>
<td>Hotel and Tourism Association of Botswana</td>
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<tr>
<td>IUCN</td>
<td>International Union for the Conservation of Nature</td>
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<td>KCS</td>
<td>Kalahari Conservation Society</td>
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<td>MFDP</td>
<td>Ministry of Finance and Development Planning</td>
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<tr>
<td>NCSA</td>
<td>National Conservation Strategy Agency</td>
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<td>NGO</td>
<td>Non-Government Organisation</td>
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<td>NMMAG</td>
<td>National Museum, Monuments and Art Gallery</td>
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<td>PRA</td>
<td>Participatory Rural Appraisal</td>
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<td>PTB</td>
<td>Permaculture Trust of Botswana</td>
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<tr>
<td>RADP</td>
<td>Remote Area Dweller (Development) Programme</td>
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<td>RDCD</td>
<td>Rural Development Co-ordinating Division</td>
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<tr>
<td>S&amp;CD</td>
<td>Social and Community Development</td>
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<tr>
<td>SNV</td>
<td>Netherlands Development Organisation</td>
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<tr>
<td>TL</td>
<td>Thusano Lefatsheg</td>
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<tr>
<td>TOCADI</td>
<td>Trust for the Okavango Cultural and Development Initiatives</td>
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<td>VPR&amp;D</td>
<td>Veld Products Research and Development</td>
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<tr>
<td>WMA</td>
<td>Wildlife Management Area</td>
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Part 1

Proceedings of the
Second National CBNRM
Conference held in Gaborone the
14\textsuperscript{th} – 16\textsuperscript{th} of November 2001
Welcome remarks
The Chairman of the National CBNRM Forum Mr. Jansen welcomed everyone present and introduced Mr. Tshamekang of BOCOBONET who would assist with the translation of this session from English into Setswana. The chairman proceeded to explain the agenda for the conference (see annex to these proceedings) and introduced the conference organising committee and rapporteurs.

An individual introduction of all participants would take too long, therefore it was suggested to have an introduction by groups. The CBOs were overwhelmingly presented and received a spontaneous applause. The NGOs and Government of Botswana (GoB) were moderately presented and the Botswana Private Sector (PS) was largely absent. There were also some observers and speakers from outside Botswana.

All participants were asked to fill out the issued questionnaires on Joint Venture Guidelines and to return them into the provided box before the end of Thursday. Participants who had not registered yet were urged to do so. There were no questions from the floor on the programme of the conference.

Keynote address – Developments around CBNRM since 1999 and present state of affairs
The Chairman presented background paper 1 (see annex to these proceedings). Felix Monggae of KCS did the translation.

The Chairman stated that the review to be presented would set the stage for this conference. The theme of the conference is 'investment in partnership – investing in the future'. Information shows that the number of communities actively involved in CBNRM has increased to over 55, and the number of registered trusts among them from 26 to 35 over the last year. Today there are nine formal JVAs, last year there were only five. The estimated income derived from CBNRM has risen from 2.2 million Pula in 1999 to 8 million in 2001 and the number of people employed at CBO level has risen to 500. The GoB, NGOs and PS have shown increased interest in CBNRM and the approach has gained international recognition.

CBNRM started as an initiative to support natural resource conservation. At the same time it is designed to alleviate poverty and to diversify the rural economy. All CBNRM stakeholders benefit in the process. Direct linkages with tourism development have become apparent. One example is that the Department of Tourism is currently finalising a strategy on eco-tourism. It is fair to conclude that CBNRM is firmly established in Botswana. Partnerships are crucial in this development. We have seen progress in that area.

Progress has also been made in the formation of two Forums: one at district level in Ngamiland and one at national level. They both have contributed tremendously to the ongoing discussions and refining of CBNRM. We have also seen more involvement by the Land Boards and the District Councils and more facilitation and service provision by NGOs in Botswana. Natural resource conservation is an encouraging development and is an integrated approach that has taken us beyond wildlife. DWNP was instrumental in setting up the CBNRM process 10 years ago but the movement has become much broader to include veld products, community-based tourism and co-management of national monuments.

Empowerment
The fundamental guiding principle is that we need to take 'ownership with responsibility'. That has been the motto of CBNRM and has brought us the progress we made. Also the development of lease agreements has seen some progress. The newly formulated head lease is very important. We have seen improved capacity through training. It needs to be
noted that management skills need further attention. There has been a limited commitment shown by the CBOs themselves. This aspect needs improvement and will be discussed during this conference. Brokering for strategic alliances has been actively taken up by a growing number of NGOs and other actors who are partly responsible for the progress made so far.

**Profits and investment**

The chairman was happy to note that the Ministry of Finance was present at the conference. We have seen progress in a number of enterprises developed. In the past CBNRM has been rather skewed towards wildlife as a product. Few new products have been developed. The CBOs and the Private Sector (PS) have missed some opportunities. But funds are available, and there is an increasing investment security through the head lease and the (draft) CBNRM Policy. This will assist to integrate CBNRM more firmly in our national economy.

**CBNRM in 2002**

In conclusion we are looking at CBNRM in 2002 and beyond. The (draft) CBNRM Policy (when formally adopted) will give a solid foundation to operate from and will strengthen Government institutions (e.g. Councils) and the involvement of other stakeholders. Past issues like the “Savingram” can be put to rest. The Government of Botswana will hopefully show its commitment to CBNRM in Botswana by adopting the draft policy. It would be desirable and is the intent of the government that there will be legislation on CBNRM in order to enforce its implementation.

The communities need to see the need to invest in their own capacity building. Outsider actors have driven this so far. It goes back to “ownership with responsibility”. This issue will hopefully be discussed during the conference. Investment in training is part of the overall investment in CBNRM.

The role of the NGOs in power brokering and facilitation will need to be discussed further. NGOs have a lot to offer. Not all is visible or easily accessible to the CBOs. We hope to bridge this gap in the future.

The recently released CBNRM Service Directory is one step towards this.

Private Sector (PS) and CBO relationships are of specific interest to this conference. We will listen to experiences from the region. This should go beyond training in skills, but looking at moving to a ‘real’ partnership where both partners share management as well as financial risks. We are looking for win/win situations.

The underlying focus of this conference is to discuss the experiences in CBNRM with particular focus on investments. CBNRM affords many more opportunities than we are taking up. Hence the counter reaction: why do only few people benefit? We as a group must counter-act this by demonstrating that this is not an elitist but a national movement, where everyone stands to benefit.

**Official opening**

The chairman introduced the Honourable Minister Mr. Jacob Nkate. His Ministry is pivotal to CBNRM. The chairman was confident to see a positive impact of the imminent merging of environment-related Departments into a new Ministry of Environment.

Address by the Honourable Minister of Lands, Housing and Environment Mr. Jacob Nkate:

"It is an honour to be invited to officially open the 2nd national conference on CBNRM. The first meeting was held in July 1999. This day is an opportunity to review the progress made so far in CBNRM and examine the areas that still pose challenges. The Government of Botswana is committed to the development and empowerment of rural areas and communities. The Government has witnessed partnerships with communities. This partnership can only be effective with empowered communities who know their responsibilities and rights. CBNRM is one way of achieving both: the Government's desire to develop rural areas and the need to forge a partnership with communities.

As the Minister responsible for coordinating the Government’s environmental policies and programmes I
am gratified that the environment and its natural resources can act as the central bond that ties Government and the communities in the development of the rural communities.

Government believes in protecting the environment and its natural resources so that they can be available not only for the present generations to enjoy but also for future generations. The best protectors of the environment and its natural resources are the people of Botswana with of course a little help from outside. HIVOS and GEF have contributed greatly to setting up this conference for example. It is you the CBO representatives who have to do a lot in protecting the environment so that the communities you represent can benefit from the sustainable utilisation of the resources. Government can help in providing policy guidelines.

Government has indeed already started on the path of providing the necessary policy guidelines and I am informed that the latest version of the draft CBNRM policy was produced in October. CBNRM started with an initial focus on wildlife but has since grown to include other natural resources. Policy development on the other hand has lagged behind. It is therefore necessary to finalise a policy, which will outline the different responsibilities, obligations and benefits of all stakeholders. One of the challenges is the equal distribution of benefits. The past has shown a controversy about the benefits and a statement was issued that all benefits should be surrendered to the Government, and not longer disposed of to the likes and dislikes of communities. My hope is that this controversy will be resolved and I will focus on discussion, which will lead to the resolving of this issue to everybody’s satisfaction. A policy on CBNRM could address this by providing guidelines on how such benefits should be shared so as to remove any suspicion, perceived or real.

The ultimate aim as far as Government is concerned is to ensure that CBNRM progresses smoothly for the benefit of Botswana with the active and meaningful participation of Botswana. Policies and laws are however only of any use if they are effectively implemented. We in Botswana have quite a lot of law relating to environment and natural resources but there is a general feeling that their implementation is not as it should be. My Ministry would like to do its part and in this regard we are in the process of formulating draft instructions for an overarching Environmental Management Legislation that should help bring together the various scattered laws and make them easier to implement. It should also cater for those aspects of environmental management that may not be adequately covered under the existing legislation. In this regard when the CBNRM draft policy becomes a policy there will be no problem in finding appropriate legislation with which to implement it.

Chairperson, I appreciate your effort and the efforts of your CBNRM forum in taking the initiative to spearhead CBNRM in Botswana. I also appreciate BOCOBONET, BOCONGO, the donors who assisted and all other organisations that are actively involved in the one way or another in promoting CBNRM. Without your help Government cannot succeed on its own and I can state that you have a ready and willing partner in Government, certainly my Ministry, as far as the promotion of CBNRM is concerned.

I appreciate the presence of participants from outside Botswana. We are already part of the global village and it is only natural that we should learn from our neighbours in our pursuit of development and the protection and sustainable use of environment and its natural resources.

Chairman, you have a full agenda in front of you and I should allow you to get on with the job. I therefore wish you a very fruitful conference. It is now my pleasure to declare the 2nd national conference on CBNRM officially open. Any implementable and realistic outcome will be well received by Government."

The chairman expressed his gratitude to the Minister for coming and indicating that the Government is a willing partner. CBNRM is a national issue and requires multiple partnerships. He assured to try to make recommendations that can be
implemented and expressed his hope to make this conference a success. It is an exciting course we are on and through this conference we will take the course further.

Questions to the Minister
CBO: It seems that the Minister also heard about the confusion created by the Savingram. The CBOs were going to refuse to comply. What is the Minister’s stance on this? Will he support communities when they take a stance? What message should we take home to the communities with regards to the Savingram?

Minister: First of all there was no confusion. There was a fact. A directive was issued which stated that the Councils should handle the benefits of CBNRM activities. The Government’s concern was reasonable, as it followed complaints from within communities. There was a strong indication that influential members of CBOs were making decisions without consulting with the other members of the community. The Government had the responsibility to step in. Regrettably the directive was issued before discussions were initiated and guidelines of resource management were drafted and issued. CBOs gave the opponents of CBNRM the weaponry to fight the movement. The Government had to react, but the solution is not found in dispossession but in discussions with Government through our Ministry to find solutions. The Minister stands fully behind these discussions.

Sometimes decisions are made without consultation (with regards to the recent relocation of elephants for example). When the Government decides to build a school or give elephants to neighbouring countries, they don’t have to get all the views. This does not mean that you as communities should not be critical. Proposals must be made to form the basis of discussions. You can’t involve everyone when making such proposals. Then decisions will never be reached. But you as citizens should always question and criticise.

Feedback 13th of November 2001 CBO Conference
By Mr. Titus Hermanus

The CBOs identified some issues that need to be addressed:

1. The steps to start up a Trust should be shortened. Presently it takes about 3 years to finalise the registration process. It is too long.
2. When a Trust is being given a piece of land, how can the Land Board (LB) give rights to the land to other people (Private Sector) at the same time?
3. When a CBO has been issued with land rights, why do they have to go back to LB and re-negotiate when they want to start the enterprise or project (campsite or traditional village)?
4. Why should LB instruct us where to erect whatever developments? The CBO should be telling LB where they want to put structures up.
5. Most of the communities still don’t know the role of the TAC and to what extent they deal with a CBO. TAC should interact and explain their role so we know what they can help us with.
6. The CBOs are not so sure who the beneficiaries of the natural resources in the area are. Who should benefit directly from the resource found in the area?
7. The CBOs are not happy with the current rates for quota animals. We want to conserve our animals, but surprisingly we are now becoming clients of what we want to preserve.
8. We have elephant troubled regions. People who are living with them are not told what is happening if they are sold. What is happening in other communities? The elephants have been taken from us and we don’t know what is happening. Why is there such secrecy on quota management?
9. We experience community people growing into factions as soon as NGOs, politicians, PS, churches etc. enter our villages. We have problems dealing with this.
10. How many Batswana benefit from game ranching? How can they profit?

The chairman stated that some of the matters raised by the CBOs would come
back during the Friday morning question and answer session. He introduced Mr. Ntingana from the Tswana Land Board who agreed to answer questions on the land issue.

Questions to Mr. Ntingana

If land is granted, why does the Land Board (LB) put another entrepreneur into the same area where rights have already been granted to a CBO? Why does LB stipulate where to put up developments when it should be a CBO to decide?

Mr. Ntingana:
Given the fact that LB has allocated the use of a Cha to a CBO for CBNRM, the LB requires the Trust to apply for additional uses, which weren’t stipulated in the initial agreement and therefore not covered under the lease. The Management Plan (MP) or Technical Proposal (TP) forms the basis of the lease agreement. When changes are made, these need to be amended in the agreement. These requirements have to be followed.

The Cha lease is a natural resource use lease. It is not a land lease and does not include land rights. Any land required for a CBNRM activity (e.g. a campsite) requires a separate common law lease from the Land Board.

If Land Board has granted rights to a third party in a community area, this could only have happened in a Cha zoned for multiple uses. The problem comes when a Cha has been allocated to the community and no rights have been specified. The lease must clearly outline the rights, which have been given over a certain area. Then there is no problem.

The Land Board does not per se direct the trust. MP or TP forms an integral part of the lease. As such one of the clauses in the lease stipulates that the lessee must develop according to the MP or TP. When you deviate from that, than LB will interfere. For example, we are concentrating on wildlife utilisation. This is still the primary use in most CHAs. Wildlife utilisation can be both consumptive and non-consumptive and must be treated separately, both in time and zoning. There can not be a situation, where the hunting camp can be within the photographic zone. The Land Board will see to it that the MP is implemented. The problem would have been clearer and the answer more to the point if concrete examples had been given.

NGO: We are worried about the delay in land allocation. Why does it need a new proposal within an allocated area? The tourism market changes and the CBOs must be flexible to accommodate such changes. The Land Board blames technicalities but does not look at the real issues.

Mr. Ntingana:
It is a requirement to make an application to the Land Board for land or additional uses. An agreement is made between the authorities and the trust. This is binding to both parties. The lessee can not just do what it wants or shift primary user rights to something else. As long as it is compatible, there is no problem. But it needs to be regulated, otherwise there are breaches and this can not be taken lightly. The terms of the lease need to be formally amended when there are changes. This has to do with legalities more than with technicalities. LB does not see the CBO problem. Any delay is caused by the requirements of the law, not by intention of LB.

Questions and Answers relating to the keynote address

NGO: The fundamental principle of CBNRM has not been mentioned, which is the decentralisation of power over natural resource management from the government to the CBOs. This must be pursued, as it is an area where the concept of CBNRM has not come through. Some issues raised by the CBOs show the question of ownership over the natural resources. The authorities should shift the power to CBOs.

Chairman: I appreciate that CI drew the attention to an important underlying issue. I did mention partnership within which the question of the shift of power is incorporated, but this fact was assumed and not explicitly stated. It is good that this point was highlighted, as the Cha leases are becoming more and more powerful.
Briefing on the Joint Venture Guidelines Review
By the Review Committee Member Miss. Pofo Labane

A working group comprising of Directorate of Corruption and Economic Crime (DCED), DWNP, KCS, BOCOBONET and the CBNRM Support Group has reviewed the Joint Venture (JV) guidelines. All participants of this conference have been given hand-outs. The hand-out comprises of three parts: it highlights ideas and proposals for the new JV Guidelines; it outlines the proposed JV Guidelines and it has a questionnaire attached. The input from all stakeholders is very important, therefore all participants are urged to return the questionnaires in the provided box before the end of the conference.

The proposed ideas include the CBOs writing their own joint venture proposal and advertising it. This (technical) proposal used to be submitted by the PS. The reason for this suggested change is that the CBO should set the terms for a joint venture in their area. In addition it has been resolved that canvassing should be permitted. Also, the monitoring and mid-term evaluation of the agreement must be undertaken. This is a way for the CBO to see if their partner is doing what he agreed to do.

The proposed outline of the JV Guidelines also includes that the CBO should be allowed to auction quotas or directly manage their own wildlife resources.

Miss Labane urged all participants to give a reason for agreement or disagreement when returning the questionnaire.

Questions and Answers
NGO: Did the committee look at the option of not having guidelines at all? Some partnerships that have evolved did not follow any guidelines and are the most successful.

Review Committee: This option has not been looked at because the CBNRM Policy states that JV Guidelines have to be in place. So it never occurred to the committee to look at an option without guidelines.

DWNP: The JV Guidelines are set up to show many options. We are looking for a new name, because they are options more than guidelines. We would appreciate if the house spend some thoughts on an appropriate new name.

Revisit the recommendations of the 1999 National Conference
The Chairman proceeded to present a paper on the recommendations of the 1999 National CBNRM Conference.

During the First National CBNRM Conference that was held in Gaborone in July 1999, 20 recommendations were made. The paper reviewed to what extent these recommendations were implemented. Suggestions are provided for the way forward in case they were not implemented.

Recommendation 1:
A National CBNRM Forum composed of representatives of all stakeholders be established (IUCN).
The National CBNRM Forum was established in May 2000 with the aim to provide a platform for broad stakeholder dialogue, facilitation, co-ordination and co-operation on CBNRM in Botswana. The Forum met 2 times in full, while the Steering Committee met 4 times. Issues addressed were amongst others the MLG Savingram, the draft CBNRM Policy and the ongoing review of the joint venture guidelines.

Recommendation 2:
When NRMP started they set up an Inter-ministerial CBNRM Committee with its secretariat in the Rural Development Co-ordinating Division (MFDP), comprising all Government institutions involved in CBNRM related activities (RDCD-MFDP). The continuing of this had been recommended.
The inter-ministerial committee is in existence, but its effectiveness of operation is not clear. The Ministry of Finance and Development Planning chairs this committee.
Recommendation 3:
To set up an independent consultative forum at District level, inclusive of government, NGO, private sector and CBO perspectives should be established and function on a regular schedule (all stakeholders).
So far one district forum has been established in Ngamiland. The district of Chobe is assessing the need and the cost-effectiveness of the idea. The Forum in Ngamiland is composed of all communities, companies, organisations and other agencies that are involved in CBNRM in the district. It meets every 6 months and it has been fairly successful in dealing with issues at district level and bringing partners together at that level, thus creating an atmosphere of general understanding and co-ordination, and commitment to the success of CBNRM.

Recommendation 4a:
CBNRM related training for communities and service providers is needed to strengthen these skills among Botswana.
A feasibility study is required to undertake a needs assessment and determine appropriate institutional arrangements (National CBNRM Forum).
This was not done. One has become quite weary of such assessments, because by the time the assessment is finalised, the situation has changed.

The practice of today is that BOCOBONET, NGOs and government extension departments such as the DWNP Community Services Division assist individual communities is assessing CBO training requirements and consequently help in the identification of a training provider. Is this practice sufficient? Is it still necessary to undertake a (nation-wide) (training) needs assessment? If it is necessary, which organisation should spearhead this exercise? This conference is asked to provide guidance on this question.

Recommendation 4b:
BOCOBONET should link CBO training requirements and mediate these through assessing them and drawing up a directory of existing training providers.
The CBNRM Services Directory of Botswana will be officially launched by BOCOBONET during the Conference.

Recommendation 5a:
Head leases for community areas should be made 15 (5-5-5) years renewable (Department of Lands). Implemented.

Recommendation 5b:
The issue of large scale investment (community, commercial as well as Joint Venture Partnerships) and security of investment be further discussed in the National CBNRM Forum and that this matter also be taken up by the Land Policy Consultancy.
The Land Policy Review has not started yet. It is about to be announced who won the tender by the Department of Lands.

Recommendation 5c:
The 1-1-3 (year) sub-lease arrangement as prescribed for community-private sector partnerships should be reviewed, as it hinders investment in economic activities and natural resources management. The length of the sub-lease period should be decided upon by the community (DWNP).
In practice it seems the Land Authority (Land Board or Department of Lands) decides upon the length of the sub-lease. In one case the Tswana Land Board approved an initial 5-year sub-lease. It therefore seems that the November 1995 Ministerial directive may be interpreted flexibly.
Clarity is required on the right of the lessee (the community) to determine the length of the sub-lease in the initial 5-year period. The lease itself does not restrict that right. The new head lease suggests that the directive has been reviewed.

Recommendation 6a:
Resource monitoring is an essential part of wildlife management, thus communities should be given, and accept, responsibility and be provided the technical skills, for monitoring these resources. It does not seem tangible progress has been made in this field. The recommendation is definitely too “open” to be able to measure progress.

Recommendation 6b:
DWNP should undertake to set areas’ annual quotas in consultation with communities by using community-monitoring information.
Draft annual quotas are sent to all communities for comments and proposed amendments are sometimes accepted by DWP. However there is no community wildlife monitoring system in place that feeds transparently into a quota setting system. There is silence on the 2 pilot community wildlife monitoring projects in KD1 (Ukhwi) and NG34 (Sankuyo).

Assuming that DWP wants to “include” community-monitoring information, provided the community is technically skilled to collect the information, and assuming that the communities want to be skilled in community wildlife monitoring, who is to spearhead the training of communities in wildlife monitoring? The conference is asked to comment on this or give ideas.

Recommendation 7a:
Resource monitoring is an essential part of veld products management, thus communities should be given, and accept, responsibility and be provided the technical skills, for monitoring these resources.
It does not seem tangible progress has been made in this field. The recommendation is definitely too “open” to be able to measure progress.

Recommendation 7b:
Veld product legislation should be revised and strengthened to ensure sustainable resource use based on community management.
The legislation has not changed yet.

Recommendation 7c:
Community use rights should be based on management plans consistent with regulatory requirements for sustainable resource use based on community management (ARB).
Related to the above.

Recommendation 8:
NCSA should take the lead in co-ordinating a national, publicly accessible ‘meta-database’ that links the many databases in various ministries.
In 1999 the NCSA officer was dedicated to CBNRM and NCSA was thought to become the ‘home’ for CBNRM. This could still be possible, but nothing has been done.

Recommendation 9:
Resource monitoring processes should be developed that gather data on relevant ecosystems and which will provide information on system trends, allowing ecological ‘adaptive management’ responses to be identified and implemented (DWP and Partners). This has not been done.

Recommendation 10a:
NGOs and the private sector should be recognised by Government as having specific expertise to offer.

Recommendation 10b:
Government should consider financial support through grants, contracting out CBNRM extension requirements and/or purchasing professional services through tender (Rural Development Council).
There is need for co-operation between Government and NGOs in CBNRM where different strengths can be used in a complementary way. However, Government does not yet recognise the specific expertise of NGOs and private sector when measured by the limited flow of finances from Government to NGOs.

It seems the NGOs (and other stakeholders) have not yet convinced Government about their important role in CBNRM and the value of the services they provide. How to convince Government?

Recommendation 11a:
The District Council should become more involved in CBNRM implementation. This should be done through training of Councillors and extension officers working in Remote Area Development and Social & Community Development.
The link between District Councils and their extension services and the planning and implementation of CBNRM projects is considered weak. The draft CBNRM Policy makes an attempt to establish constructive communication between Councils and CBNRM projects. Structural training and exposure of Councillors and extension officers has not taken place.
Recommendation 11b:
Funding from resource royalties and/or existing funding sources should be redirected in support of CBNRM implementation [relevant District Councils]. This does not happen yet; the latest draft CBNRM Policy commits Government to look into it.

Recommendation 12:
The national CBNRM Conference of 1999 recommended that the Government of Botswana seriously consider the establishment of a Ministry of Environment and Natural resources.
Recently the President announced the creation of a new Ministry of Environment, Wildlife and Tourism. This ministry will be operational from the start of the financial year 2004.

Development and Investment in Community Base Tourism (CBT) - A Namibian perspective.
By Theo Ngaujaake from NACOBTA

The speaker greeted all participants and was looking forward to share the experiences from Namibia with the house. First he gave the background on how NACOBTA contributed to CBNRM in Namibia.

The tourism industry dates back to the 20s, but prior to 1995 there were no recorded tourism activities involving communities. The communities had no experience in management and no money to start up operations. First the communities had to gain access to land, so in 1995 there were only small tourism operations and NACOBTA was set up to give the participants a better share in the tourism market and to represent their concerns.

The efforts of NACOBTA and lobbying of the CBNRM programme resulted in the Namibian Government issuing legislation in 1996 to give resource rights to communities. Against this background NACOBTA was formally created and formulated the following objectives: to increase community income and employment from tourism; to improve the viability of Community Based Tourism Enterprises; and to integrate community based tourism into the mainstream industry.

The speaker proceeded to present the main areas of NACOBTA support and he highlighted each of their constraints.

Training provided includes a basic awareness course on tourism, tourist expectations, markets, cross-cultural issues; a business course on skills development and a Tour guiding course to improve skills on guiding techniques, how to cope with large groups of tourists and to increase the knowledge on flora and fauna.

JV support: It is a challenge for rural people to establish partnerships with the PS, whose business is very sophisticated and manipulative. NACOBTA provides direct support regarding these issues. This includes the help in negotiations, JV training and facilitation of the tender process.

Tourism planning is undertaken through the identification of viable tourism products. NACOBTA helps to define tourism, where, how and why. NACOBTA also helps the community to assess what they don’t want. Several studies are carried out, including the North/West Tourism master plan, the northern Namibia Tourism Plan and the Eastern Caprivi plan. The results are expected shortly. These studies form a basis for the Tourism Programme. The relevant stakeholders have been involved in all steps of the process.

Business advice is given through the Business Advisory unit. This unit has full-time advisors on tourism planning, product development and management and marketing.

NACOBTA has put in place a Central booking and Information system. Some of the areas don’t have telecommunications yet, so the communication is the main constraint. But as communication will improve, so will the booking system.

Marketing and website. NACOBTA has created a website through which worldwide marketing is done.
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Marketing and web-site. NACOBTA has created a website through which worldwide marketing is done.
Product design: NACOBTA has a full-time design and construction team in place. They improve quality and design environmentally friendly constructions. One of the things they advocate are the eco-loo’s and dry sanitation toilets.

Advocacy and lobbying: NACOBTA constantly advocates for the further development of CBNRM in Namibia.

NACOBTA has identified the following opportunities:
Promotion of JV partnerships, because we feel that both partners complement each other, especially in remote areas. Good partnerships work when PS is giving valuable input. But in some cases PS had been found to act paternalistic leaving little room for the community. A survey in '99 revealed statements from the PS such as: "we give them the opportunity to sell firewood to our guests, we bought the chief a new suit, last year we built them a new roof for the community centre and we also give them rides when we go to town". In 2001 a similar survey showed 40 JV lodges of which only 2 were operating under a negotiated contract which is legally binding (one in Damaraland and one in Twifjellontjin). This contract included a transparent revenue sharing plan, with the focus on revenue rather than profits, because profits can easily be manipulated. NACOBTA's JV review group oversaw the negotiation of contracts. One of the crucial parts in these contracts is the PS's commitment to train members to hold management positions. The contracts have been reviewed through broad community participation. The whole process in both cases has aided in poverty alleviation as can be seen from the next presentation.

NACOBTA has identified the following constraints:
We have found a paternalistic attitude of the investors (PS). The JV support capacity is limited and we need more legal experience. On community level there is a problem of local politics, disagreements and power struggles. The communities are difficult to persuade to take the tourism business seriously. The PS lacks a lot of knowledge about the CBO they are dealing with. The Government of Namibia has created a vacuum: there is a delay in the formulation of tourism policy and land rights allocations. There is also a lack of clarity in JV guidelines. NACOBTA is not sure about the government's commitment and support. The PTO (Permission To Occupy) is not clear.

NACOBTA has several collaborative relationships with other institutions in Namibia. We are part of NACSO, the Namibian equivalent of the Botswana National CBNRM Forum. NACOBTA is represented at the different levels of NACSO. We have a healthy relationship with the PS and 2 of their representatives are on the board of NACOBTA. There is also a regional network, we have ties with Uganda and are here today to explore relations with BOCOBONET.

The speaker closed by wishing all stakeholders success with the CBNRM movement in Botswana.

Questions and Answers
DWNP: you talk of training communities. Can Botswana CBOs participate in the training? When you talk of lodges how do you deal with the neighbouring communities who also want lodges, when it is not viable to have too many similar enterprises so close to each other? NACOBTA: We can come to Botswana to do the training. We will do it on request. Inform us ahead of time so we can focus on specific needs of that community. The Government is encouraging conservancies to develop tourism activities. The community will ask Government for approval. It is therefore not possible for two communities to be engaged in the same project in different conservancies.

DoT: are there opportunities for individuals to develop their own businesses within a community group? NACOBTA: We would allow individuals to start their own business. You always find strong individuals in a CBO. The Government of Namibia also tries to encourage entrepreneurs to enter in agreement with conservancies for benefit sharing. Local businessmen are encouraged under the understanding that it must be to the benefit of the community. Entrepreneurs do not often come from within the community, they are mostly outsiders.
NW District Council: How does NACOBTA sustain itself in terms of funding? NACOBTA is funded as a non-profit organisation, it does not generate its own money and depends on membership contributions, which is currently 150 SAR per member per annum. NACOBTA has 45 members. Necessary additional money comes from donors. The implementation of a cost-recovery programme and the income from the booking company will increasingly make NACOBTA financially sustainable in the future.

Presentation on Spitzkoppe community in Namibia
By: Ryan Cariseb

The speaker expressed his gratitude for having the opportunity to speak in front of the house. He will tell about Spitzkoppe, which is a town in the west of Namibia, only 200 Km from Windhoek, the country’s capital, and 100 Km from the coastal town Swakopmund. It has a population of about 600 people (including the nearby farms), a pre-school, health centre, agricultural and rural water extension offices. Our income is generated through farming with sheep and goats and through tourism. Relatives from towns help financially the ones in rural areas.

Why did we enter into the tourism business? We saw potential for a campsite and tourism business in 1994 and obtained the PTO from Government in 1996. When we set up it was difficult to build everything and an NGO helped with the material (cement and poles). While we tried to set up the business, we strove for creation of employment and the conservation of the nature and to manage our own resources as a community. Assistance also came from NACOBTA in the form of training and product development. How are we managing our business? We have a campsite committee who manages the camp. We elect this committee. The Spitzkoppe Development Committee (SDC) works with different developments in the area. SDC is the mother board of all developments, its members are the headman, the sub-committees and the Government. This committee supervises big issues faced by the project, not the day to day running.

Why did we enter into a Joint Venture? We identified the need for more jobs and income generating activities. So the lodge plan was born. This would bring employment opportunities to school leavers. It was too difficult to set up the lodge ourselves, as we did not have enough funds. In the past, investors had shown interest, but we lacked the knowledge to negotiate. Therefore we turned them down. We approached NACOBTA to help us form a JV. They responded positively. They helped to study different possibilities and showed us similar lodges in the surrounding areas. They helped with negotiating training and demonstrated how to attract investors. After having accumulated knowledge we put the lodge for tender in the newspaper and received different proposals to consider. We elected a committee to perform this task on our behalf. The committee interviewed tenderers and got legal advice. We then signed a contract with the most successful tenderer. We formed a trust to have a trust account into which the money generated was to be paid.

The speaker explained the benefits of the JV. They signed on a revenue sharing basis, which is set at 10% over the gross income in years 1 and 2 to increase to 12% over years 3 - 15. The issues of employment are also stipulated in the agreement. The contract includes a signing bonus, rental fee, minimum performance clause (a sort of penalty fee if the PS does not generate the bed nights it proposed), recruitment from community, on the job training and training bursaries.

How do we reach decisions? The Joint Management Committee meets on a regular basis. All dealings are based on trust and transparency and the contract. The money goes to the Trust, then the Trust decides what will happen with it.

We have identified the following opportunities and obstacles: The upgrading of the campsite and other existing structures and the proposed building of bungalows needs funding. This and water availability in the area pose a
problem. The new proposed activities of guiding and mountaineering is hampered by the lack of knowledge amongst the Trust members. The lodge could provide goods and services (laundry service, vegetables and guiding), which would be income generating for community members. The lodge’s marketing structure could also incorporate the campsite and will provide direct employment, training and management skills. The other side of the coin is that by giving the site to the investors we lost our grazing land. The rights are exclusive and we can no longer undertake any other form of tourism activity in the area.

Questions and Answers
NGO: You say that there are only 600 people involved in this project. How big is the area and are the farms part of this conservancy?
Spitzkoppe: The association has 2000 members and the benefits go to all. The Skeleton Coast is very sparsely populated. There is no wildlife, just scenery.

SANProTA, a veld products marketing and development organisation
By: Gus Le Breton from SAFIRE Zimbabwe

A few years ago a group of NGOs looked at their role to contribute to rural livelihoods in the region. They came to the conclusion that agricultural based production is not the answer as the land is not suitable. Alternative or complementary production methods were researched. CBNRM has emerged as a powerful movement for the promotion of sustainable management of natural resources and at the same time a somewhat less powerful movement for the promotion of more sustainable livelihoods for rural communities. SANProTA found that efforts must not be limited to wildlife. There are organisations with different views, which can hinder the marketing of wildlife products (e.g. animal welfare associations). Other problems associated with wildlife are the large amounts of money involved and the revenues do not always go into the right hands. Wildlife is also mobile and fugitive. The conclusion was that you cannot base alternative livelihood system on wildlife only. So the answer was found in natural products (veld products). These include medicinal plants of which over 3500 tonnes are sold in the region per year at a total value of over 200 million US$. An example is the Devil’s claw, of which Namibia alone produces 600 tonnes per year and which generates 7 to 10 million US$ per year in Namibia. Specifically in Botswana one can think of teas, jams (like Marula), cosmetic products and oils.

The natural products industry has been growing rapidly world-wide over the last few years. The trade in the region will inevitably increase, which presents huge opportunities to rural communities. It however poses several threats too, including those of adverse ecological impact, bio-piracy and the threat that benefits will not accrue to rural producers. One particular threat to the growth of trade is that we don’t take the trade seriously. We need to make an investment into development of this trade. There are also international barriers to this trade. Production done commercially is cheaper, so there is the threat that local producers can not compete.

Why haven’t natural products already taken off, when 40 billion US are generated internationally every year through the trade in natural products? Why are there not more benefits here? We can not partake in this industry, when we don’t have the product. The baobab itself is NOT a product. The product is the oil on the shelf in the supermarket. Why have we not invested in the development of these products? The following barriers have been identified: For PS investment the factors are an uncertain macro-economic and political environment, poor market access and transport infrastructure and land tenure. For donor investment the barriers are that natural resource management is viewed as a conservation issue, not a development issue. In addition it is hard to justify financial support for product development given the uncertainties that this will result in tangible benefits to rural communities. For government investment the limiting factors are the lack of available finances and insufficient capacity at community level.
What can we do about it? SANProTA's goal is to enable poor rural communities in the southern African sub-region to generate supplementary incomes through the sustainable exploitation of natural products. This will be achieved through providing a platform for regional professional exchanges in natural product trade development; researching and developing existing and new natural products. Also through creating and engaging in markets for natural products from rural communities, leading to a sustained increase in community based domestic and export natural product trade.

SANProTA is a Southern African Natural Products Trade Association with the aim to assist producers. It is based in Zimbabwe and hosted by the NGO SAFIRE. We employ executive office staff, appointed by the Management Board, which in turn is voted in by the members. We also have an agent in Europe who will represent SANProTA's interest. It is an attempt to systematically approach the marketing of natural products world-wide. In Botswana VPR&D is the national focal point and it can be approached to become a member.

Questions and Answers
DoT: This question is about the supply of raw material. I don't see anyone from stopping patenting the process to make the product. Patents will be dangerous to the community development. What will you do about that? Will you set a value to the raw material too?
SANProTA: One of the fears that prevented us to move forward was the fear to export raw materials to the world for them to use and get all the benefit. We have to get over that. In business the primary producer does not sell the final product. Cotton growers do not sell T-shirts. The business chain is long and different skills and markets are along the way. One can not assume that rural people can produce the product.

We hope that the producers can capture the maximum value possible. We aid with that. The production process locally should be made as long as possible: this could include the picking of the baobab fruit, the separation of the nut from the seed and the pressing of the nuts and filtering of the oil. By doing so you have already quadrupled the value of the baobab fruit. We try to maximise value for the producers by doing as much as possible locally. The agent in Europe does not mean we focus on Europe only. Trade in the SADC region is 70% of the total. We don't look at export only: domestic and regional trade is the main focus. To capture the export as well, we have an agent in Europe.

NGO: You say that SANProTA is a membership organisation. We have CBOs in Botswana, who are the producers and members of BOCOBONET. Would SANProTA be dealing with BOCOBONET or can one become individually a member?
SANProTA: There are two classes of membership. First there is the full member. This member can vote in General Meetings and is part of the Management Board. Full membership is usually held by businesses, small-scale businesses (CBOs) and NGOs. The second class is the associate membership, which entails lower fees and the member can not vote. They can contribute to discussions nonetheless and have all the benefits.
SANProTA is open to individuals, government agencies and academic institutions. The primary constituencies are the rural producers; those are whom we serve. BOCOBONET should be a member as an informant to channel information to potential members.

BOCOBONET: Is SANProTA a private company or an NGO? BOCOBONET will not be able to join until this is clarified. Only then will we meet and discuss BOCOBONET's involvement.
SANProTA: SANProTA is not a charity or an NGO. It is also not a business. It is an association that represents its members. Just like a farmer's association. It is at a higher level, because it encompassed 5 countries. This has to do with volumes and sustainable markets. We need volumes to make veld products viable.

NGO: What is the process to contact SANProTA. We would like to know how SANProTA came to exist. The whole nation should be involved.
SANProTA: SANProTA is not a national programme. Its members pay fees, its association represents its members and they elect the board. The national focal point is more an administrative channel.

DWNP: there were not enough papers and brochures. How high are your membership fees?
SANProTA: The membership is free until 31-03-2002 and will thereafter range between 50 and 1200 US$ per annum depending on the size of the applicant. Applications must be submitted to the board, the board will meet on the 17-01-2002. All applications have to go through the board to prevent for example pharmaceutical companies joining just to get free information that could be used against the producers who SANProTA represents.

CBO: what are the benefits to the communities and who determines these?
SANProTA: We develop trade in natural products. The primary product producer is the rural community. Thereafter the product is sold to the next link in the chain. We try to ensure that the local producers get the best price they can for their product. It is not the same as a JV where someone else will conduct the business. You will be your own producer and seller.

The potential of veld products utilisation in Kweneng
By: Ernest Tsheemekteang from BOCOBONET

Veld resources are land resources and the term covers more than just medicinal plants and herbal teas. There is a common belief that there is little potential for CBNRM in the southern part of Botswana. I am here to prove that there is potential!

BOCOBONET has given assistance to capacity building since 1996 through collecting data on CBO activities and needs. We work together with other stakeholders in that endeavour. The district has more than 30 villages, all of which are active in veld product conservation and utilisation. The facilitation of CBOs in this industry has been done mostly by environmental NGOs and ARB of the Ministry of Agriculture. Since 1999, BOCOBONET has facilitated the mobilisation of seven CBOs through PRAs and Community Action Plans were generated. BOCOBONET also facilitated two Strategic Planning sessions that produced potential projects per CBO. VPR&D is directly facilitating at least three CBOs in Kweneng west. Thusano Lefatsheg works directly with almost all Kweneng west communities. Fonsag has worked with Diphuduhudu community for sometime.

In the Kweneng District one could identify the following groups of veld products according to their business sector. We have identified six business sectors, of which I will present four: Health and nutrition; Mining works; Forestry derived products; and Art & crafts.

Health and nutrition shows the price at primary producing level and export sales revenues. The grapple plant pays P6 per kg in the village but 15.000 Pula per ton on the market. Similarly the herbal teas generate P7.5 per kg for the primary producers but are eventually sold for P8 per 200 g.

Mining works looks into sand extraction (whereby one could earn P150.000 per month, by taking 500 loads of river sand to Gaborone each day at 10 Pula per load - the money generated could go into the harvesting of other veld products); quarrying; clay bricks and tiles; landscaping; floriculture and pottery.

Forestry derived products include: tree planting; floriculture; bee-keeping; morula processing; and worm harvesting.

Art and Craft can be subdivided into woodcarvings; leatherworks; rock paintings and traditional dancing.

Way forward
BOCOBONET has set a goal to make sure that every CBO (a total of 60 at present) will be assisted to develop 3-5 year strategic plans. These will have clear terms and can thus engage in JV with PS. The marketing strategies per sector will be looked at for all products. As food for thought Ernest asks the house’s opinion on whether NGOs should continue to
facilitate this process or should they become JV partners although they are, including BOCOBONET, non profit organisations.

The CBNRM directory, which will be launched after today's meeting is a big step towards partnership and transparent communication. There is a lack of transparency and accountability. Research findings take ages to finalise and are being taken higher, not back down to CBO level.

**The value of investment and partnership in CBNRM in Botswana**  
*By: Tara Gujadhur.*

K. Mpofu translated the speaker and the subsequent community presentations. Tara gave an overview of paper number 3 (see annex) and outlined the main points. The objectives of this conference are:

1. To take stock of CBNRM today compared with two years ago, highlighting successes but also identifying challenges - which we did yesterday morning and will continue this afternoon and Friday morning during the discussions and the Q&A sessions;
2. To promote CBNRM investment and partnership amongst stakeholders in Botswana and beyond - which will be worked on during the group sessions;
3. To identify innovative ideas that will encourage people to think about.

To ensure that everyone understands the word 'investment', she gave the audience a definition: investment is usually understood as a sum of money that has been put to a particular use to create profit. However, an investment can be any sort of resource (i.e. time and labour, knowledge) that provides benefits to its owner. People will usually invest their resources if they believe that it will result in a good return.

You can for example invest time and money in schooling, to get knowledge and thus create employment opportunities. CBNRM is an investment in natural resources and community/ rural development. Investment is a constant requirement for all stakeholders. You can invest money, labour, effort, skills and training in a tourism joint venture and benefit through employment, income and new skills. You can invest time, effort, knowledge, natural resources and money in a CBO and benefit through decision making power over natural resources, money from commercial ventures, employment opportunities and the conservation of the resources.

The Government of Botswana has invested, as has the PS. The benefits from investments are many, most visible of all is the money. But there are more: empowerment, pride and intangible benefits, which complement and enhance the tangible benefits such as employment and training. A community with a strong representative CBO can negotiate benefits with PS or GoB. Also, a well-managed environment will attract investors from the PS easier. There are a few key issues in investment that need to be addressed: What barriers exist to investment? The answer lies in the lack of markets, mistrust and security over tenure. What should JV guidelines contain to improve PS and CBO investment? The answer will lie in your input through filling in the questionnaires! Are communities motivated to invest in natural resources monitoring and conservation? How can we support that?

Partnership may help to address some of these issues on investment. What is partnership? It is an environment in which the partners agree to work together to fulfil and obligation to undertake a specific task by committing resources and sharing risks as well as the benefits.

The main ingredients to a successful partnership are trust, commitment, sharing of risks and responsibilities and an agreement on the objectives of such a partnership. Partnership in CBNRM is critical. The Government of Botswana works with CBOs, CBOs rely on NGOs, PS signs a JVA with a CBO - those are some of the partnerships we are dealing with.

As thoughts for the future the speaker asked participants to think about new possibilities for partnerships and how to expand the benefits. Yesterday we heard an interesting presentation of colleagues.
in the region. SANProTA was explaining veld product production, NACOBTA told us how to work together. When investing in partnerships, what are the new possible partnerships? Donor money is decreasing and limited. Investment in partnership can help to overcome this. For community enterprises it is imperative to remain competitive and close the gaps in services. We are gathered to work together and discuss how to move forward. Keep working together and discuss open, so we can all work towards a successful CBNRM.

Case study Okavango Polers Trust
By: O. Tshubelo

The people of Seronga are dealing with two CBOs, namely the Okavango Community Trust (OCT) and the Okavango Polers Trust (OPT). The presenter is representing the OPT. OPT was formed in 1998 with a membership of 75 and the primary activity to take tourists in the delta with fibreglass mokoros. The 75 members are polers who pay membership fees to join. A fee is paid annually and is P30. The members determine the fee. The co-ordinator hired by the trust organises the roster on who takes tourists when. Besides a membership fee there is also a service levy. This levy keeps the trust going financially. The 75 members elect the Board of Trustees. This Board of Trustees is composed of 7 people. They hired a manager and other employees such as cooks who prepare meals for tourists. The duties of the manager include the day-to-day running of the trust. The two co-ordinators are responsible for meeting tourists when they arrive by boat or by plane and arrange the trips for them. Then there is the receptionist and the assistant manager. There are 6 cooks who prepare a range of traditional meals for visitors. They also have traditional dance ladies to entertain the tourists at the campsites. The significance of each dance is explained to the visitors.

The working relationship between the board and the manager is such that the ultimate decision-making power lies with the trust. The board meets with the manager if there is an issue. They find a solution together and then they present the best possible way forward to all members. The general membership will then decide. If board and manager propose a decision that the membership does not like, the members reverse that decision.

The boats they use are fibreglass and locally made. OPT collaborates with the Private Sector (PS) in such a way that the PS brings the clients to Seronga. OPT then charges the PS per boat. One Mokoro is P100 per day, camping is P15 per day and transfer fee is P40. The prices for the PS are different from clients with direct bookings. Direct bookings pay P130 per mokoro, P20 for camping and P50 for a transfer. In view of competition the OPT tries to be the cheapest to get more clients. OPT have their own Professional Guides. Each group of clients needs to be accompanied by a Professional Guide. The OPT guides are all licensed. This is a service the OPT provides to their clients.

The trust members followed several training courses: guiding skills enhancement, first aid, customer relations, management and fundraising. The operators and Professional Guides are familiar with the wildlife regulations. In the delta they do not have permanent camps. The clients stay on islands and don’t leave any litter. OPT is very conscious of the environment. African Development Foundation (ADF) funded the campsites, the chalets, staff houses, ablutions, the renovation of the Land Cruiser to fit client seats in the back, motor boat, marketing and training. The Community Conservation Fund (CCF) contributed to marketing, guides training and fund-raising courses. The Financial Assistance Policy (FAP) helped with purchasing a Land Cruiser and giving wage subsidies over the next 5 years. 80% of the first year, 60% the next to 20% the last year.

The identified constraints are not many, as there is not much competition in NG12. Constraints could be that the board does not work effectively and cooperation with the PS does not work well. As a conclusion it can be said that they want to capture more direct bookings and focus on training for their members.
Questions and Answers

CBO: Does the OPT have a limitation on membership? Is there a profit sharing scheme or is there a formal partnership?

OPT: The membership is unlimited. The members decide together whether or not to increase the numbers.

CBO: What have they done for Seronga village?

OPT: The members are not necessarily from Seronga, they also come from Etsha and Ikoga. It is not visible in Seronga. The constitution has no formula to share the profits with the community. So far it has been ploughed back into the developments of OPT. The OPT is not in a partnership or JV Agreement. The PS just provides the clients, there are no meetings or interaction. The OPT has no plans of going into JV Agreement either. This trust is different, we offer a certain activity.

GOB: Should the manager stay in the future? Or will they be able to manage themselves?

OPT: expressed the wish to have more direct clients. But by using the PS they cut out the marketing costs. PS has experience with marketing overseas. By doing it yourselves you will have less clients and thus less profits.

OPT: The OPT has been looking at the manager issue and we are trying to get as much knowledge and skills as possible (including computer skills). With regards to the direct bookings, we have a desire to have as many direct bookings as possible, but we don’t want to cut the ties with the PS.

NGO: How is OPT’s working relationship with the OCT?

OPT: OPT and OCT are doing well together, they collaborate and offer each other services.

GOB: OPT does not have competition yet. However, lodges and campsites have been allocated to private entrepreneurs in NG12. So the competition is near. How is OPT going to deal with that?

OPT: We will keep the prices low to be competitive.

Case study /Xai-/Xai community

By: K. Kejiarara

The representative will outline what the trust is doing and the activities of the Cgaegræe Thabolo Trust (CTT). In 1996 when CBNRM started, the people of /Xai-/Xai established a quota management committee. The duties were to draft a constitution for the trust. In 1997 the trust was officially registered. In 1997 they did not have a lease so the given quota was used for subsistence hunting. Advisors from SNV were assisting all along to get permission to use the quota on a commercial basis, the selling of crafts and the use of traditional dances. The crafts are sold in Maun and the trust gets 2% of the selling price. The aim was to build a tuck shop in the village from the revenue generated. In 1998 the trust utilised the quota on a commercial basis and in a JV with Jao Safaris, which generated them 47,000 Pula. In 1999 they entered into a JV Agreement with Kalahari Desert Safaris (KDS), who paid them 70,000 Pula. In 2000 the tender was for 3 years. There were two tenderers for the sublease, namely Komtsa Adventure Safaris and KDS. KDS won the tender but it was discovered that there had been canvassing, so KDS was disqualified. After this incident the DCEC offered advice on the next step. They gave four options: Although KDS had contravened the guidelines, the trust could go ahead with them but that would be an offence. The second option was to start the tender procedures afresh. The third option was to take Komtsa Adventure Safaris or the trust could opt not to tender the area at all. The community decided to start the tender afresh. Komtsa Adventure Safaris was not happy with this decision and took the issue to the ombudsman. The decision taken then was that the trust had to take Komtsa Adventure as their partner.

They thus ended up in a JVA with Komtsa and 380,000 Pula was offered by Komtsa in the tender documentation. Komtsa cut 90,000 because time had elapsed and they could not market the entire quota. The trust agreed to the deduction of 90,000 Pula. In 2001 there were new developments in DWNP and the lion was taken off the quota. Komtsa stated that
this was detrimental to their business and they offered only 200,000 Pula for 2001. The trust said that only P22,000 (the value of the lions) should be deducted to compensate for the loss of the lions. Komtsa answered that the quota was now not attractive on the market without the lions. They ended up without reaching an agreement and the issue was taken to the TAC. Komtsa also wrote a letter to the TAC. They said that a decision was taken by the chairman only, not by the whole community. The community took the issue to their lawyer. Komtsa decided to terminate the 3 year contract before the issue was brought to the lawyer. When Komtsa terminated the contract, there was no time left to advertise the area and its quota. The trust pinned notices up in Maun as there was not even time to advertise in the newspapers. Two companies showed interest. One company offered a large sum of money, but only payable if and when the whole quota was actually hunted. Micheletti Bates Safaris offered less, but would pay regardless of the hunting success. The PS was allowed to pay in stages. The sum of P96,000 for the elephants has not been paid yet. The safari company refuses to pay because of a confusion in the quota issued to the safari company. When the company went to Maun to get the licences they found out that animals were not on the quota. Now there is a big confusion about the quota and the animals on it. The trust has tried to resolve this with DWNP and has reached a decision not to enter in a JV agreement this year. The plan is to market our own products and get our own clients. We are now in the process of obtaining permission from DWNP to directly market their product.

Questions and Answers
CBO: Where was the TAC when DWNP did not avail the animals that were part of the quota for NG4? Those 22,000 taken by Komtsa for the lions should have been taken from DWNP.
Answer: The DWNP sold more animals to the PS than they listed on the quota. TAC was there and wrote a letter to DWNP to inquire why. DWNP calls it 'just a mistake'. Had CBO made a mistake, it would not have been taken so lightly. NG4 is trying to recover the P22,000 from DWNP. The issue is being investigated at the court of law.

CBO: how does the /Xai-/Xai community benefit from the money generated?
Answer: From the money generated they plan developments and community members are paid for their labour from the income.

CBNRM Support Programme: partnership is viewed as a long-term marriage. Did CBNRM intend to advocate JVA (long term) or is it the goal to get communities to run their own business?
Answer: CBNRM does not only advocate JVA with PS. The end result is not a marriage between PS and CBO, but the empowerment of the CBO to manage their own resources. Advocating long term relationships has not resulted in benefits over and above money and handouts. GoB wants to achieve management positions held by CBO members and a general understanding on how to run their own business. This can only be done through long lasting relationships. But CBO can still opt to run their own business.

Private/Public Partnerships
Richard Moore, PEO Holdings

Innocent Magole translated the speaker. PEO Holdings is a De Beers & Debswana Business Development Initiative to facilitate business development in Botswana. It is important to be involved in CBNRM and tourism and the opportunities it affords. The talk will inform the house on what PEO does and why PEO is involved in business development. The talk will outline its objectives; its strategy; its investment criteria and focus; its progress to date and its experiences. At the end there will be room for questions / comments.

What we do?
We are a business development initiative and help commercially viable businesses to set up or to expand. PEO focuses on citizen involvement. We give financial assistance and management advice and support. In short we give money in return for shares in the business, which is called: Venture capital fund.
Objectives
We strive to develop commercially viable businesses and transfer skills, particularly to citizens. We aim at creating sustainable employment and a diversification of the current economic activity. De Beers is about mining, but you need diversification for a strong and balanced future. We want to improve competitiveness and generate profit so the fund can grow and we can help more people.

Strategy to business development
The background to the development of the strategy lies in the fact that is has taken time for citizens to take part in business. PEO has tried to find out why that is the case and have identified constraints and difficulties faced by small businesses in Botswana. This research helped to formulate a strategy.

The constraints found to business development in Botswana are lack of skills and capital, a small domestic market and a lack of financial discipline. The lack of skills was found to be the most crucial constraint. Financial subsidies have not been effective in Botswana.

Strategy - fundamental principles
There is no parameter for contributions by an applicant for financial assistance. We don’t say: you put 10% in as your contribution! We look at the individual business plan and look at what the entrepreneur can invest at the time. PEO is involved in the research of business proposals and subsequent set up. We often write our own full business plan although we have been given one by the applicant. We also do our own research on prices. PEO does not however own the project; we take a minority stake. We believe in ‘ownership creates responsibility’. We also implement financial controls. These are shown on a monthly basis to the entrepreneur and we transfer the skills to monitor your own business.

Investment focus
We have a broad focus, but will not assist businesses in over-traded markets, like bottle stores and butcheries. There is a certain interest in tourism, as it is one of the major growth engines of Botswana. We are also interested in Information Technology and financial services, import substitution, export businesses and viable manufacturing.

Approach to implement tourism strategy
PEO targets entrepreneurs with good business ideas with limited capital. A JV with skilled entrepreneurs is ideal, but a JV with unskilled citizen entrepreneurs in combination with a skilled Tour Operator or NGO is also possible. We believe that a successful combination could be a CBO, PS and PEO as financiers and overseers of viable business. We are actively seeking such partnerships. We are flexible and adaptable. That goes for any JV that we are in. The experience over the last 2 - 3 years has shown us that this is a prerequisite. We look for access to the cheapest sources of finance. We have our own money, or can source larger sums from outside.

Investment criteria
We target new and expanding businesses. These must be commercially viable. We look at the applicant’s ability to manage the business (in the suggested JV scenario this would be the PS). Those skills can be transferred to citizens in the business over time. We will play a key role in this transfer. We look at quality of all JV partners (their history and integrity) and for sound credit and trade references. We look at the applicant’s contribution and will base that on the resources behind the applicant. Maybe he does not have the cash, but owns buildings or land.

Experiences and progress to date
We have approved funding of P5 million. At the moment we have invested in over 20 businesses, of which two have been in the tourism sector. These two projects sadly did not go ahead due to circumstances beyond our control. But we are very keen to seek further projects in this sector. The profit yielded on investments to date is 26%. For a small business development initiative this is high. In other parts of the world there is a 80% failure recorded for small businesses, but we have a 85% success rate to date. The reason is that we stay close to the investment, we have 5 employees who take responsibility over 5 projects each.
We are actively involved in the decision making and financial management with the directors. The types of businesses we assisted include internet café, removal company, petrol station, garage and landscaping.

Questions and Answers
GoB: How do you measure your involvement in the business you take on to help?
Answer: The criteria are a profitable idea and citizen involvement. Each project will vary, and will be discussed and agreed individually. Citizen will have majority share, we take about 28% although we invest 4 to 5 times the amount of money than the citizen does. This is social empowerment fund. You don’t get this on the free market.

NGO: How was the organisation initially capitalised? How has it been made sustainable?
Answer: PEO received an initial capital of 5 million Pula from De Beers. We do not have to give this money back and have a 10 year exemption from the GoB tax. The fund should grow to assist more individuals.

NGO: The Namibian experiences with small-scale businesses in tourism showed that business development is not as crucial as the institutional development. Do you also provide institutional development?
Answer: Yes, we will work with any appropriate organisation to make the business succeed. They are often skill transfer organisations.

GoB: Can the applicant buy you out eventually?
Answer: Yes, we have a system for entrepreneurs to buy back shares. They always have first option on the shares. We ‘target’ to work with seeded dividends and give entrepreneurs back their shares. This can take 2 to 3 years. The applicant can also raise own funds to pay back. The value of the shares is determined fairly. If business has grown, the value of the shares has increased. A fair price could even be determined by outsiders if there is a dispute (ombudsman or accountant).

NGO: JV partners in CBNRM are not individuals. Has PEO worked with diverse communities?
Answer: We are aware of the difficulties. Businesses are successful because of their focussed management structure. Communities often don’t have one person who decides. This could create problems. We seek one person to work with and we will look for control mechanisms so that this person can not double cross the community. At the same time we would partly get involved in some community leadership meetings.

NGO: How are you going to ensure the skills transfer?
Answer: Most entrepreneurs have poor financial and management skills. We will transfer skills one to one. We will show how to keep records, understand monthly financial statements. We will also be selective and look for entrepreneurs who will have the ability and interest to learn. We look for people who are receptive. This does not mean high levels of education, but the person must be driven and willing to learn. We work with Enterprise Botswana to transfer skills. In the JV we would rely on the PS to transfer tourism skills, because we would not have them. Our key role would be to ensure that the transfer of skills takes place.

Group discussions
The chairman asked everyone to group according to being member of a NGO, CBO or GoB. Due to the small size of the PS group, its members and the regional representatives were asked to chose a group they would like to participate in. The largest group was the group of the CBOs followed by GoB and then the NGOs. There was a suggestion from the floor to mix groups but the CBOs strongly opposed this suggestion, because they wanted to conduct their meeting in Gaborone and they did not want others to hear what they are talking about.

The three groups retreated to confer and to come up with recommendations for “investment and partnership”. Each group dealt with the same three statements. The following statements were used for discussion:
1. Is it feasible for CBNRM enterprises (cultural tourism, campsites, small businesses) to be solely run by the community or community members? What other management methods or partnership possibilities exist for community enterprises to ensure their success?

2. Why have so few communities invested their increasing earnings and resources in their own capacity building? How can communities be encouraged to do so?

3. What partnerships, investments or preconditions are needed to expand the focus of CBNRM from wildlife and tourism to other resources and enterprises (i.e. veldt products, forestry, community education and development)?

It is hoped that at the National Conference, discussion amongst all stakeholders will stimulate new ideas and possibilities for investment and partnership, and come up with solutions for overcoming existing barriers.

Presentation of group discussions

Question 1:
Is it feasible for CBNRM enterprises (cultural tourism, campsites, small businesses) to be solely run by the community or community members? What other management methods or partnership possibilities exist for community enterprises to ensure their success?

CBOs: Yes we are receiving formal training through BOCOBONET and on the job training from the JV-partner. We are thus in a position to manage these projects ourselves as a community.

NGOs: CBNRM enterprises are varied and different and thus each requires different management methods. Some can be run by communities, some can not. The community for instance, can auction the hunting quota. Individuals could run campsites. Interest group related CBNRM products, such as crafts and poling, can be managed by the community. Others, where individuals pay a levy like in the case of the OPT can be managed by the community. With photographic operations, it is more complex, as more skills are required.

GoB: A typical CBNRM enterprise includes cultural tourism, campsites, veld products, lodges, mobile safaris, guest houses and hunting safaris etc. The communities can not manage by themselves and still need assistance at different levels. Management options would be to hire a manager to manage ventures on their behalf; to source out or contract out the enterprise and collect revenues; to improve training in terms of skills; to join into a JVA like in the current situation in the hunting safari industry.

Questions and Answers

GoB: The running of a hunting operation is entirely different from an one-off auction of the quota.

NGO: we disagree, we are selling a product, whether we conduct this over 6 months or 1 hour. The transaction took place.

CBO: The issue is not quite clear. When we hire a manager this is regarded by GoB as not being able to run our own business. But GoB has also hired foreigners to run the government in the past. Does that now mean that the government can not run their government by themselves? I strongly disagree with the GoB statement.

CBO: We challenge the GoB to say YES and stipulate the enterprises that CBOs can manage. CBOs will then hire the expertise where needed.

GoB: Don't misunderstand us. We want to encourage the CBOs to participate in the process. It is an empowerment process and we are trying to emphasise that. Capacity building can be done with outside help and should be encouraged.

A National CBNRM Forum member clarified the question: We are working in CBNRM with communal resources and the communities are expected to manage their resources. We have seen a tendency of CBOs represented by boards of becoming the entity to undertake the business. The board does not
automatically have the entrepreneurial skills, as it is not a business-orientated structure. Therefore the question was if there could be an alternative to the community/board running the business. Note hereby the difference between ownership and management. Nobody denies the CBO ownership over “their” resources. The question is, if we want to develop enterprises, how best (profitable, sustainable) to do that?

CBO: The Trust does not run the projects in any case. The co-ordinators do. They are skilled. The staff is too. The trust is never actually involved in the running of the business.

CBO: There are instances where there could be alternative means of decision making. We still feel that decisions should be made by all members. The bad example is Kurutse, where the decision making was taken from the community to a separate entity.

Chairman: PS and GoB find it difficult to work with a big entity, they would prefer to work with one person who has decision making power.

CHO: When you look at the decision-making concept it aims at empowering the community. If you get someone to run the business, that decision power is taken away from the members again.

NGO: The new explanation of the question makes it much more applicable to wildlife resource management. Our answers would apply differently now.

Chairman: I see a dilemma where the CBOs want to benefit as a whole and therefore want to lead and where the opposition wants shared risks, clean management structure and one business person to deal with directly. How are we going to resolve this?

GoB: In any situation you need to look at what you want out of it. If you want to run the business by yourselves you will probably generate low profits. If you want high profits, maybe you should have someone else manage the business for you and you learn until you are capable of having both: high returns AND your own business.

GoB: We are aware of the concerns of the PS. A business needs to have a specific body, which reaches decisions. In the current situation the trust boards have been given a lot of power throughout the constitution. Some powers are absolute and have been corrupted in the past. As such the board members do sometimes abuse this power and make inappropriate decisions. We feel that the powers of the board members need to be reduced. Look at those powers: a lot of transactions between PS and board are already as PS wishes them to be. Don’t give more power to a small entity!

NGO: What is better, the CBO to hire a manager or to get the PS to manage the business? Marketing happens away from the CBO. Do they really want to take on that part too? Politically it is so much easier to criticise an outsider than ‘your own neighbour’. Both scenarios require that you have to watch out not to be double-crossed.

SANProTA: While I respect the CBO’s desire to run a business at CBO level, they must acknowledge practical constraints that make it impossible to make it profitable. Let me give you one example: a CBO has acquired a press and they have to deliver 200 liters of baobab oil by the end of the month. A roster is scheduled and on the first day the person who was scheduled to work is sick. The next day the press breaks and no one feels responsible to fix it or get a mechanic. At the end of the month the CBO has produced 3 litres and they have lost their business partner. This is a real example and is to show that it is impossible for a business to be owned AND managed be a large group at the same time.

GoB: The example is not reflecting reality because the board would not make these decisions without involving the whole kgotla.

CBO: SANProTA has not been exposed to how a community runs its business. The board is elected, and they put the
management and the necessary staff in place. We ARE organised.

**Question 2:**
Why have so few communities invested their increasing earnings and resources in their own capacity building? How can communities be encouraged to do so?

**CBOs:** Communities with a high turn-over are still few. Some communities are big (widely scattered) and are still at crucial stages of development. Some projects are still running below break even point. Communities can be encouraged through educational and exchange tours. Some have been trained, but they are few.

**NGOs:** The ownership of CBNRM projects is still not clear. CBOs often think that the project belongs to the facilitating agent. Prioritisation of communities put human capital building at secondary level. For some other priorities are higher. Investment opportunities are limited and difficult to conceptualise. Communities could be investing in themselves, but they expect GoB to do so. Government has provided free education for everybody. So capacity building is left for GoB to do. There are limited initiatives to act on issues, which is a legacy left by GoB.

The CBOs should be encouraged. The facilitating agents should sell information, in other words provide capacity building at a fee. CBOs should be made to ‘feel’ to ‘want’ capacity building for themselves. One should look deeper into the concept of mentoring, whereby an experienced business persons can attach themselves to the CBO (as in the case of the OPT - They mentor client relationships and service provision). CBOs should be encouraged to budget for capacity building. One has to work on the attitudes of CBOs and facilitators, enhance transparency, overcome politics and power struggles and the delays in decision-making.

**GoB:** The focus should be on the immediate needs or priorities: e.g. when communities have money, they will buy vehicles or re-invest the money into income generating ventures. There is a lack of knowledge, in terms of not knowing that they should be investing in their own capacity and the benefits thereof. There is also a lack of strategy: investment is not included in their plans. The design and implementation structure of CBNRM is not seen as the responsibility of the community. They feel that GoB and NGO will provide this. Subsidies from GoB and NGOs are available. If you have been educated you tend to leave the rural area and work in the cities. There is a lack of motivation and commitment because others are expected to provide.

The solutions are to make provisions for capacity building through hiring a consultant or through BOCOBONET. They can provide tailor made courses and information exchange between communities. There needs to be sensitisation of communities on importance of investing in own capacity building.

**Question 3**
What partnerships, investments or preconditions are needed to expand the focus of CBNRM from wildlife and tourism to other resources and enterprises (i.e. veldt products, forestry, community education and development)?

**CBO:** To sensitise and educate communities about the other resources that are available in the different regions, e.g. flora and fauna, culture, geological features etc.

**NGO:** Government has focussed on wildlife-based CBNRM and has invested resources. Government is to allocate the same amount of resources to other non-wildlife products. There is a need for research and development into other non-wildlife-based products. The Tourism policy of high value/low volume should be applied to parks and heritage sites only, not to CBNRM areas. Cross-border partnerships and networks need to be built and nurtured. Market research, feasibility studies and market-driven approaches need to be looked into.

**NGO** can offer scholarship to communities; hire members of communities; and provide joint approach facilitation (NGO-GoB-PS-CBO).
To be a holistic approach - not to focus on wildlife and tourism only - makes room for diversification. Need for a policy that legalises other enterprises: e.g. veld products and forestry. Research on marketing and product development as well as sustainable utilisation methods.

**Question and answer session with panel of CBNRM resource persons - facilitated by Felix Mongae**

The panel consisted of:
- National Museums, Monuments and Art Galleries (NMMAG)
- Department of Tourism (DoT)
- Department of Wildlife and National Parks (DWNP)
- Department of Lands (DoL)
- Agricultural Resources Board (ARB)
- Botswana Council of NGOs (BOCONGO)
- Botswana Community Based Organisation Network (BOCOBONET)

Absent:
- Ministry of Finance and Development Planning
- Ministry of Local Government

Questions addressed to these Ministries are not being brought forward.

1. The single game license fees have been increased as from the 1st of October 2001. This means that especially commercial operators have to pay substantial fees (e.g. 10,000 for a leopard) to Government. What is not clear is the effect of the increased on the part of the community quota that is used for subsistence. Does it mean that someone in Mababe, who paid 5 Pula to hunt a kudu could now have to pay 300? The Mababe Community Trust might be able to afford these fees for its members, but community trusts in Ghanzi and Kgalagadi cannot afford this.

Can DWNP explain the impact of the increase of single game license fees on community subsistence hunting?

DWNP: CBNRM is not DWNP only; we want recommendations from this forum and need all views from all stakeholders to decide on the way forward.

2. A community having signed a Community Natural Resource Management Lease (head lease) with the Land Authority has to pay a land rental. Is the method of calculation up to the individual Land Board or is there a national guideline?

Can DoL explain how these land rentals are fixed?

DoL: There is no fixed price. Generally land costs in Botswana range from 2 Thebe per square metre to 30 Pula, depending on the use and location of the land. CBOs don’t pay rental for CHAs, just a nominal fee of P 1000, which is very different to the PS, who pay P 175,000.

CBO: But KD1 had to pay much more than that. They had no option but to pay 7500 Pula as directed by the LB in Kgalagadi District.

Answer: DoL is not an authority over the LB. We advise, but can not dictate. The nominal fee we advise is P1000. If the LB decides to charge you over and above, that is unfortunate for you. The LB seconded this statement.

3. There is a draft CBNRM Policy that has been jointly prepared by DWNP and the Ministry of Agriculture. This (draft) policy calls for legislation that allows communities to manage veld products, forestry products, etc.

Can ARB explain the progress in this matter?

ARB: Issues on veld, forestry and fisheries products will be incorporated in the policy. We are now at Ministerial level, it moved up from departmental level. The paper that is currently circulating highlights these issues and has taken in the contribution from yourselves. This document, as Mr. Nkate stated, is at highest level and I can therefore stress that we are making good progress.
4. There is confusion on the status of the 1-1-3-year sub-lease limitation as directed in the November 1995 Savingram of MCI and MLGL. NG/24 was allowed to tender for an initial 5-year sub-lease period.

Can DoL and DWNP explain the latest decision-making on the 1-1-3-year sub-lease limitation?

DoL and DWNP: 1-1-3 was a learning process and we have now realised that it is not supportive for business. Both departments have decided that a CBO can sublease for 5 years if they so wish. A Savingram to overrule the 1995 directive will be issued. But meanwhile the CBOs can decide at their own discretion. They can even within the 5-year sub-lease period terminate the contract with the PS if things don’t go well.

5. The Government of Botswana seems more and more inclined to support community-based tourism developments.

Can DoT explain what tangible measures have been taken to that effect?

DoT: We do support community-based tourism development. If the policy counts as tangible, than my first point is that policies are being put in place. The Eco-tourism strategy will be launched early 2002. This coincides with the UN who declared 2002 as the year of eco-tourism. Eco-tourism is about community involvement and sustainable utilisation of resources. Presently we are losing 60 – 70% of tourism generated income, which goes outside the country. Eco-tourism encourages tourists to visit CBOs, and lets CBOs run their own business. Other tangible development is Kgalagadi: we have given the CBOs camels to help them to set up a tourism business to diversify the product. We have opened the Transfrontier Park. We plan to open the South West of Botswana to tourism. That is why only the CBOs received the camels. We will continue to support CBNRM.

6. A number of NGOs whom are working with CBOs have experiences with BOCOBONET representatives who paint a negative picture of these NGOs. It further appears that BOCOBONET thinks it owns the CBOs, going as far as telling NGOs “what are you doing in our area”.

Can BOCOBONET explain why it is behaving in this way and what its role is vis a vis the role of the NGOs in providing CBNRM services to CBOs?

BOCOBONET: At BOCOBONET there is no intention of speaking negatively of any other stakeholder. We are aware that we need to work together. But there is no transparency and no service agreement between the CBOs and NGOs. We are in the process of developing partnership guidelines for the NGOs and CBOs. BOCOBONET does not own the CBOs, but the CBOs own BOCOBONET. The above statement is felt to be out of context.

NGO: Good to hear that BOCOBONET is drawing up guidelines. What stage are these in?

DWNP: Will these guidelines be circulated to all stakeholders before implementation? BOCOBONET: Partnership guidelines are at board level and the draft will be circulated amongst all members and stakeholders. Hopefully this will happen by January.

NGO: Some NGOs don’t go into CBO to offer assistance but are in the contrary approached by the CBOs.

7. The Government of Botswana seems more and more inclined to support community involvement in the management of National Monuments.

Can NMMAG explain what tangible measures have been taken to that effect?

NMMAG: The Museum has some tangible measures in place to encourage community involvement in the management of the national monuments, as has been advised in NDP8. Through JV Programmes, the Museum mobilised communities to support the sustainable use of their cultural heritage in their
locality. The CBOs are urged to help to preserve these and to conserve them for future generations. Some projects are Lekhubu Island, Tsodilo Hills, Drotsky's Caves, Moremi Gorge, Winteroord Farm and Matsheg Footprints.

CBO: in your answer you were only addressing CBOs who have already formed a trust. Can you name more sites that may be open to community involvement in the future?

NMMAG: At the monument a survey is ongoing, as we don't know all the sites yet. Sometimes communities come and ask us for assistance to explore. Other sites have been documented. We keep trying to encourage and demonstrate how to use these sites. Even individuals are trying to establish enterprises, and we refer them to the community to work together. There are many sites, we should not be telling them, we hope CBO will tell us. We will offer advice as to how the site could be made attractive for tourism and marketing.

8. Where NGOs are involved in veld product utilisation there seems to be a conflict of interest between the "NGO facilitating veld product utilisation" at CBO level and the "NGO marketing veld products" to sustain its operations. In the latter case the NGO potentially competes with the CBO who wants to commercialise veld products.

Can the relevant NGOs explain how they deal with this potential conflict of interest? In addition, what is the identity of the NGOs? Are they profit-making advisors or non-profit making advisors?

BOCONGO: the issue is broad. CBOs within the communities would like to have a larger slice of returns. But the NGOs are investing time and money to assist the CBOs in resource utilisation. The NGOs often have to go through middlemen. Countries who export raw materials don't get the full revenue. If KD1 export their own grapple, they will not get higher revenue. On national level maybe we can benefit more.

The answer to the second part is that most NGOs support CBOs in setting up a trust and look at offering long-term support. The ultimate aim is that the CBOs can stand on their own eventually. NGOs are not looking for their own benefit. We have also seen CBOs emerging without the assistance of NGOs. The capacity building workshop organised in the past aimed to give the power to take action on their own account. NGOs go out and assist, they are not a profit making business although they need something in return to make the programme sustainable.

9. The CBNRM Policy is in draft status since 1999.

Can DWNP/ARB brief the Conference on the latest developments?

DWNP: The Draft Policy is still with DWNP, we will incorporate what was contributed by the National CBNRM Forum and then it will be passed on to the Ministry of Trade, Industry, Wildlife and Tourism. The process will be finalised at the end of this year.

10. The Community Natural Resource Management Lease covers "the commercial use of veld products".

Can DoL/ARB explain if that means that a trust that has signed the lease has the exclusive commercial exploitation rights over, for example, thatching grass in their concession area? If they have, what should the trust do to stop outsiders from commercially harvesting grass in their area?

DoL: If you are given a lease, then only you should do the commercial business there. You are the one to give permission to outsiders. You have to develop guidelines or bylaws that will help this process. The ARB agreed to this statement.
It seems that BOCOBONET is increasingly deviating from its mission of advocacy and networking to the implementation of projects (ADF training sessions, Kweneng projects).

Can BOCOBONET explain this?

BOCOBONET: Our mission statement is to provide quality services to CBOs including lobbying, information gathering, networking, training, the facilitation of technical assistance and fundraising. The members of the CBOs will contribute through annual membership fees of 200 Pula per CBO. There are certain training sessions, which are the sole responsibility of others, like BOCCIM, NACOBTA, BOCONGO, etc. We realised that certain areas should not be subcontracted out, such as leadership skills, strategic planning and organisation development. We will look for assistance if we can not do it.

GoB: Does BOCOBONET sign its own set of contracts with the CBOs as they want NGOs to do when working with a particular community?

BOCOBONET: We are a membership organisation, so we cannot be compared to an NGO. When a CBO joins us, we sign a contract of what BOCOBONET will provide, so yes, we have a kind of service agreement.

The Community Natural Resource Management Lease covers "tourism related activities".

Can DoL/DoT explain if that means that a trust that has signed the lease has the exclusive tourism development rights in their concession area? Does it mean that the trust can determine freely the entry fees, camping fees and other fees charged to tourists/safari companies who visit their area? Can it stop safari companies from entering the concession without explicit trust permission?

DoT: Yes, but it will depend on what you charge for. You can not charge for transit. If tourist activities are carried out within the area, you can charge. You can also accuse the PS if they have breached whatever law.

Some community Controlled Hunting Areas over which head leases have been signed (CHA NG/4 for example) contain National Monuments. There is no dispute over the ownership and ultimate management responsibility over the National Monument. The role of the community in tapping the tourism potential of the attraction is however less clear.

Can NMMAG/DoT explain the rights of the lessee of that area (the community trust) over the development of tourism activities around a National Monument?

NMMAG: The Museum is the immediate custodian of national monuments and sites as per the Monument and Relicts Act of 1970. State or Land Board owns the land. The State or Land Board gives the land leases. Therefore the Museum is only the lessee of these monument or site. We have communities as tenants. The JV Programme tells the CBOs what they can do and what they can not do as per approved Management Plan.

DoT: Tourism is a form of land use but we do not give out land. First you always need permission from relevant authorities, and then we can come in to assist in selling a certain product. We have offices all over the country. We will assist you.

Until recently communities and safari companies were allowed to renew joint venture agreements without going for tender.

Can DoL explain why the renewal of a joint venture agreement is not allowed anymore?

DoL: We are not aware that the right to renew has been stopped. It is stipulated that less than 5-year sub-leases will not automatically be renewed. There has to be a community decision and renegotiations. New 5-year sub-lease periods have to go to tender. It has happened that the Board...
of trustees gave the next 5 years without consulting with their constituencies. We were disappointed that a Board would do that. Technical Plans are for 5 years. After that period the business is finished as per agreement. In order to get more or better offers, the operation must go out for tender. If the present operator provides another sound proposal, fair enough. If there is a better one: bye, bye. We want the CBOs to be the owners of the area, not to run after one operator.

The CBNRM Support Programme points out that the Community Natural Resource Management Lease, clause 7.5, last sentence, seems contradictory to what the DoL says.

15. Since both NGOs and CBOs are legally registered entities, on what technical grounds do NGOs employ their intervention strategies in communities?

Are the NGOs "development owners" of the CBOs?

BOCONGO: NGOs are not the development owners. CBOs have capacity needs. In 1984 the first trust was formed, we are all still in a learning curve. There is a need for assistance and this assistance should not be taken as ownership. We would like to see that NGOs are invited on the trust board as ex officio members.

16. The Community Natural Resource Management Lease obliges the lessee (the community) to maintain CHA boundary demarcations in good and clear conditions. In some cases however (e.g. Khwa) there is no demarcation yet and the lessee is held responsible for surveying and demarcation costs (which are gigantic).

Can DWNP/DoL explain how communities can find the resources to cover the costs of surveying and demarcating CHA boundaries?

DWNP: It is true that the survey and demarcation costs are high but when the lease agreement was drawn, this requirement was added to enhance the value of the community area. At the moment DWNP is embarking on a boundary description exercise of all CHAs (which includes the survey, not the actual demarcation) covering the community areas too. The project has already started in the Kgalagadi and Ghanzi district and other districts will follow. We hope this exercise will solve the problems of communities that cannot afford to survey their area. We are all in this programme together, maybe the NGOs could help the CBOs to find sources to pay for the demarcation. This should not be the sole responsibility of DWNP and DoL.

DoL: All land allocations give responsibility to the lessee to demarcate the area. That brings along costs. Once boundaries are demarcated they have to be maintained in proper order to prevent disappearance.

17. The Community Natural Resource Management Lease covers “hunting”.

Can DWNP explain if that means that a trust that has signed the lease has also the exclusive rights over "small game" and "birds" and if that is not the case, should these species fall under the resource management responsibilities of the community?

DWNP: As Bird Licenses and Small Game Licenses have not been issued per area, you can hunt these species anywhere. The communities might submit a recommendation to DWNP that they want to have control over these resources in their area.

18. If Government of Botswana wants to open a mine or erect a livestock disease control fence within a community concession, will it consult the trust as these kind of developments severally affect the management of the area?

Can DoL explain?

DoL: It is government procedure when bringing development that affects inhabitants to a certain area there will be
consultation. DoL wanted to exclude the issue of the Sethata Fence in this discussion.

19. There seems to be a conflict between the Government of Botswana high value/low volume policy and the likelihood that community trusts will enter the industry targeting the low value/high volume market niche.

What is the response of the DoT on this issue?

DoT: The strategy of low volume, high cost tourism to guide developments has been there for some time. Things have changed. During its existence there were some CBOs involved and there was no problem. Now the strategy is outdated and the Tourism Masterplan has been worked out to give four options. This masterplan will be circulated in due time. Assistance is requested from BOCOBONET and BOCONGO to distribute and explain the plan. The high cost/low volume strategy restricted tourism development specially regionally and did not leave room for diversification. In protected areas the carrying capacity was a requirement and had to be adhered to. Fragile areas therefore are still under the high cost/low volume policy. The North East of Botswana needs a different approach, there is not much to see and there are large pieces of land. High volume and mixed price policies are appropriate. We expect job creation and bed occupation.

20. Resource monitoring is an essential part of management. Communities should be given and accept responsibility, and provided the technical skills, to monitor these resources.

Can DWNP explain to what extent (give examples of) the annual wildlife quotas were set in consultation with communities by using community-monitoring information?

DWNP: The community-monitoring programme that was initiated by DWNP and piloted in Ukhwi and Sankuyo has not yielded any results yet. The programme has encountered problems with the data analysis package and that has been only recently resolved. The notion behind this programme is for communities to be able to analyse and interpret the results of such a monitoring activity. This program has not yet spread to many communities because DWNP had to deal first with the problem that existed. The intention of DWNP is to use the community monitoring data in the quota setting process.

21. The Chobe Enclave Conservation Trust (CECT) has applied for a lodge site in CH1 but has not received a response from Chobe Land Board. In the meantime other lodges have been allocated in the area that CECT applied for. When can CECT expect an answer from Chobe Land Board?

In case a CBO with an approved management plan and a head lease wants to implement its plans, why does it have to ask permission from Land Boards? Can DoL explain?

DoL: With regards to the CH1 application, they have to go to the LB for answers, not to this forum. If these things happen, when LB allocates the same rights to 2 parties, the issue needs to be resolved. Big people's names are attached to those sites, who shall remain unnamed. Once the Management Plan is approved and the lease is given, none of the permitted issues should have to go back to the LB. As the CBO is a legal entity they can take it to the court of law. The lease agreement, Management Plan (and the technical proposal) make up one legal document. It shows how you are proposing all developments.

CBNRM Support Programme remarks that even with an approved head lease (resource use lease) and an approved management plan, the lease does not grant the land to the community. Therefore the applicant has to go back to the LB to apply for the piece of land and acquire the land lease (a different legal document).
22. There is disagreement in some cases on the boundary alignments of community-managed CHAs.

Who decides on these boundaries and are they cast in stone? Can DoL explain?

DoL: This question does not clarify who disagrees with whom over what. With regards to boundaries, the DoL said that CHAs were administrative pieces of land set up by DWNP to control hunting. When you do a land use plan in a district, you naturally follow existing boundaries. These are not cast in stone: one could apply for re-zoning for different uses.

23. The NG32 communities expected NG17 to fall under their management responsibility since 1997.

Can Tawana Land Board explain why this has not happened yet?

TLB: This question was not supposed to come up in this forum. However, NG 17 was set aside for use of the OCKCT, and it has been explained that the problem with a certain individual, who refuses to leave NG17, has not been resolved and is delaying the land allocation. LB can not allocate land with an occupant on it. The case is at the lawyers at present.

CBO: There are people who just allocate themselves land and eviction is a long process. There is a concern that court cases take too long. What can CBOs do?

TLB: The reason it takes so long is that when you evict someone you have to consider every possible right. You have to cover yourself.

The chairman thanked Felix for the facilitation of the panel discussion and his excellent translation efforts. The forum has distilled some recommendations from the discussions yesterday and this morning. He presented the following recommendations that were passed by the floor.

Recommendations by the 2001 National CBNRM Conference

1. It is recommended that BOCOBONET with the support of other stakeholders should organise exposure and exchange visits of CBOs with the aim of improving the understanding of CBNRM activities and to enhance enterprise development skills.

2. The National CBNRM Forum should actively pursue dialogue with the Private Sector on the present and potential involvement in CBNRM business partnerships.

3. DWNP should consider waiting/introducing other measures to deal with the obligation of those communities who manage CHAs to pay for licences for subsistence use.

4. Communities who are managers of a CHA should be given the management responsibility over birds and small game along the same lines as they have been given responsibility over 'big' species by DWNP.

5. Communities are encouraged to prepare strategic plans to develop skills and improve their level of involvement by November 2003.

6. Based on the work on "partnership guidelines" that BOCOBONET has already undertaken, CBOs, NGOs and their representative organisations BOCOBONET and BOCONGO, should meet and agree on their roles and responsibilities in CBNRM and that the "partnership guidelines" be finalised jointly.

7. The impact of HIV/AIDS, and alcohol and other substance abuse on CBNRM needs to be assessed, discussed and monitored. Recommendations are to be made within the operations of the National CBNRM Forum.

8. The national CBNRM Forum should actively support research into the development of alternative economic opportunities for CBOs including marketing, research and sustainability within the context of CBNRM.
9. It is recommended to undertake a review of the CBNRM process/progress in Botswana to-date.

Closing speech
By: Mr. Maano, Deputy Chairman of BOCOBONET

Thank you to all participants. I am acting on the Chairman’s behalf and was only given the task this morning. I have therefore not prepared a speech. I am trying to fit in his big boots, which is difficult as you can see how short I am. Thanks to IUCN, especially to Catrine and to BOCOBONET, especially Dyna for organising. Thanks to the management of the Sun Hotel for the catering. To Mr. Jansen for chairing, he has done a good job. The first conference of 1999 was said to have been successful. How do we scale ourselves today? If this one is successful, how will the next one be? I would like to wish the outgoing steering committee to carry on.

Everyone showed confidence during this meeting and I hope no one got hurt in this meeting. I have one concern to share with you: during his deliberation the Minister said that there is no partner who should dominate or dictate the conditions to another partner. This is not a company, but a partnership. One observation I made is that the role of the TAC is still not known. Can we not use this opportunity to challenge the TAC to explain themselves? I am also concerned about the Land Board delays. Any responses should be given in a limited time span. I propose that these cases must be referred to the most senior officers, because now it takes years. Thank you all again, I declare this conference by the powers vested in me, officially closed.

Election of the 2002/2003 National CBNRM Forum
The following organisations were elected to be members of the National CBNRM Forum for the following 2 years as per adopted National CBNRM Forum Terms of Reference:

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<tr>
<th>Stakeholder group</th>
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<tr>
<td>CBOs</td>
<td>All 14 BOCOBONET Board members and the BOCOBONET Executive Officer</td>
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<td>NGOs</td>
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<td>Private Sector</td>
<td>Hatab, BOCCIM, BWMA, representative of CBNRM related consultants</td>
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<td>Government</td>
<td>DWNP, ARB, DoL, DoT, MFDP/RDCD, NCSA (NMMA interested to become a member)</td>
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<td>District Forums/TACs</td>
<td>Ngamiland, Ghanzi, Kgalagadi, Chobe and possibly Kweneng</td>
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*National CBNRM Forum Chairperson: DoT (Mr. W. Tema)
*National CBNRM Forum Secretariat: IUCN/ CBNSRM Support Programme
Annexes
National CBNRM Conference
14-16 November in the Gaborone Sun, Botswana

Wednesday 14/11/2001

8.00 - 8.30  Registration

8.30 - 9.00  Welcome remarks and conference information
            (Mr. Jansen, chairman of the National CBNRM Forum and Mr.
            Tshamekang of BOCOBONET)

9.00 - 9.30  Keynote address - Developments around CBNRM since 1999 and
            present state of affairs (background paper 1)
            (Mr. Jansen and Mr. Monggae of KCS)

9.30 – 10.00  Feedback 13th of November 2001 CBO Conference
              (Presentation by BOCOBONET, Mr. Titus Hermanus)

10.00 - 10.15  Official opening
               (Honourable Minister of Lands, Housing & Environment, J.D. Nkate)

10.15 – 10.45  Tea/coffee

10.45 – 11.45  Feedback 13th of November 2001 CBO Conference
               (BOCOBONET, questions and discussion)

11.45 - 12.00  Briefing on the Joint Venture Guidelines Review
               (Review committee member Miss. Pofo Labane)

12.00 – 12.30  Revisit the recommendations of the 1999 National CBNRM Conference
               (Mr. Jansen)

12.30 – 13.45  Lunch

13.45 – 14.30  Presentation from Nacobta on community-based tourism,
               development and investment in Namibia - including time for questions
               and discussion
               (Mr. Theo Ngaujaake)

14.30 – 15.15  Presentation from Spitzkoppe community in Namibia - including time
               for questions and discussion
               (Mr. Ryan Gariseb)

15.15 – 15.45  Tea/coffee

15.45 – 16.30  Presentation from SAFIRE Zimbabwe on SANProTA, a veld products
               marketing and development organisation - including time for
               questions and discussion
               (Mr. Gus Le Breton)

16.30 – 17.00  Presentation on the potential of veld products utilisation in Kweneng
               (including time for questions and discussion)
               (Mr. Ernest Tshamekang)

17.00 – 18.30  Presentation of the work of Botswana NGOs involved in CBNRM in the
               lounge of the Gaborone Sun including BOCOBONET officially
               launching the CBNRM Services Directory (and snacks and drinks).
Day 2 Thursday 15/11/2001

8.00 - 8.30 Questions and discussion on previous day presentations

8.30 - 9.00 Investment and partnership in CBNRM (Background paper 2)
(Miss T. Gujadhur)

9.00 - 9.30 Case study Okavango Polers Trust
(O. Tshubelo)

9.30 - 10.00 Case study /Xai-/Xai community
(K. Kehiarara)

10.00 - 10.30 Questions and plenary discussion following the presentations
(Facilitation by Mr. K. Mpfu)

10.30 - 11.00 Tea/coffee

11.00 - 11.30 Private/public partnerships
(Richard Moore of PEO Holdings)

11.30 - 11.40 Questions and plenary discussion following the presentations
(Facilitation by Mr. K. Mpfu)

11.40 - 13.00 Discussions in groups (CBOs, private sector, service providers) on the
3 discussion statements that are described in background paper 3

13.00 -14.15 Lunch

14.15 -15.00 Discussion and preparation of recommendations and presentations

15.00 - 15.30 Tea/coffee

15.30 - 16.00 Presentation Group 1 (10 min)
Presentation Group 2 (10 min)
Presentation Group 3 (10 min)

16.00 - 17.00 Discussion
(Facilitation by Mr. Mpfu and Mr. Jansen)
Day 3 Friday 16/11/2001

8.00 - 10.00  Question and answer session with panel of CBNRM resource persons
             *(Facilitation by Mr. F. Monggae)*

10.00 - 10.30  Tea/coffee

10.30 - 12.00  Recommendations/resolutions - result of the group work and panel
discussion to be finalised
               *(Facilitation by Mr. R. Jansen)*

12.00 - 12.15  Stakeholder groups (GoB, NGOs, CBOs and private sector) convene to
               select representatives to sit in the National CBNRM Forum 2002 and
               2003

12.15 - 12.30  Presentation of the National CBNRM Forum membership 2002/2003

12.30 - 12.45  Closure of the National CBNRM Conference 2001
               *(K. Maano, Vice Chairman of BOCOBONET)*

12.45 - 13.00  First meeting of the new National CBNRM Forum. Election of the
               Chair of the National CBNRM Forum and the Steering Committee

13.00 - 14.00  Lunch and departure
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Introduction

It has been more than 2 years since community-based organisations, the private sector, NGOs, Government agencies at different levels, donors and research institutes from Botswana and beyond met in Gaborone to share experiences on Community Based Natural Resources Management (CBNRM). The first National CBNRM Conference in July 1999 was considered a success. The presence of so many organisations was a clear statement that "everybody benefits from CBNRM in Botswana and we all want to make it succeed!"

The purpose of this paper is to review CBNRM-related developments over the past 2 years, to highlight progress and to note the challenges ahead.

The number of organisations and individuals involved in CBNRM increased since 1999. The number of communities with CBNRM related projects rose to around 55. Among these the legally registered Community Based Organisations (in most cases community trusts) increased from 26 to 35. The number of joint venture agreements between private companies and community trusts grew from 5 in 1999 to 9 in 2001. And last but not least, the estimated income from joint ventures in community areas grew from 2.2 to around 8 million Pula supplemented with employment created for an estimated 500 people.

From the 30th of January 2001 the Ministry of Local Government joined the 7 Government Departments with an interest in CBNRM (see box).

The number of Botswana-based Non-Governmental Organisations (NGOs) that provide CBNRM services currently stands at 15. The number of private sector CBNRM-related service providers (in the widest interpretation) is estimated at roughly 85. From this total of 100 service providers, 45 responded to the call to have their company profile included in the BOCOBONET "CBNRM Services Directory". These "yellow pages of CBNRM in Botswana" were published in October this year.

The interest in CBNRM at research institutes in and outside Botswana is growing. We see an increasing number of commissioned studies, dissertations, and papers published on CBNRM in Botswana. Regional CBNRM practitioners want to be exposed to the Botswana experience and the growing presence of Botswana participants in international forums means that CBNRM in Botswana has secured itself firmly on the map of innovative natural resource management initiatives.

Government departments involved in CBNRM in Botswana:

- Department of Wildlife and National Parks – DWNP
- Agricultural Resources Board – ARB
- Department of Lands – DoL
- National Conservation Strategy Co-ordinating Agency – NCSA
- Department of Tourism – DoT
- Rural Development Co-ordinating Division – RDC
- National Museum, Monuments and Art Gallery – NMMA

CBNRM – A DEVELOPMENT APPROACH

CBNRM is a development approach that supports natural resource conservation. The approach alleviates rural poverty by empowering communities to manage resources for long-term social, economic
and ecological benefits. CBNRM advances identified national engines of growth such as tourism, wildlife, forests and veld products that rely upon a healthy environment for profits (definition from the September 2000 draft CBNRM Policy).

All stakeholders stand to benefit from successful CBNRM projects. The anticipated benefits are clustered into “rural development”, “conservation in communal areas” and “tourism development” and linked to the interests of the 4 main stakeholder groups (see table below):

**Rural development**: a CBNRM project will generate income and employment and as such contribute to rural development, a benefit that especially applies to remote areas.

**Conservation in communal areas**: the benefits derived from the use of natural resources will prompt the community to use these valuable resources in a sustainable way, hence encouraging conservation.

**Tourism development**: CBNRM projects will add value to the national tourism product through diversification of the products, increasing volume and economies of scale.

Table: The different perspectives of four stakeholder groups towards CBNRM:

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<td>CBNRM offers an opportunity for communities in remote areas to generate sustainable income and employment from the use of the few resources they have without heavy government investment.</td>
<td>- CBNRM offers private sector investment opportunities. - CBNRM enlarges the political acceptance of tourism as a development opportunity and as such secures private sector investments in the long term.</td>
<td>CBNRM offers an additional sector where NGOs can “sell” their services to the communities (with donor financial assistance).</td>
<td>- CBNRM generates income, employment and local investment opportunities. - CBNRM is an accepted approach that justifies the allocation of natural resources by government to a community. - CBNRM adds to local capacity building and community empowerment. - CBNRM enhances the value of culture.</td>
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<td>CBNRM is an incentive to protect valuable natural resources and therefore diminish the controlling costs of government departments such as Department of Wildlife and National Parks.</td>
<td>CBNRM encourages the conservation of natural resources that are the basis for private sector investment in consumptive and non-consumptive tourism in [northern] Botswana.</td>
<td>The sustainable use of the environment dimension of CBNRM sells the NGO assistance to financiers.</td>
<td>- CBNRM enhances the value of and pride in the natural environment. - CBNRM encourages sustainable management of the environment.</td>
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*Investment in Partnership*

*Background paper for the National CBNRM Conference in Botswana Gaborone, 14th-16th of November 2001*
THE CBNRM ISSUES IN 1999 AND PROGRESS MADE

The fact that so many organisations have a stake in the successful implementation of CBNRM does not automatically mean that this is easy to achieve. The 1999 National CBNRM Conference made one thing very clear: CBNRM is a multifaceted and multi-actor approach that hinges on the co-operation between the various stakeholders or, in other words: "if we want CBNRM in Botswana to succeed, we need each other". No actor in any sector of CBNRM will succeed without the support of other stakeholders and without recognition of the broader context of natural resource utilisation and rural development.

When looking again at the above definition of CBNRM we find 4 dimensions that tie in with the key issues as identified in 1999 that pertain to successful implementation of CBNRM in Botswana: development approach, natural resource conservation, empowerment and healthy environment for profits. An attempt is made to review briefly to what extent progress was made in addressing these key issues and to what extent partnerships have been built between stakeholders to tap the full potential of CBNRM.

**Development approach**

CBNRM is an approach towards development based upon utilisation of natural resources and based upon the belief that communities can be encouraged to become the custodians of the environment when provided with sufficient incentives and skills. Government has launched CBNRM as an appropriate development approach. The communities are expected to adopt the approach and to trust Government in its honest intention to build the capacity of communities to take up the challenge. The private sector is an indispensable ingredient in this process by "providing the incentives to manage the natural resources", as are the facilitating roles of the NGOs. Partnership in sharing the ideals of CBNRM is essential.

The 1999 Conference emphasised the need for a shared vision, co-ordination and communication between the different stakeholders to achieve the maximum impact from this development approach. Much progress was made in this area. The National CBNRM Forum and the Ngamiland District CBNRM Forum were firmly established in providing a platform for all stakeholders to share experiences, co-ordinate efforts and jointly further the development of CBNRM in Botswana. The forums proved invaluable in mobilising response to the Ministry of Local Government Savingram of January 2001 and in the ongoing review of the joint venture guidelines. Five well-attended Forum meetings in Ngamiland managed to expand the support for CBNRM in that district.

The 1999 Conference urged more involvement of district level agencies in policy formulation and implementation of CBNRM. The Ngamiland District CBNRM Forum has already been mentioned. The involvement of Land Boards and especially District Councils however is still limited. A positive spin-off of the January MLG Savingram and the debate that followed could be an increased interest of the local authorities in CBNRM projects in their districts (without taking over the management responsibility from the communities). More local authority interest could result in:

1. increased political support;
2. finding ways to reinvest Resource Royalties in CBNRM projects in the districts;
3. streamlining local level extension services of, for instance, DWNP and the District Council Social & Community Development Department; and
4. co-ordination of planning and development efforts between community trusts and District Councils.

The 1999 Conference stressed the important role of NGOs in facilitating CBNRM at community level. The past 2
years bear evidence to that. Examples include Permaculture Trust of Botswana working with Gaing-O Trust in Mmatsumo and MoLeMa Trust at Winteroord farm, and Thusano Lefatsheg expanding activities in Kgalagadi District from Nqwaa Khobee Xeya Trust in KD1 to Khawa in KD15 and Koinaphu in KD12. Core funding of NGOs to facilitate CBNRM implementation remains problematic, although some results have been noted at BOCOBONE (African Development Foundation funding); Permaculture (Kelloggs Foundation) Thusano Lefatsheg (United Nations Development Programme). Government resources for NGOs remain difficult to access.

**Natural resources conservation**

The CBNRM concept has been developed from a wildlife utilisation perspective. The 1999 CBNRM Conference urged a more integrated approach to CBNRM in which wildlife is but one (albeit very valuable) component.

In this case it is essential that partnership be built between the various Ministries and Departments administrating the various natural resources. The Ministry of Trade, Industry, Wildlife & Tourism and the Ministry of Agriculture moved in that direction by jointly taking part in the preparation of the CBNRM Policy. The Department of Tourism has shown a keen interest in community involvement in tourism. Policy formulation and the development of support mechanisms are ongoing. In addition the National Museum, Monuments and Art Gallery increasingly recognises communities as possible co-managers of National Monuments. The outlines for possible partnerships in these areas have been demonstrated in e.g. Lekubu Island and Gcwihaba Caves.

**Empowerment**

"Communities need to have a true sense of ownership if they are to have a true sense of responsibility" was a key issue identified during the 1999 Conference. To most stakeholders this is the most fundamental principle of CBNRM in Botswana. It was adherence to this principle that sparked the heated debate that followed the January 2001 Savingram of the Ministry of Local Government. CBNRM practitioners were firm and united in their zeal to uphold this principle.

A further step to legal empowerment of community trusts was made in early 2001 when government finally released the Community Natural Resource Management Lease. This “head lease” outlines the rights to use natural resources by communities for a 5-year renewable 15-year period. As from the moment of signing, community trusts are the legally recognised managers of the specified resources in their areas.

Equally important to user rights and financial revenues from CBNRM, the 1999 Conference stated, are skills, increased control over development and increased organisational capacity at community level. More attention given to “less tangible” empowerment was required. Was that attention given? Although attempts were made in that direction it is difficult to assess the overall achievement. BOCOBONE offered capacity building training over the past 2 years to various CBOs all over Botswana. NGOs such as Kuru Development Trust in Shakawe (recently renamed TOCADI) and Permaculture Trust of Botswana offer training in project development, administration and financial management. Private sector companies offer training to their community partners mostly in tourism-related skills, as part of joint venture agreements. Various private consultants and commercial training institutes offer training packages (e.g. guiding and catering, strategic planning and accounting) for which various donors provide funding. Very few communities have invested in training from their own funds.

Khwai Development Trust and Gaecgac Tlhabololo Trust seem able to run their community enterprises (selling commercial hunting packages through auction and cultural tourism respectively) reasonably well. The Okavango Polers Trust boasts a successful photographic tourism operation, but generally speaking the CBOs do not yet seem to be able to run community organisations effectively.
on their own. "Organisations are never given power", the theory says, "they take it", but in practice this process takes time and needs to be facilitated by "power brokers" such as NGOs, associations such as BOCOBONET, private sector consultants or even Government extension services. "Power brokers" can help as catalysts in building up an organisation that gives hand and feet to the ideas of the people. They might help to deal with the various interests (class, gender, ethnicity) in the community, have innovative ideas of solving problems, and bring along networks of contacts necessary for a community organisation to implement its objectives. Strategic alliances between communities and the "power broker" of their choice seem necessary for some time to come. Resources to pay for these alliances continue to be required.

**Healthy environment for profits**
Conservation of natural resources is intrinsically linked to the economic value of these resources. The environment has to be conducive for enterprise development. The marketing of wildlife and related tourism in Botswana is relatively well established. All the current joint venture agreements between communities and private sector are based on using this resource, but marketing of other natural resources (such as veld products) remains a problem, despite efforts of Thusano Lefatshe and Veld Products Research & Development.

The 1999 Conference stressed that more research and resources should be made available to develop products, and design process and marketing strategies, but not much progress can be noticed at community level. The involvement of the private sector as a partner in this field is limited.

A healthy business environment also means that related skills are present amongst the partners. This is a time consuming process, especially at community level. But no matter how much capacity building and skills development takes place in communities, the wider economy always requires partnerships of some sort. To make the most of CBNRM, mutually beneficial cooperation is required. There are potential partners to invest, to manage, to market, to train, to research and not tapping into each other's expertise is a missed opportunity.

The last 2 years saw growing number of "partnerships in CBNRM": consultants assisted the Khwai community, consultants prepared tailor-made escort guide training programmes, accountants offered services, companies invested in campsites, and trained community staff. This is still the beginning as an increasing number of communities have vast resources to offer and as policies and legislation slowly offer more investment security CBNRM projects are bound to integrate in the national economy as viable investment opportunities.

**CBNRM IN 2002**

The last 2 years have shown that to succeed in CBNRM we have to invest in partnerships. The 2001 National CBNRM Conference, the Forum meetings at national and district level, various workshops and meetings on the formulation of CBNRM policies and strategies show the commitment of all stakeholders to invest in partnerships. The challenge ahead is to maintain this momentum. The year ahead offers great potential to build and expand partnerships between stakeholders in CBNRM. Without being exhaustive the following investment opportunities are offered for consideration:

1. The government is encouraged to invest in regaining trust from other stakeholders that it lost in the aftermath of the MLG 30th of January 2001 Sangingram on the management of CBNRM funds. Government is encouraged to show commitment to the success of CBNRM by a swift adoption of the present draft CBNRM Policy.

2. Communities are encouraged to invest in the capacity building of their village organisations by allocating sufficient time and (their own) resources for
training of their members to improve planning and decision-making. The ultimate aim is to develop community-based organisations that are truly accountable and representative of the general membership.

3. The success of CBNRM in Botswana offers NGOs the possibility of specialising in advocacy and facilitating the process. This will require great investments in staff and other logistics for which funding is increasingly difficult to find due to the decrease of donor funding. The most important investment for NGOs in CBNRM in the short term may well be to build alliances and market their skills to stress their important role in CBNRM.

4. The private sector has an interest in the success of CBNRM even though communities as amorphous entities are not the easiest of business partners. More business at community level offers more private sector investment opportunities. It is therefore in the interest of the private sector to invest in a wide variety of business skills at community level and to launch viable and innovative ideas for all kinds of private sector – community partnerships for the benefit of the local and national economy.

If 2002 were to bring about the above investments in cordial and transparent relations, enhanced expertise, and increased economic development, not only would the people of Botswana benefit but CBNRM being what it is - the natural environment would as well. This would be a genuine investment in the future!

*Investment in Partnership*
*Background paper for the National CBNRM Conference in Botswana*
*Gaborone, 14th-16th of November 2001*
INTRODUCTION

The first National Conference on CBNRM in Botswana was held in 1999, a culmination of three workshops on key topics in CBNRM (community mobilisation, enterprise development, and natural resource monitoring). The Conference aimed to assemble all of the CBNRM stakeholders in Botswana, allowing them to reflect on the progress of CBNRM implementation, finalise the recommendations from the workshops, and consider the way forward.

This year, the topic of the second National Conference is, “CBNRM – Investing in the Future: Investment and Partnership in Community-Based Natural Resources Management in Botswana”. Its objectives are threefold:

1. To take stock of CBNRM today compared with two years ago, highlighting successes but also identifying challenges;
2. To promote CBNRM investment and partnership amongst stakeholders in Botswana and beyond;
3. To identify innovative ideas that will encourage people to think about options (and constraints) for investment and partnership.

The objective of this background paper is to provide a starting point for discussion at the conference. The paper will address what is meant by “investment” and “partnership,” whom it involves, and the key issues. At the end of the paper, important points for group discussion at the Conference are outlined.

INVESTMENT

An “investment” is usually understood as a sum of money that has been put to a particular use to create a profit. However, an investment can be any sort of resource (i.e. time, labour, knowledge) that provides benefits to its owner. People will usually invest their resources if they believe that it will result in a good return.

The diagram below gives some examples of how different resources can be invested to produce benefits.

---

The Components of Investing

<table>
<thead>
<tr>
<th>Resources</th>
<th>Invested in</th>
<th>Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Money, time, effort</td>
<td>Schooling</td>
<td>Knowledge, employment opportunities</td>
</tr>
<tr>
<td>Land, tools, seeds, time, effort, labour</td>
<td>A plot of crops</td>
<td>Food, money from selling surplus crops</td>
</tr>
<tr>
<td>Time, effort, knowledge, natural resources, money</td>
<td>Community Based Organisation</td>
<td>Decision-making power over natural resources, money from commercial ventures, employment opportunities, conservation</td>
</tr>
</tbody>
</table>
Investment involves risk. When investing land, time, and effort in farming a plot of maize, it is possible that the rains will be poor and there will be very little harvest. However, not taking that risk will mean that there is definitely no harvest! When making any investment, it must be decided whether the resources can be spared, and whether the risks involved are acceptable.

**Investment in CBNRM**

CBNRM is the result of investment on the part of all the stakeholders in Botswana. Government (local and national) must adapt to the new method of resource management by investing time, capital and natural resources in rural communities. When first embarking on community management of natural resources, Government was not (and perhaps is still not) sure whether communities would be able to effectively conserve these resources. This approach to natural resources utilisation has required policy changes and new roles for Government.

NGOs have invested in CBNRM as a rural outreach strategy. By doing so, they risk the failure of CBNRM to contribute to community development and consequently attract donor funding. The private sector invests its capital and reputation in communities and their natural resources. If a community fails to maintain high tourism standards (by depleting wildlife, producing poor crafts, or confusing tourists), its joint venture partner risks losing large amounts of money and clients.

Communities deciding to manage their natural resources are also making an investment and taking a risk. They have to invest their resources (i.e. time, natural resources, and money) in a Trust and management activities, although the returns are far from guaranteed. For example, government may change policy and reduce community rights (as the Ministry of Local Government January 2001 Savingram demonstrated); community management of resources may result in conflict between residents or depleted resources; or activities might not result in enough benefits to satisfy the entire community.

Nevertheless, 55 communities in Botswana have chosen to invest in CBNRM. This may be because communities have seen an opportunity to gain decision-making power over the use of their resources, generate employment and money from commercial ventures, and contribute to the development of their community and its members.

Community investment in CBNRM does not end with creation of a Trust and a joint venture agreement. CBNRM requires constant investments, such as:

- Training (in natural resource management, activity management, tourism, business skills, basic education etc.);
- Capacity building of the Trust and accountability;
- Cooperation amongst community members;
- Participation by community members in decision-making and implementation of decisions;
- Community enterprises and small businesses (i.e. campsites, crafts production, tuckshops, veld foods production);
- Community infrastructure (i.e. community meeting hall, pit latrines, fencing, Trust vehicle);
- Community development and services (i.e. subsistence hunting, income generation); and
- Conservation (though monitoring, game guards, hunting quotas).

Benefits from these investments are not always in the form of money, a vehicle or employment. Benefits may be improved human resources (skilled, able people); a strong institution that can resolve conflict, support the needs of the community, and promote the aspirations of its members; or improvement of the natural resource base. These intangible benefits, besides being of value themselves, often complement and enhance tangible benefits. Well-trained residents are more likely to obtain rewarding tourism employment, an effective
institutions can negotiate with the private sector on behalf of the community for appropriate benefits, and a well-managed natural environment can attract investment.

However, barriers to investment by communities, particularly in enterprise development, have been identified. At the 1999 Conference, the issue of security of community tenure and the length of leases was discussed. The final “Community Natural Resource Management Lease” has recently been released, and currently the Joint Venture Guidelines are being reviewed. Other obstacles to investment may remain: the lack of markets for rural enterprises, lack of skills among communities, misuse of resources and/or benefits, or difficulty of efficient enterprise management by a community structure. It is possible that “partnerships”, as discussed in the next section, will provide opportunities to overcome some of these barriers.

Key Issues in CBNRM Investment

1. Does the final “head lease” give communities the security of tenure needed to invest in their natural resources, activities, and businesses?
2. What should the new Joint Venture Guidelines contain to improve private sector-community sub-leases?
3. How can communities with large incomes from joint ventures reinvest their money productively? (i.e. micro-credit schemes, subsidised transport for residents, improved natural resource management, tourism infrastructure)
4. How can the private sector be encouraged to invest in communities?
5. Is it feasible for community enterprises to be solely run by the community?
6. What other management methods exist for community enterprises?
7. Are communities motivated to invest in natural resources monitoring and conservation? If not, why not?
8. Why is it rare for communities to invest their own resources in training of their residents?
9. Are enterprises involving veldt products a viable investment?

PARTNERSHIP

A partnership can be defined in many different ways; it may be informal or formal, based on joint ownership of an enterprise, or simply a coalition for some short-term purpose. For example, a marriage is a partnership of sorts, and three people opening a shop together is a business partnership. To be successful, partnerships require trust, commitment, sharing of risks and responsibilities, and agreement on the objective of the partnership. The following definition is helpful when trying to understand partnerships:

“the partners agree to work together to fulfil an obligation to undertake a specific task by committing resources and sharing the risks as well as the benefits.” (Business Partnerships Unit of DFID)

Partnership in CBNRM

Since CBNRM was initiated almost a decade ago in Botswana, partnership between stakeholders has been an intrinsic component of activities. Government could not implement the new management approach without the involvement of communities, communities could not access the training and support to carry out activities without the assistance of NGOs, and the commercial utilisation of resources would not be possible without the private sector.

When discussing partnerships in CBNRM, generally joint ventures (between a community and tourism company) come to mind. The most common way for communities to gain tangible benefits from natural resources management is to enter into a sub-lease agreement with a hunting or photographic safari company. Though this is just one type of partnership in CBNRM, it is a crucial one, requiring a great deal of energy and communication between parties. Barriers to productive joint ventures in Botswana have been identified as the lack of trust between stakeholders, the need for a transfer of

"The value of investment and partnership in CBNRM in Botswana"  
Background paper for the National CBNRM Conference in Botswana  
Gaborone, 14th-16th of November 2001
skills to communities, and the need for investment security. These factors are likely to be the reason that there have been no real community-private sector partnerships in Botswana – only contract agreements for an exchange of resources. There is nothing wrong with this type of arrangement, but the purpose of this conference is to explore what other possibilities for partnerships can contribute to the long-term gain of communities and CBNRM in Botswana.

Possible options include:

- To reinvest money earned from a joint venture, a CBO leases out business opportunities to private entrepreneurs (from within or outside the community), such as development of a petrol station or community campsite.
- Joint venture agreement between a community and tourism company for exclusive hunting rights. The company, as part of the agreement, must market the community-run photographic tourism operation (including a campsite), and book 25 clients (similar to the /Xai-/Xai NG4 model).
- A CBO auctions its wildlife quota in fixed packages to the highest bidder, and reinvests that money into tourism-related developments (similar to the Khwai NG18 activities).
- With assistance from an NGO, producer groups sell their baskets and woodcarvings to an export company for overseas marketing.

The benefits from joint ventures between CBOs and safari operators in Botswana have generally been cash, employment for community members, and meat. Other benefits have been funeral funds, boreholes, blankets, clothing and offices. However, management and training investments have been somewhat lacking. To provide these investments, agreements between CBOs and safari operators need to evolve into partnerships, or communities will have to source these types of benefits from other types of partnerships. For example, a community may work with BOCOBONET and other NGOs, or it may use its joint venture earnings to send residents to tourism training schools. At the conference we will be hearing from NACOBTA (Namibia Community Based Tourism Association), a membership organisation that offers support and training to community-based tourism enterprises. This is an example of a partnership that requires investment on the part of members, but provides benefits that are not available elsewhere.

For communities that do not have wildlife, partnerships with crafts organisations, shops that sell community goods, and NGOs specialising in other types of natural resources management, are crucial. SANProTA, a regional organisation recently launched to provide marketing, research and support to veldt food producers will be presenting its activities at the conference as well. Diversification of community activities will help to ensure that all community members are able to access opportunities.

**Key Issues in CBNRM Partnerships**

1. Are the skills, capacity, and willingness for true joint venture partnerships present in communities and the private sector?
2. What types of new collaborations are needed to provide gaps in services (i.e. legal aid organisation, marketing of veldt products, on tourism development advice)?

**Investment in Partnership**

"Investment and Partnership" were chosen as the themes for this year’s Conference in the hopes that discussion amongst all stakeholders will stimulate new ideas on how to expand this aspect of CBNRM activities. Donor funding in Botswana is limited (and decreasing) and several communities have earned sizeable amounts of money through joint ventures. It is increasingly necessary for communities and other stakeholders to partner up to acquire the resources needed to secure long-term benefits.

*The value of investment and partnership in CBNRM in Botswana*

_Background paper for the National CBNRM Conference in Botswana, Gaborone, 14th-16th of November 2001_
For community enterprises to succeed in the competitive commercial world, investment, risk and partnerships are required. Of course, not all communities have to embark on commercialisation of their natural resources - management for subsistence use is still considered CBNRM. However, these activities will also require collaboration and management.

At the National Conference, participants will be divided into groups to confer and come up with recommendations for "investment and partnership”. The following statements will be used as discussion points.

1. Is it feasible for CBNRM enterprises (cultural tourism, campsites, small businesses) to be solely run by the community or community members? What other management methods or partnership possibilities exist for community enterprises to ensure their success?

2. Why have so few communities invested their increasing earnings and resources in their own capacity building? How can communities be encouraged to do so?

3. What partnerships, investments or preconditions are needed to expand the focus of CBNRM from wildlife and tourism to other resources and enterprises (i.e. veldt products, forestry, community education and development)?

It is hoped that at the National Conference, discussion amongst all stakeholders will stimulate new ideas and possibilities for investment and partnership, and come up with solutions for overcoming existing barriers.
Part 2

CBNRM Status Report 2001
Introduction

In May 2000 the National CBNRM Forum was established in Botswana. The proceedings of the first meeting in Gaborone were published in conjunction with what we called the “CBNRM status report 1999/2000”. The report took stock of where we were at the time in applying Community Based Natural Resource Management practices in Botswana. In early 2000 we counted 53 CBOs in various stages of development, 10 NGOs, 7 Government Departments involved in CBNRM, 9 joint venture agreements and 14 CBNRM-project funding sources.

Nearly 2 years later CBNRM has gained recognition as a sustainable development approach. The total number of communities who are involved in CBNRM increased as well as the number of registered CBOs among them. More detailed information on the latter category is included in the CBO fact sheets 2001. The number of NGOs changed as some international NGOs left Botswana while more information on local NGOs was included. The number of donor funding programmes remained the same, but information was updated. The same applies to the current CBNRM involvement of Government Departments.

The information in this report is provided in the form of tables and numbered sections, which we hope are easily accessible to the reader. We further hope that this status report will add to the institutional memory of the “CBNRM movement” in Botswana.

This CBNRM Status Report 2001 is comprised of six (6) sections:

1. CBO fact sheets 2001
   - Data on 46 Community Based Organisations (CBOs) that are registered or are in the process of registration are presented in fact sheets, including summary sheets and a map of Botswana displaying the Controlled Hunting Areas (CHAs) zoned for community management.

2. Government of Botswana fact sheets 2001
   - Information on the involvement in CBNRM of 7 Government Departments.

3. NGO fact sheets 2001
   - Data on 11 Non-Government Organisations (NGOs) who are involved in CBNRM in Botswana.

4. Private sector fact sheets 2002
   - Information on the involvement of the safari industry in 2002 as per Joint Venture Agreements.

5. Donor funding fact sheets 2001
   - Information on Government funding and external financial support programmes that can be tapped to assist CBNRM.


An attempt has been made to be as comprehensive as possible and to include all CBOs, NGOs, Private sector agencies, Government Departments and Donors with CBNRM related objectives and activities. We sincerely apologise if an agency has been overlooked or specific information is wrong or lacking. Comments on this CBNRM Status Report to correct, to add and to update should be sent to:

National CBNRM Forum Secretariat:
IUCN/SNV CBNRM Support Programme
P.O. Box 611
Gaborone, Botswana
Email: information@cbnrm.bw
The following Community Based Organisations (CBOs) that are registered or in the process of registration are covered in the 2001 CBNRM Status Report:

1. Cgaea Tlhabololo Trust
2. Khwai Community Trust
3. Okavango Community Trust
4. Jakotsha Okavango Community Trust
5. Nqao Boswa Womens Co-operative
6. Okavango Kopano Mokoro Community Trust
7. Bokamoso Women's Co-operative
8. Sankuyo Tshwaragano Management Trust
9. Mababe Zukutsham Community Trust
10. Okavango Polers Trust
11. Teemashane Trust
12. Bukakhwe Cultural Conservation Trust
13. Chobe Enclave Conservation Trust
14. Kalepa Conservation Trust
15. Sepako Quota Management Committee
16. Nata Sanctuary
17. Gwotsha Natural Resources Trust
18. Mmadinare Development Trust
19. Molema Trust
20. Mowana Trust
21. Kgetsi ya Tsle
22. Moremi Manonnye Conservation Trust
23. Bokamoso Women's Co-operative
24. Gaing-O Community Trust
25. Ngwaa Khobee Xeya Trust
26. Maiteko Ishwaragano Development Trust
27. Qhaa Qing Trust
28. Koinaphu Community Trust
29. Khawa Kopanelo Development Trust
30. Lehutulu Community Conservation Trust
31. Huiku Trust
32. Xwiskurusua Community Trust
33. Chobokwane Community Trust
34. D'Kar Community Trust
35. Kgoesakini Management Trust
36. Matheabadio Nature Conservation Trust
37. Emang Tshosa Environmental Conservation Trust
38. Ita Xhaan Trust
39. Ikemeleng Producers Co-operative
40. Kuango Management Trust
41. Boikago Trust
42. Itekeng Khekhenye Trust
43. Kgobokanyo Trust
44. Kgatleng Nature Conservation Trust
45. Bothlale Jwa Phala
46. Thari Ya Banana
## Section 1
CBO Fact Sheets 1999/2001

### Ngamiland and Chobe: 14 CBOs

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<thead>
<tr>
<th><strong>COAGCOAE TΛHΛBΛLOΛO TRUST (CTT)</strong></th>
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<tbody>
<tr>
<td><strong>Address:</strong></td>
</tr>
<tr>
<td>Private Bag 235</td>
</tr>
<tr>
<td>Maun</td>
</tr>
<tr>
<td><strong>Villages covered:</strong></td>
</tr>
<tr>
<td>Xaixai</td>
</tr>
<tr>
<td>2460 Km²</td>
</tr>
<tr>
<td><strong>CHA:</strong></td>
</tr>
<tr>
<td>NG 4: Multipurpose use in community grazing area</td>
</tr>
<tr>
<td>NG 5: Use of quota</td>
</tr>
</tbody>
</table>

### NRM and other activities the Trust is involved in

- Selling concession to the Safari Operator
- Subsistence hunting of part of the quota
- Management of cultural tourism operation
- Management of craft marketing operation
- Management of village shop

### Reference documents

- Baseline survey, western communal remote zone (DLUPU, 1992)
- Land use and development plan, western communal remote zone (DLUPU, 1994)
- Developing a tourism plan for /Xai-/Xai, 2001 by ESS/Maun /Xai-/Xai as case study in "Community-based Tourism in Botswana" (SNV publication)

### Supporting Agency

TOCADI

### Remarks

NG4 was originally zoned as Wildlife Management Area (WMA), together with NG5. Present status and decision-making process unclear. Tenure should be clarified. Final decision on Ngamiland fencing EIA is eagerly awaited as this will impact on the viability of NG4 and 5. Severe problems in early 2000 during the tendering process during which alleged canvassing took place. The 3-year joint venture broke up during renegotiations stage. During 2001 CTT sold its commercial part of the quota to Michelle Bates. For 2002 it intends to market its quota directly (pending DWNP permission.) Increased investment in cultural tourism camps at Aha hills, the caves and entrance of NG4. Preparation of Management Plan for Gwihaba Caves ongoing.

### Statistics

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<tr>
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<tbody>
<tr>
<td><strong>CBO Population</strong></td>
<td></td>
<td></td>
<td>360</td>
<td>358</td>
<td>349</td>
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<tr>
<td><strong>Joint Venture Agreement</strong></td>
<td>No</td>
<td>Tender for 2000-2002 awarded to Komtsa Safaris</td>
<td>Kalahari</td>
<td>Kalahari</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Land rental: P25.000 Quota fees: min. P380.000</td>
<td>Desert</td>
<td>Desert</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Cultural tourism:</td>
<td>Crafts marketing:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- P215.000</td>
<td>Shop:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other income:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Revenue received through the Trust</strong></td>
<td></td>
<td>P68.000</td>
<td>P83.020</td>
<td>P45.000</td>
<td></td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td></td>
<td>Min. 23 seasonal jobs as per contract</td>
<td>45</td>
<td>31</td>
<td>28</td>
</tr>
</tbody>
</table>

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Section 1
CBO Fact Sheets 2001
Khwai Community Trust
Registered since: 2nd of March 2000
Address: P.O. Box 657
Maun
Villages covered: Khwai
Size of the area (Km²): 1918
CHA: NG 18: Multipurpose used in WMA

NRM and other activities the Trust is involved in
Marketing hunts
Subsistence hunting of part of the quota
Grass and crafts marketing

Reference documents
An interim Management Plan was prepared by the Trust in April 2000.
Overall WMA Management Plan prepared by Okavango Community Consultants in 1995.
Photographic areas management plan (Ecosurv, 1996)
Land Use and Development Plan (DLUPU/Tawana Land Board, 1991)

Supporting Agency
DWNP and a private consultant (GEB funding)

Remarks
Tawana Land Board accepted proposal in MP (OCC/Smith, 1995) to allocate NG 19 (photographic area in WMA) to the Trust as soon as the 3 private sector leases expire or as soon as the long-term lodge leases in the area can be accommodated in the community lease of the area.
Management plan and structure needs to be designed for NG 19 to get the most out of the potential public-private partnerships. The income from the 2001 auction was low due to ban on lion hunting; increase in license fees and not setting reserve prices.

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<tbody>
<tr>
<td>CBO Population</td>
<td></td>
<td></td>
<td>350</td>
<td>324</td>
<td>324</td>
</tr>
<tr>
<td>Joint Venture Agreement</td>
<td>No</td>
<td>No</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Revenue received through the Trust</td>
<td>By selling hunting packages for the hunting season: P600,000 Renting out camp and facilities to hunters: ??</td>
<td>By selling hunting packages for the hunting season:</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Total Income</td>
<td>Minimum P600,000</td>
<td>P1,200,000</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Employment created through the Trust</td>
<td>3 persons employed by the safari company per hunting package</td>
<td>3 persons employed by the safari company per hunting package</td>
<td></td>
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</tbody>
</table>

Section 1
CBO Fact Sheets 2001
**Okavango Community Trust**
Registered since: 13th of March 1995

**Address:**
Private Bag 109 (Seronga)
Maun

**Villages covered:**
Beetsha, Eretsha, Gudigwa, Seronga, Gunitsoqa

**Size of the area (Km²):**
929

**CHA:**
NG 22: hunting in WMA
NG 23: photographic in WMA

---

**NRM and other activities the Trust is involved in:**
Selling concessions to the Safari Operator

**Reference documents:**
No Management Plan prepared by Trust. The only reference is the overall Management Plan prepared by Okavango Community Consultants in 1995.
Land Use and Development Plan (DLUPU/Tawana Land Board, 1991)
Socio-economic baseline survey and land suitability analysis (University of Utrecht, 1993)

**Supporting Agency:**
DWNP
ACORD works in all five NG12 villages
CI works in Gudigwa.

**Remarks:**
Severe management problems as noted by district CBNRM Forum in March 2000: need for detailed management plan including NG 12 (communal grazing area).
NG 12 is presently used for citizen hunting which conflicts with other land uses and the interests of the communities.
A consultancy (ESS/Maun) has been commissioned to prepare a Management Plan for NG22/23.

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**Statistics**

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<tr>
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<th>2001</th>
<th>2000</th>
<th>1999</th>
<th>1998</th>
<th>1997</th>
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<tr>
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<td>950,000</td>
<td>600,000</td>
<td>400,000</td>
<td>400,000</td>
<td></td>
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<tr>
<td>Quota fees: 340,000</td>
<td></td>
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<tr>
<td>Other Trust income: 260,000</td>
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<tbody>
<tr>
<td>Over 130 people permanently employed through the joint venture.</td>
<td>29</td>
<td>150</td>
<td>155</td>
<td></td>
<td></td>
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</table>

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Section 1
CBO Fact Sheets 2001
OKAVANGO JAKOTHA COMMUNITY TRUST
Registered since: 2000

Address: Via TOCADI
P.O. Box 472
Shakawe

Villages covered: Etsha 1-13, Ikoga, Jao Flats
Size of the area (Km²): 589
CHA: NG 24: photographic area in WMA

NRM and other activities the Trust is involved in:
- Photographic tourism (mokoro safaris)
- Development of camp sites

Reference documents:
- Overall Management Plan by Okavango Community Consultants (1995)
- NG 24 Management Plan prepared by JOCT (1999)
- Land Use and Development Plan (DUJPU/Tawana Land Board, 1991)

Supporting Agency: TOCADI in Shakawe

Remarks: MP approved by Tawana Land Board
In 2001, JOCT failed to find a joint venture partner for the management of Jedibe Lodge for a 5-year period.

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<tr>
<td>CBO Population</td>
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<tr>
<td>Joint Venture Agreement</td>
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<tr>
<td>Revenue received through the</td>
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<tr>
<td>Trust</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Total Income</td>
<td>None</td>
<td>Donor funding</td>
<td></td>
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<tr>
<td>Employment created through the Trust</td>
<td>?</td>
<td>None</td>
<td></td>
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**NOAO Boswa Women's Co-operative**
Registered as co-operative

**Address:**
P. O. Box 43
Gumare

**Villages covered:**
Gumare, Danega and Nokaneng

**Size of the area (Km²):**
None

**NRM and other activities the Trust is involved in:**
- Marketing of baskets
- Domestication of ilala (Mokolwane) palm
- Woodcarving

**Reference documents:**

**Supporting Agency:**
Conservation International

**Remarks**

**Statistics**

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</tr>
</thead>
<tbody>
<tr>
<td><strong>CBO Population</strong></td>
<td>Co-operative consisting of 96 members</td>
<td>Co-operative consisting of 96 members</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Joint Venture Agreement</strong></td>
<td>No</td>
<td>No</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Revenue received through the Trust</strong></td>
<td>?</td>
<td>?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>?</td>
<td>?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Employment created through the Trust</strong></td>
<td>96 women earning an income through the marketing of ilala baskets</td>
<td>96 women earning an income through the marketing of ilala baskets</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Okavango Kopano Mokoro Community Trust
Registered since: 24 April 1997

Address: P.O. Box 382
Maun

Villages covered: Ditshiping, Quaxau, Daonara, Boro, + associated settlements

Size of the area (Km²): 1223
CHA: NG 32: multipurpose in WMA

NRM and other activities the Trust is involved in
Selling concession to the Safari Operator
Tourism activities such as management of campsite, mokoro packages
Grass, reeds, tilapia, fish marketing

Reference documents
No Management Plan prepared by Trust. Only reference is the overall Management Plan prepared by Okavango Community Consultants in 1995. Tawana Land Board accepted proposal in this MP to allocate NG 17 (Santantadibe - photographic area in WMA) to the Trust as soon as private sector lease expires.
Photographic areas management plan (Ecosurv, 1995)
Land Use and Development Plan (DLUPU/Tawana Land Board, 1991)

Supporting Agency
DWNP

Remarks
Financial management problems.
Need to prepare a detailed management plan to make optimal use of NG 17 in the near future.

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</thead>
<tbody>
<tr>
<td>CBO Population</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Joint Venture Agreement</td>
<td>JCH Safaris</td>
<td>2000-2002: Johan Calitz Hunting safaris</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue received through the Trust</td>
<td>Land rental and quota fees in 2000: 900,000 Other Trust income: 200,000 (Trust Fund)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Income</td>
<td>1,200,000</td>
<td>1,100,000</td>
<td>750,000</td>
<td>620,000</td>
<td>90,000</td>
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<tr>
<td>Employment created through the Trust</td>
<td>Over 100 people from the OKMTC were employed in 2001 as per contract</td>
<td>100 people from the OKMTC will be employed in 2000 as per contract</td>
<td>45</td>
<td>42</td>
<td>5</td>
</tr>
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</table>
**Bokamoso Women’s Co-operative**
Registered as co-operative

**Address:**
P.O. Box 25
Shorobe

**Villages covered:** Shorobe

**Size of the area (Km²)**

**CHA:**

<table>
<thead>
<tr>
<th><strong>NRM and other activities the Trust is involved in</strong></th>
<th>Ilala basket marketing</th>
</tr>
</thead>
</table>

**Reference documents**

**Supporting Agency**
Conservation International

**Remarks**

<table>
<thead>
<tr>
<th><strong>Statistics</strong></th>
<th><strong>2001</strong></th>
<th><strong>2000</strong></th>
<th><strong>1999</strong></th>
<th><strong>1998</strong></th>
<th><strong>1997</strong></th>
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</thead>
<tbody>
<tr>
<td>CBO Population</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Joint Venture Agreement</td>
<td>No</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Revenue received through the Trust</td>
<td>Total Income</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Employment created through the Trust</td>
<td></td>
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</tr>
</tbody>
</table>

*Section 1
CBO Fact Sheets 2001*
**Buruakwe Cultural Conservation Trust**  
Registered since: September 2000

**Address:**  
via Conservation International  
Private Bag 132  
Maun

**Villages covered:** Gudigwa  
**Size of the area (Km²):** Part of NG12

**NRM and other activities the Trust is involved in:** Eco-cultural tourism business (a Bushman traditional village) in preparation.

**Reference documents:**

**Supporting Agency:** Conservation International

---

**Remarks**

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**Statistics**

<table>
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<tbody>
<tr>
<td><strong>CBO</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Population</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Joint Venture Agreement</strong></td>
<td>None</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue received through the Trust</td>
<td>None</td>
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<td></td>
</tr>
<tr>
<td>Total Income</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment created through the Trust</td>
<td>None</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
SANKUYO TENWARAGANO MANAGEMENT TRUST (STMT)
Registered since: 29th of November 1995

Address: P.O. Box 433
Maun

Villages covered: Sankuyo
Size of the area (Km²): 860
CHA: NG 34: Multipurpose in WMA

NRM and other activities the Trust is involved in
- Selling concession to the Safari Operator
- Thatching grass marketing
- Subsistence hunting of part of the quota
- Campsites

Reference documents
- Socio-economic baseline study (Maotonyane, 1996).
- No Management Plan prepared by Trust. The only reference is the overall Management Plan prepared by Okavango Community Consultants in 1995.
- Photographic areas management plan (Ecoserv, 1996)
- Land Use and Development Plan (DLUPU/Tawana Land Board, 1991)

Supporting Agency
- DWNP.
- People And Nature Trust (PANT)

Remarks
- Tawana Land Board accepted proposal in MP (Smith, 1995) to allocate NG 33 (photographic area Santawana) to the Trust as soon as private sector lease expires (2001).
- Delays in reaching an agreement for the 2001-2006 JVA resulted in a late start of operation of the new JVA partner HCH Safaris in July 2001. The revenue for 2001 is therefore very low.

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<tbody>
<tr>
<td>CBO Population</td>
<td></td>
<td>Appr. 250</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Joint Venture Agreement</td>
<td>HCH Safaris for a 5-year period</td>
<td>1998-2000: Crocodile Camp Safaris</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue received through the Trust</td>
<td>Incomes from camp site and traditional village: ?</td>
<td>Land rental: 169,400 Quota fees: 245,450 Photographic concession fees: 77,760 Other Trust income: 102,850 (Development Fund)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land rental 50,000 Quota fees: 20,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Income</td>
<td>70,000</td>
<td>595,460</td>
<td>503,850</td>
<td>462,850</td>
<td>320,000</td>
</tr>
<tr>
<td>Employment created through the Trust</td>
<td>10</td>
<td>53 permanent jobs as per contract in 2000</td>
<td>48</td>
<td>67</td>
<td>47</td>
</tr>
</tbody>
</table>
MABABE ZUKUNTHAM COMMUNITY TRUST
Registered since: 1998

Address: Private Bag 01
Maun

Villages covered: Mababe
Size of the area (Km²): 2181
CHA: NG 41: multipurpose in WMA

NRM and other activities the Trust is involved in
Selling concession to the Safari Operator
Subsistence hunting of part of the quota

Reference documents
No Management Plan prepared by Trust. The only reference is
the overall Management Plan prepared by Okavango Community
Consultants in 1995.
Land Use and Development Plan (DLUPU/Tawana Land Board, 1991)

Supporting Agency
DED

Remarks

STATISTICS

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</thead>
<tbody>
<tr>
<td>CBO Population</td>
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<td></td>
</tr>
<tr>
<td>Joint Venture</td>
<td></td>
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<tr>
<td>Agreement</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>African Field Sports</td>
<td>Appr. 200</td>
<td>African Field Sports</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue received through the Trust</td>
<td>Total revenue received is approximately</td>
<td>Hunting rights and Quota fees: 610,000 Small scale business: 15,000 Funeral donation: 15,000 Education sponsorship: 10,000 Transportation: 10,000 Sports: 10,000 Radio: 5,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Income</td>
<td>750,000</td>
<td>675,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment created through the Trust</td>
<td>59 jobs as per contract</td>
<td>49 jobs as per contract</td>
<td></td>
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</tr>
</tbody>
</table>

Section 1
CBO Fact Sheets 2001
**Okavango Polers Trust**
Registered since: June 1998

**Address:**
P.O. Box 24
Seronga
Tel/fax: 675861
www.mokoro.org

**Villages covered:**
Polers from different villages, especially Seronga and Gunitsoga

**Size of the area (Km²):**
Operating in NG 12

<table>
<thead>
<tr>
<th>NRM and other activities the Trust is involved in</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourism (viewing the delta from mokoro)</td>
<td></td>
</tr>
<tr>
<td>Sale of crafts</td>
<td></td>
</tr>
<tr>
<td>Camp site and chalets (Mbiroba Camp)</td>
<td></td>
</tr>
<tr>
<td>Restaurant</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reference documents</th>
<th>OPT feasibility and marketing studies</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Supporting Agency</th>
<th>ADF grant in 2000</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Remarks</th>
<th>Severe problems with conflicting land uses such as citizen hunting in NG 12. Trust has pleaded for proper land use planning of the area.</th>
</tr>
</thead>
</table>

Tawana Land Board approached to zone NG 12 for photographic tourism purposes. Management plan and structure needs to be designed for NG 12 and 22/23 to get the most out of the potential public-private partnerships.

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</thead>
<tbody>
<tr>
<td><strong>CBO Population</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Joint Venture Agreement</strong></td>
<td>75 member polers</td>
<td>75 member polers</td>
<td>75 member polers</td>
<td></td>
</tr>
<tr>
<td>Marketing arrangements with different photographic safari operators in Ngamiland</td>
<td>Marketing arrangements with different photographic safari operators in Ngamiland</td>
<td>Marketing arrangements with different photographic safari operators in Ngamiland</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Revenue received through the Trust</strong></td>
<td>Estimated turn-over in 2001:</td>
<td>Turnover (April 00 – April 01) 680.543 of which 376.550 was spent on polers wages.</td>
<td>Turnover (April 99 – April 00) 623.534 of which 403.430 was spent on polers wages.</td>
<td>Turnover (April 98 – April 99) 639.118 of which 396.599 was spent on polers wages.</td>
</tr>
<tr>
<td><strong>Total income</strong></td>
<td>750,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Employment created through the Trust</strong></td>
<td>100 (campsite management, transporting of clients and mokoro safaris)</td>
<td>100 (campsite management, transporting of clients and mokoro safaris)</td>
<td>100 (campsite management, transporting of clients and mokoro safaris)</td>
<td></td>
</tr>
</tbody>
</table>

11
**Teemashane Trust**
Registered since: 13 September 1999

**Address:**
Via TOCADI
Contact person: Geoffrey Matlapeng
P.O. Box 472
Tel: 675084
Shakawe

**Villages covered:**
Kaputura, Ngarange, Ncoagom, Sekondomboro

**Size of the area (Km²):**

**CHA:** Part of NG 11: Communal grazing area

<table>
<thead>
<tr>
<th>NRM and other activities the Trust is involved in</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural tourism</td>
</tr>
<tr>
<td>Thatching grass harvesting and marketing</td>
</tr>
<tr>
<td>Development of CBNRM project proposal for NG13</td>
</tr>
</tbody>
</table>

**Reference documents**

**Supporting Agency**
TOCADI Shakawe with financial support from SNV, GEF

**Remarks**
Membership of Teemashane Trust limited to members of the San communities

---

**Statistics**

<table>
<thead>
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</thead>
<tbody>
<tr>
<td>Joint Venture</td>
<td>1500 - 2000</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Agreement</td>
<td>No</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Revenue received through the Trust</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Income</td>
<td>P80,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment created through the Trust</td>
<td>278 collectors selling thatching grass in consignment via TOCADI</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
**Chobe Enclave Conservation Trust (CECT)**
Registered since: 4th of November 1994

**Address:**
P.O. Box 91
Kavimba

**Villages covered:**
Kachikau, Mabele, Parakarungu, Satau, Kavimba

**Size of the area (Km²):**
2984

**CHA:**
CH 1: multipurpose in communal grazing area
CH 2: forest reserve

| NRM and other activities the Trust is involved in | Selling concession to the Safari Operator
Craft production
Campsite
|
| Reference documents | The Chobe Enclave, non-agricultural activities (University of Utrecht, 1990)
The Chobe Enclave, development profile (University of Utrecht, 1990)
Baseline survey of the Chobe Enclave (SIAPAC 1992)
Chobe Enclave – socio-economic study (Ecouserv, 1996)
Chobe Enclave – end of project evaluation (Alexander et al, 1999)
Several Village Action Plans (PRA exercises, DWNP)
|
| Supporting Agency | DWNP
Chobe Wildlife Trust
|
| Remarks | |

<table>
<thead>
<tr>
<th><strong>Statistics</strong></th>
<th><strong>2001</strong></th>
<th><strong>2000</strong></th>
<th><strong>1999</strong></th>
<th><strong>1998</strong></th>
<th><strong>1997</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>CBO Population</strong></td>
<td>Aprr. 3700</td>
<td></td>
<td></td>
<td>3619</td>
<td>3427</td>
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<tr>
<td><strong>Joint Venture Agreement</strong></td>
<td>Jeff Rann Safaris</td>
<td></td>
<td>Jeff Rann Safaris for the second 5 year lease period (1999-2003)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| **Revenue received through the Trust** | | Hunting rights: 210.000
Quota fees: 700.000 | | |
| **Total Income** | 1,090,000 | 910,000 | 338,000 | | 464,000 |
| **Employment created through the Trust** | 8 people to be employed by the company as per contract | 8 people to be employed by the company as per contract | 39 | 10 | 51 |

Section 1
CBO Fact Sheets 2001
**Kalepa Conservation Trust**

Registered since:

Address: P.O. Box 17
Kasane

Villages covered: Kazungula, Lesumo, Pandamatenga

Size of the area (Km²): 1085

CHA: CH 8: multipurpose in communal grazing area

**NRM and other activities the Trust is involved in**

Selling concession to the Safari Operator

**Reference documents**

No Management Plan prepared by Trust.

**Supporting Agency**

DWNP.

**Remarks**

---

**Statistics**

<table>
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<tbody>
<tr>
<td>CBO Population</td>
<td></td>
<td>Appr. 2200</td>
<td>2930</td>
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<tr>
<td>Joint Venture Agreement</td>
<td>Blackbeard and Hepburn Safaris</td>
<td>McFarlane</td>
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<tr>
<td>Revenue received through the Trust</td>
<td>Hunting rights: US$ 120,000</td>
<td>Land rental: BWP 150,000</td>
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<tr>
<td>Total income</td>
<td>910,000</td>
<td></td>
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</tr>
<tr>
<td>Employment created through the Trust</td>
<td>19</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
Central district: 10 CBOs

**Sepako Quota Management Committee**
Registration in process

**Address:**
P.O. Box 124
Nata

**Villages covered:**
Sepako

**Size of the area (Km²):**
Not known and depending on veterinary fencing alignment

**CHA:**
Located in CT 7 (communal grazing area), interested in CT 6

<table>
<thead>
<tr>
<th>NRM and other activities the Trust is involved in</th>
<th>Planned to be involved in commercial hunting through joint venture and tourism development</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>Supporting Agency</strong></th>
<th>DWNP/Francistown</th>
</tr>
</thead>
</table>

**Remarks**
The community intends to manage a wildlife quota for area to be specified.
Veterinary fence needs to be realigned and discussion with DWNP and MoA ongoing.
Cattle-wildlife conflict along the Zimbabwean border with the potential to be resolved by realigning the fence.

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</thead>
<tbody>
<tr>
<td>CBO Population</td>
<td>1500</td>
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<tr>
<td>Joint Venture Agreement</td>
<td>None</td>
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</tr>
<tr>
<td>Revenue received through the Trust</td>
<td>None</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Total Income</td>
<td>None</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment created through the Trust</td>
<td>None</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
**Nata Sanctuary**

Registered

**Address:**
P.O. Box 139  
Nata  
Cell: 71612762

**Villages covered:**
Nata, Sepako, Maposa, Manxotae

**Size of the area (Km²)**
CHA:

---

**NRM and other activities the Trust is involved in**
- Tourism
- Crafts production

**Reference documents**
- Management Plan
- Project proposals through KCS

**Supporting Agency**
- Kalahari Conservation Committee

**Remarks**
Potential for joint venture agreement with the nearby Nata Lodge and/or Soda Ash Company.

---

**Statistics**

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<tbody>
<tr>
<td><strong>CBO Population</strong></td>
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</tr>
<tr>
<td><strong>Joint Venture</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Agreement</td>
<td>No</td>
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</tr>
<tr>
<td><strong>Revenue received</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>through the Trust</td>
<td></td>
<td>Income from entry fees:</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>camping fees:</td>
<td></td>
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**NRM and other activities the Trust is involved in**
- Plans to establish game farm and tourism activities around Letsibogo Dam

**Reference documents**

**Supporting Agency**
- DWNP/Mmadinare

**Remarks**

### Statistics

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**Gwesotesha Natural Resources Trust**
Registered since: 8th of March 1996

**Address:**
P.O. Box 124
Gweta

**Villages covered:**
Gweta, Zoroga, Tsokatshaa

**Size of the area (Km²):**
11927

**CHA:**
CT 7: communal grazing area
CT 11: photographic area in not-yet gazetted WMA

| NRM and other activities the Trust is involved in | Morula processing and marketing |
| Supporting Agency | VPR&D has offered assistance |
| Remarks | Morula processing halted due to production and marketing problems |

### Statistics

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*Section 1*

CBO Fact Sheets 2001
**MOLEMA TRUST**  
Registered 27th of January 2001

**Address:**  
P.O. Box 51  
Lentswelemoritl

**Villages covered:**  
Mothabaneng, Lentswelemoriti, Mathathane

**Size of the area (Km²)**  
Winteroord Farm: 2030 hectares in the Tuli Block

**CHA:**

<table>
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<tr>
<th>NRM and other activities the Trust is involved in</th>
<th>Development and management of Winteroord farm in the Tuli Block along the Limpopo for game farming and tourism purposes</th>
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<tbody>
<tr>
<td>Reference documents</td>
<td>Natural resources assessment report and management plan for the farm prepared by Ecosurv, 2000.</td>
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</table>
| Supporting Agency                                | Permaculture Trust Botswana (PTB)  
DWNP and National Museum                           |
| Remarks                                          | PTB mp                                                                                                           |

### Statistics

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</table>
| Revenue received through the Trust |             | Financial support from EDF: for mobilisation and Trust formation: 89,000  
CCF: studies and management plan: 80,000 |
| Total Income             | None |      |      |      |      |
| Employment created through the Trust | None |      |      |      |      |

*Section 1  
CBO Fact Sheets 2001*
## Mowana Trust
Registered: October 2001

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<tr>
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<tr>
<td>Villages covered</td>
<td>Molokwana and Mosweu</td>
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<td>Size of the area (Km²)</td>
<td>-</td>
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<table>
<thead>
<tr>
<th>NRM and other activities the Trust is involved in</th>
<th>Initial plans developed to generate income from pottery, woodcarving, tree nursery and agro-forestry</th>
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</thead>
</table>

### Reference documents

### Supporting Agency
PAB

### Remarks

### Statistics

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<td>ADF training fund through BOCOBONET and NCSA funding</td>
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<tr>
<td>Employment created through the Trust</td>
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</table>
**KOELE YA TSEI**
Registered since: 1st of February 1999

**Address:**
P.O. Box 343
Lerala
Tel: 454013

**Villages covered:**
20 villages in the Tswapong hills

**Size of the area (Km²):**
CHA:

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<thead>
<tr>
<th>NRM and other activities the Trust is involved in</th>
<th>Collection, processing and marketing of various veld products</th>
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<td><strong>Reference documents</strong></td>
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**Supporting Agency**  Skillshare

**Remarks**

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<td>420 members</td>
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<td>Financial support from Pact</td>
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<td>Income from phane</td>
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<th>Morula fruit processing</th>
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<td><strong>Remarks</strong></td>
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**GAINO-O COMMUNITY TRUST**
Registered since: 1997

**Address:**
P.O. Box 1
Mmatshumo

**Villages covered:**
Mmatshumo

**Size of the area (Km²):**

**CHA:**
Part of CT 13

---

**NRM and other activities the Trust is involved in**
Tourism on Lekubu Island (National Monument). A (draft) contract between the Trust and the National Museum authorises community custodianship over the National Monument. A campsite is developed where as spin-off also crafts and firewood are sold.

**Reference documents**
Lekhubu – Development and management plan (two volumes) by J.N. Burgess (1999)

**Supporting Agency**
Permaculture Trust of Botswana as facilitating NGO with funding from CCP, EDF

**Remarks**
Interesting example of a joint venture between community and National Museums of Botswana, but facing internal management problems.

DED will provide a manager as from March 2002.

The 2000 Tourism Management Plan has not yet been fully approved by the community.

---

**Statistics**

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<td><strong>Revenue received through the Trust</strong></td>
<td>From June 2000 – September 2001</td>
<td>Entry and camping fees:</td>
<td>Financial support from Hivos. Camping site revenue: 11,000</td>
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**Kgalagadi district: 6 CBOs**

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**Address:**
- P.O.Box 122
- Hukuntsi

**Villages covered:**
- Ukhwi, Ncaang, Ngwatile

**Size of the area (Km²):** 12180

**CHA:** KD 1: multipurpose in WMA

**NRM and other activities the Trust is involved in:**
- Selling concession to the Safari Operator
- Subsistence hunting
- Craft production
- Tourism venture
- Veld products

**Reference documents:**
- The Development of RADS in Kgalagadi District, a comparative analysis of Ukhwi and Monong (Van der Jagt, 1995)
- Socio-economic baseline study (Van der Jagt, 1995)
- Tourism Development Plan for Kgalagadi district (Johnson, 1996)
- KD 1 Land use and management (NKXT, 1999)

**Supporting Agency:** Thusano Lefatseng (TL)

**Remarks:**
- WMA is not yet gazetted and needs to be gazetted urgently to secure the CBNRM ventures in the district.
- Kgalagadi District Council requested TL to support CBNRM activities in communities in that district.
- The draft 2002 quota is exceptionally low for unclear reasons.
- This is damaging the intention of the Trust to go for a joint venture in 2002 - 2004 for which it has tendered.

### Statistics

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<td>Safaris Botswana</td>
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<td>Rental: 100.000</td>
<td>Hunting rights: 50.000</td>
<td>Donor income over 1999/2000</td>
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<td></td>
<td>Quota fees: 50.000</td>
<td>Photographic concession: 50.000</td>
<td>EDP: 151,000 for campsites and tourism infrastructure development</td>
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<td>Other Trust income: Social development fund: 30.000</td>
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<td>CCF: 95,000 for wildlife monitoring</td>
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<td>180,000</td>
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<td>25 as part of the joint venture with the safari company</td>
<td>25 as part of the joint venture with the safari company</td>
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<td>KD 2: multipurpose in WMA</td>
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</table>

| **NRM and other activities the Trust is involved in** | Selling salt and crafts  |
| Socio-economic survey in Zutahwa (Molamu et al, 1995)  |
| Tourism Development Plan for Kgalagadi district (Johnson, 1996)  |
| Project proposals to Hivos and SNV  |

| **Supporting Agency** | RIIC  |
| | DED  |

| **Remarks** | MTDT focuses mainly on salt production and enterprise development. Management of the natural resources in KD 2 falls under the responsibility of a new trust: Qhaa Qing Trust  |

| **CBO Population** |  | 350 |  |  |  |
| **Joint Venture Agreement** |  |  |  |  |  |
| **Revenue received through the Trust** | Salt production:  |
| | Craft production:  |
| | Other Trust income:  |
| **Donor funding from Hivos (1.2 million over a three year period)** |  |  |  |  |  |
| **Total Income** | ? |  |  |  |  |
| **Employment created through the Trust** | ? |  |  |  |  |
**Qhaa Qhing Trust**
Registered in 2001

**Address:**
P.O. Box 331  
Hukuntsi

**Villages covered:** Zutshwa

**Size of the area (Km²):** 7002

**CHA:** KD 2: multipurpose in WMA

<table>
<thead>
<tr>
<th>NRM and other activities the Trust is involved in</th>
<th>Subsistence hunting</th>
<th>Commercial hunting and tourism</th>
</tr>
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</table>
Socio-economic survey in Zutshwa (Molamu et al, 1995)  
Tourism Development Plan for Kgalagadi district (Johnson, 1996)  
Project proposals to Hivos |

<table>
<thead>
<tr>
<th><strong>Supporting Agency</strong></th>
<th>DWNP</th>
<th>DED</th>
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</thead>
</table>

| **Remarks** | WMA is not yet gazetted and needs to be gazetted urgently to secure the CBNRM ventures in the district.  
The draft 2002 quota is exceptionally low for unclear reasons.  
This is damaging the intention of the Trust to go for its first joint venture in 2002 for which it has tendered. |

### Statistics

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Koinaphu Community Trust
Registered in 2000

Address: P.O. Box 99
Werda

Villages covered: Kokotsha, Inealogolo, Phuduhudu
Size of the area (Km²):  
CHA: KD 12 (multipurpose in WMA)

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<tr>
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<th>Wildlife quota for subsistence hunting</th>
<th>Veld products marketing</th>
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<tr>
<td>Supporting Agency</td>
<td>DWNP</td>
<td></td>
</tr>
<tr>
<td>Remarks</td>
<td>WMA is not yet gazetted and needs to be gazetted urgently to secure the CBNRM ventures in the district. Kgalagadi District Council requested TL to support the mobilisation of district communities in CBNRM, for which funding is sought for. The draft 2002 quota is exceptionally low for unclear reasons. This is damaging the intention of the Trust to go for its first joint venture in 2002 for which it has tendered.</td>
<td></td>
</tr>
</tbody>
</table>

Statistics

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</tr>
</thead>
<tbody>
<tr>
<td>Joint Venture Agreement</td>
<td>No</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue received through the Trust</td>
<td>None</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Income</td>
<td>None</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Employment created through the Trust</td>
<td>None</td>
<td></td>
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</table>
Khawa Kopakele Development Trust
Registered in 2001

Address: P.O. Box 114
Middlepits

Villages covered: Khawa
Size of the area (Km²): Khawa
CHA: KD 15; multipurpose in WMA

NRM and other activities the Trust is involved in
Wildlife quota for subsistence hunting

Reference documents
CHA Management Plan prepared by Trust with assistance from Thusano Lefatsheg in 2001.
Tourism Development Plan for Kgalagadi district (Johnson, 1996)

Supporting Agency
DWNP and Thusano Lefatsheg (TL) with funding from CCF and EDP

Remarks
WMA is not yet gazetted and needs to be gazetted urgently to secure the CBNRM ventures in the district.
Kgalagadi District Council requested TL to support the mobilisation of district communities in CBNRM, for which additional funding is sought from UNDP.
The draft 2002 quota is exceptionally low for unclear reasons.
This is damaging the intention of the Trust to go for its first joint venture in 2002 for which it has tendered.

Statistics

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<tbody>
<tr>
<td>CBO Population</td>
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<tr>
<td>Joint Venture Agreement</td>
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<tr>
<td>Revenue received through the Trust</td>
<td>None</td>
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<td></td>
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<tr>
<td>Total Income</td>
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</tr>
<tr>
<td>Employment created through the Trust</td>
<td>None</td>
<td></td>
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</tbody>
</table>
LEHUTUTU COMMUNITY CONSERVATION TRUST
Registered: 1999

Address: P.O.Box 5
Lehututu
Villages covered: Lehututu
Size of the area (Km²): -
CHA: -

NRM and other activities the Trust is involved in
22 hectares wood lot development and management.
In 2001 plans were developed to grow and sell vegetables at the plot

Reference documents

Supporting Agency FAB

Remarks

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<thead>
<tr>
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<td>91</td>
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<tr>
<td>Joint Venture Agreement</td>
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<tr>
<td>Revenue received through the</td>
<td>Combat Desertification Fund (UNDP)</td>
<td>Donor funding: 60,000 (DANCED)</td>
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<tr>
<td>Trust</td>
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<td>Total Income</td>
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<td>Employment created through the Trust</td>
<td>1 (6 months)</td>
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**HUKU TRUST**
Registered since: 1999

**Address:** P.O.Box 739
Ghanzi

**Villages covered:** Groot Laagte, Qabo

**Size of the area (Km²):** GH 1: multipurpose in WMA

<table>
<thead>
<tr>
<th>NRM and other activities the Trust is involved in</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subsistence hunting</td>
</tr>
<tr>
<td>Veld products marketing</td>
</tr>
<tr>
<td>Crafts marketing</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reference documents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Groot Laagte WMA Management Plan (RPM, 1995)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supporting Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>DWNP</td>
</tr>
<tr>
<td>Komku Development Trust</td>
</tr>
</tbody>
</table>

**Remarks:** DWNP is planning to assist the CBO to tender the 2002 quota

**STATISTICS**

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<thead>
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<td><strong>CBO Population</strong></td>
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<td>300</td>
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<td><strong>Joint Venture Agreement</strong></td>
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<tr>
<td><strong>Revenue received through the Trust</strong></td>
<td>None</td>
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<tr>
<td><strong>Total Income</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Employment created through the Trust</strong></td>
<td>None</td>
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</table>
**Kwikurusa Community Trust**
Registered since: August 1996

**Address:** P.O. Box 48
Ghanzi

**Villages covered:** East and West Hanahai, Kacgae

**Size of the area (Km²):** 1248

**CHA:** GH 10: multipurpose in WMA

<table>
<thead>
<tr>
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<th>Subsistence hunting</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Veld products marketing</td>
</tr>
<tr>
<td></td>
<td>Crafts marketing</td>
</tr>
</tbody>
</table>

**Reference documents:** Okwa WMA Management Plan (RPM, 1995)

**Supporting Agency:**

- DWNP
- Permaculture Trust of Botswana with financial support from Kellogs Foundation

**Remarks:** DWNP has assisted the trust in tendering out part of its quota for 2002

### Statistics

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<td><strong>CBO Population</strong></td>
<td>Aprr. 1100</td>
<td></td>
<td></td>
<td>1048</td>
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<tr>
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<tr>
<td><strong>Revenue received through the Trust</strong></td>
<td>None</td>
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<tr>
<td><strong>Total Income</strong></td>
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<tr>
<td><strong>Employment created through the Trust</strong></td>
<td>None</td>
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<tr>
<td>CHOBOKWANE COMMUNITY TRUST</td>
<td></td>
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<tr>
<td>----------------------------</td>
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<tr>
<td>Registered since: April 2000</td>
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**Address:**
P.O.Box 747  
Ghanzi  

**Villages covered:**  
Chobokwane

**Size of the area (Km²):**

**CHA:**

<table>
<thead>
<tr>
<th>NRM and other activities the Trust is involved in</th>
<th>Campsite development and management along the Trans Kalahari Highway</th>
</tr>
</thead>
</table>

**Reference documents**

<table>
<thead>
<tr>
<th>Supporting Agency</th>
<th>Komku Development Trust</th>
</tr>
</thead>
</table>

| Remarks | The camp site is expected to be fully operational early 2002 after training of community members |

**Statistics**

<table>
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</thead>
<tbody>
<tr>
<td><strong>CBO Population</strong></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Joint Venture Agreement</strong></td>
<td>No</td>
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<tr>
<td><strong>Revenue received through the Trust</strong></td>
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<tr>
<td><strong>Total Income</strong></td>
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<tr>
<td><strong>Employment created through the Trust</strong></td>
<td>None</td>
<td></td>
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</tr>
</tbody>
</table>
### D'Kar Kuru Trust
Registration in process

**Address:**
P.O. Box 219
Ghanzi

**Villages covered:**
D'Kar in Ghanzi District

**Size of the area (Km²):**
CHA:

<table>
<thead>
<tr>
<th>NRM and other activities the Trust is involved in</th>
<th>Crafts marketing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Development and Management of the Dqae Qare Game Farm for cultural tourism purposes (7500 hectares freehold farm)</td>
</tr>
</tbody>
</table>

**Reference documents**
Project proposals to Netherlands Embassy, SNV and Hivos Game Farm management plans and feasibility studies

**Supporting Agency**

**Remarks**
Presently the game farm is owned by the D'kar Church Council, on behalf of the D'kar community.

### Statistics

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>CBO Population</strong></td>
<td>Appr. 900</td>
<td></td>
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</tr>
<tr>
<td><strong>Joint Venture Agreement</strong></td>
<td>No</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Revenue received through the Trust</strong></td>
<td>Crafts production: P200,000</td>
<td>Income game farm: 100,000 (not yet break even)</td>
<td>Income game farm: 82,000 (not yet break even)</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Income game farm: 100,000 (not yet break even)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Employment created through the Trust</strong></td>
<td>Craft producers: appr. 100</td>
<td>Dqae Qare Game Farm: 11</td>
<td>Dqae Qare Game Farm: 13</td>
<td></td>
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</tr>
</tbody>
</table>
Kgoesakini Management Trust
Registration in process.

Address: Private Bag 0015
Ghanzi

Villages covered: Kgoesakini (new Xade)
Size of the area (Km²): 2790
CHA: GH 3 and part of GH10: multipurpose in WMA

NRM and other activities the Trust is involved in
- Subsistence hunting
- Veld products marketing
- Crafts marketing

Reference documents
Okwa WMA Management Plan (RPM, 1995)

Supporting Agency
DWNP

Remarks
The district and DWNP are in the process to rezone the CHAs in the Okwa WMA to cater for the newly established New Xade settlement. The settlement is also expected to be delegated limited management responsibility over the community zone in the CKGR.

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</thead>
<tbody>
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<td>734</td>
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<tr>
<td>Revenue received through the Trust</td>
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<tr>
<td>Total Income</td>
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<tr>
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<td>None</td>
<td></td>
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</tr>
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</table>
Kweneng, Southern, Kgalagadi district: 11 CBOs

**MATHEKABADIMO NATURE CONSERVATION TRUST**

<table>
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<tr>
<th>Registered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address: P.O. Box 22</td>
</tr>
<tr>
<td>Lethakeng</td>
</tr>
<tr>
<td>Villages covered: Lethakeng</td>
</tr>
<tr>
<td>Size of the area (Km²):</td>
</tr>
<tr>
<td>CHA:</td>
</tr>
</tbody>
</table>

**NRM and other activities the Trust is involved in**

- Beekeeping and planned to become involved in tourism and veld product harvesting and marketing

**Reference documents**

**Supporting Agency**

**Remarks**

**STATISTICS**

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>CBO Population</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Joint Venture Agreement</td>
<td>No</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Revenue received through the Trust</td>
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<tr>
<td>Total Income</td>
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</tr>
<tr>
<td>Employment created through the Trust</td>
<td>None</td>
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</table>
**Enang Tshoba Environmental Conservation Trust**

Registered

**Address:**
- P.O. Box 27
- Lethakeng

**Villages covered:** Lethakeng

**Size of the area (Km²):**

**CHA:**

<table>
<thead>
<tr>
<th>NRM and other activities the Trust is involved in</th>
<th>Planned to become involved in pottery and veld product harvesting and marketing, agroforestry.</th>
</tr>
</thead>
</table>

**Reference documents**

**Supporting Agency**

**Remarks**

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### Statistics

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<tbody>
<tr>
<td>CBO Population</td>
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<tr>
<td>Joint Venture Agreement</td>
<td></td>
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</tr>
<tr>
<td>Revenue received through the Trust</td>
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</tr>
<tr>
<td>Total Income</td>
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<td></td>
</tr>
<tr>
<td>Employment created through the Trust</td>
<td></td>
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</table>
**Ita Xhaan Trust**
Registered 21st of February 2001

**Address:**
Private Bag 5
Letlhakeng
Diphuduhudu

**Size of the area (Km²)**
CHA:

---

**NRM and other activities the Trust is involved in**
Planned to become involved in hunting, cultural tourism and veld product harvesting and marketing, and horticulture.

**Reference documents**
Project proposal for a community tourism project prepared by a private entrepreneur C. Toye
Socio-economic survey done by TL

**Supporting Agency**
Thusano Lefatsheng,
RADP/DWNP

**Remarks**
Possible joint tourism venture with local company was aborted in 2001

---

**Statistics**

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</tr>
</thead>
<tbody>
<tr>
<td><strong>CBO Population</strong></td>
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<tr>
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</tr>
<tr>
<td><strong>Revenue received through the Trust</strong></td>
<td>None</td>
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<tr>
<td><strong>Total Income</strong></td>
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<td></td>
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</tr>
<tr>
<td><strong>Employment created through the Trust</strong></td>
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</table>
**IKAMELENG PRODUCERS CO-OPERATIVE**  
Registered as co-operative

**Address:**  
P.O. Box 256  
Letlhakeng  
Molengwane

**Villages covered:**  
CHA:

<table>
<thead>
<tr>
<th>NRM and other activities the Trust is involved in</th>
<th>Veld product cultivation, harvesting and marketing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supporting Agency</td>
<td>Thusano Lefataheng</td>
</tr>
<tr>
<td></td>
<td>Ministry of Agriculture</td>
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</table>

**Remarks**

<table>
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<td>CBO</td>
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<tr>
<td>Population</td>
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<tr>
<td>Revenue received through the Trust</td>
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<td>Financial support received from the Kellogg's Foundation, and Micro-projects via TL.</td>
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</table>
Kuangoo Management Trust
Registration in process

Address: Private bag 5
Lethakeng
Villages covered: Kaudwane
Size of the area (Km²):
CHA: KW 2

NRM and other activities the Trust is involved in
Wildlife utilisation and tourism in WMA and adjacent CKGR as per draft Management Plan

Reference documents
3rd draft of the CKGR Management Plan (DWNP)
Permaculture/KMT CBNRM project proposal

Supporting Agency
DWNP, RADP, Permaculture

Remarks
The Trust plans to co-manage parts of Khutse and CK Game Reserve with DWNP assisted by Permaculture. Proposals are being prepared by Kweneng District Council, Trust and Permaculture to start CBNRM with possible financial assistance from GoS.

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<tbody>
<tr>
<td>CBO Population</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Joint Venture Agreement</td>
<td>None</td>
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<tr>
<td>Revenue received through the Trust</td>
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</tr>
<tr>
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<tr>
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</tr>
</tbody>
</table>
**BOKAGO TRUST**  
Being registered  

**Address:**  
P.O. Box 19  
Dutlwe  

**Villages covered:**  
Tshwaane

**Size of the area (Km²):**  
CH: KW 2

**NRM and other activities the Trust is involved in:**  
- Grapple marketing and monitoring of harvesting  
- Bee keeping  
- Herbal tea production

**Reference documents:**  
Tourism Feasibility study, by Symbiosis Consulting (2000)

**Supporting Agency:**  
VPR&D

**Remarks**

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<tr>
<td><strong>Joint Venture Agreement</strong></td>
<td>No</td>
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| **Revenue received through the Trust**         | Purchases from individuals:  
Grapple: 0  
Thatch: 2929,75  
Teas: 2956,25  
Truffles: 0  
Berries: 0  
| Purchases from individuals:  
Grapple: 7859,00  
Thatch: 1765,50  
Teas: 2956,25  
Truffles: 0  
Berries: 0  |
| **Employment created through the Trust**       |                       |                       |      |      |      |
**Itsheng Khekenye Trust**

*Being registered*

**Address:** P.O. Box 174  
Lethakeng

**Villages covered:** Khekenye  
**Size of the area (Km²):**  
**CHA:** KW 2

**NRM and other activities the Trust is involved in:**
- Grapple marketing and monitoring of harvesting
- Bee keeping
- Herbal tea production

**Reference documents:** Tourism Feasibility study, by Symbiosis Consulting (2000)

**Supporting Agency:** VPR&D

**Remarks**

### Statistics

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<td>Grapple: 6429,00</td>
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<td>Thatch: 3753,75</td>
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<tr>
<td>Tesas: 8852,50</td>
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<td>Truffles: 0</td>
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**Employment created through the Trust**

| | | | | | |
| | | | | | |
**Kgoekelezi Trust**
Registration in process

**Address:**
Motokwe Village
P.O. Box 74 Motokwe
Kweneng

**Villages covered:**
Motokwe

**Size of the area (Km²):**
CHA: KW 2

**NRM and other activities the Trust is involved in:**
- Grapple marketing and monitoring of harvesting
- Bee keeping
- Herbal tea production

**Reference documents:**
Tourism Feasibility study, by Symbiosis Consulting (2000)

**Supporting Agency:**
VPR&amp;D

**Remarks**

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**Statistics**

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<tr>
<td>Population</td>
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<td><strong>Revenue received through the Trust</strong></td>
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<td>Grapple: 6636,50</td>
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<td>Teas: 0</td>
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Section 1

CBO Fact Sheets 2001
**Kgatleng Nature Conservation Trust**
Registered since: 1st of July 1999

**Address:** P.O. Box 667
Mochudi

**Villages covered:**

**Size of the area (Km²):**

**CHA:** KT 3

---

**NRM and other activities the Trust is involved in:**
Planned to establish game farm in KT 3

---

**Reference documents**

---

**Supporting Agency:** DWNP, Kgatleng Chieftainship

---

**Remarks**

---

### Statistics

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<tr>
<td><strong>Joint Venture Agreement</strong></td>
<td>None</td>
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<td>None</td>
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<tr>
<td><strong>Total Income</strong></td>
<td>None</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Employment created through the Trust</strong></td>
<td>None</td>
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</tr>
</tbody>
</table>
**Botlhale Jwa Phala**  
Registered since: 2001

**Address:**  
P.O. Box 125  
Otse  

**Villages covered:**  
1  

**Size of the area (km²):**  

**CHA:**

<table>
<thead>
<tr>
<th>NRM and other activities the Trust is involved in</th>
<th>Plans to establish a game farm, eco-tourism and agro-forestry in the hills around Otse</th>
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**Supporting Agency**  

**Remarks**

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<td>CBO Population</td>
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<td>None</td>
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THARI YA BANANA
Registered

Address: P.O. Box 2475
Molepolole

Villages covered:
Size of the area (Km²)
CHA:

NRM and other activities the Trust is involved in
Agro-forestry and tourism

Reference documents

Supporting Agency

Remarks

STATISTICS

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<td>CBO Population</td>
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<tr>
<td>Joint Venture</td>
<td>None</td>
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<tr>
<td>Agreement</td>
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<td>Revenue received</td>
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<tr>
<td>through the Trust</td>
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</tr>
<tr>
<td>Total Income</td>
<td>None</td>
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</tr>
<tr>
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<td>None</td>
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<td></td>
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</tr>
</tbody>
</table>

Community groups in CBO formation:

1. Mosu water springs (Mosu)
2. Tumasera (Seleka)
3. Ngande Trust (Khumaga)
4. Serowe woodcarvers (Serowe)
5. Bosele forest conservation group (Gobojango)
6. Itekeng Mmaothate (Mmaothate)
7. Nonayeni ya motsogapele (Lethakeng)
8. Ngwaketse West CBNRM Project (Western Ngwaketse)
9. Thokwana Trust (Takatokwane)
10. Khuduboji Development Trust (Khudumelapye)
11. Ithuseng (Tsetseng)
12. Phuduhudu Community
13. Seboba Community Trust (Kasane)
14. MaHuMo Development Trust (Maake, Hunhukwe, Monong)
15. Kobokwe Ditso Trust (Molepolole)
Summary CBO Fact sheets

<table>
<thead>
<tr>
<th></th>
<th>1993</th>
<th>1995</th>
<th>1997</th>
<th>1999</th>
<th>2001</th>
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<tr>
<td># Districts with CBNRM CBOs</td>
<td>2</td>
<td>3</td>
<td>6</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td># CBOs involved in CBNRM</td>
<td>2</td>
<td>6</td>
<td>19</td>
<td>45</td>
<td>61</td>
</tr>
<tr>
<td># CBOs registered (or in the final process of registering)</td>
<td>1</td>
<td>4</td>
<td>10</td>
<td>26</td>
<td>46</td>
</tr>
<tr>
<td># Villages in CBNRM</td>
<td>5</td>
<td>12</td>
<td>30</td>
<td>105</td>
<td>130</td>
</tr>
<tr>
<td># CBOs in Joint Venture Agreements</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td># Joint Venture Agreement income generated by CBOs</td>
<td>24,000</td>
<td>200,000</td>
<td>1,415,190</td>
<td>2,274,000</td>
<td>6,420,000</td>
</tr>
<tr>
<td># Total estimated commercial income from CBNRM generated by CBOs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>8,000,000</td>
</tr>
</tbody>
</table>

BOCOBONET
Contact: Ernest Tahamekang (Executive Secretary)
Private Bag BO 166, Gaborone
Telephone: 585081, Email: bocobonet@mega.bw

The original concept of a Botswana Community-Based Organisation Network (BOCOBONET) came from a workshop in Maun in 1995, which was followed up by several other workshops in Ghanzi, Palapye, and Kasane. CBOs realised they needed an umbrella organisation to further their common interests at a national level. After being housed at PACT/IRCE (who provided funding), BOCOBONET was officially launched in April 1999. At the workshops, CBOs already agreed that a joining fee of P750 must be paid, as well as a yearly subscription fee of P200. About 40 CBOs are member of the network at present. BOCOBONET aims to promote the interests of its members involved in Community Based Natural Resource Management (CBNRM) by playing a mediating and advocating role between communities and service providers, including Government of Botswana, the private sector, (I)NGOs and training institutes. Its objectives are:

1. To facilitate a process for CBOs to share information regarding CBNRM and to learn from each other.
2. To disseminate critical information regarding CBNRM related policy development and implementation, available support mechanisms and training opportunities.
3. To act as an advocate of CBOs involved in CBNRM with Government, NGOs and other stakeholders.
4. To support and co-ordinate capacity building and related training of its member CBOs and
5. To ensure that appropriate technical services and advice required by member CBOs are delivered.

BOCOBONET staff at present includes an Executive Officer, Liaison Officer and Administrator. The major programmes the network was involved in since 1999 until the present, apart from its regular advocacy work, are a CBO Training Support programme funded by ADF; a BOCOBONET Capacity Building programme supported by the CBNRM Support Programme; and further funding from UNDP and GEF.

Section 1
CBO Fact Sheets 2001 47
Section 2
Government of Botswana Fact Sheets 2001

Department of Wildlife and National Parks

Director: J. Mathare
Assistant Director Community Services Division: vacant
P.O. Box 131, Gaborone
Telephone: 371405
Email: dwnp@gov.bw

The Department of Wildlife and National Parks (DWNP), under the Ministry of Trade, Industry, Wildlife and Tourism, is the primary government agency responsible for wildlife conservation and utilisation. DWNP's major support to CBNRM is the Community Services Division (CSD), which offers direct assistance to communities in the form of financial management training, organisation development and other CBNRM related technical advice. CSD employs a sociologist, resource economist, and liaison officers at district level to work with communities in CBNRM.

Legislation, such as the Wildlife Conservation and National Parks Act, Tourism Act, Wildlife Conservation Policy, and Agricultural Resources Conservation Act, increased the opportunities for communities to benefit from wildlife, tourism, and natural resources, but did not detail the government's CBNRM objectives or implementation guidelines. To that effect DWNP (together with MoA) has drafted a Community Based Natural Resources Management Policy, which represents a concerted effort to consolidate management responsibilities and roles of the different stakeholders. The latest draft version is from the October 2001. Presentation of the draft policy to Cabinet is imminent.

DWNP has issued Joint Venture Guidelines in April 1999. Presently a working group of the National CBNRM Forum is reviewing these guidelines.

Under the National Development Plan 8 (NDP 8) the government made a provision for financial assistance to community initiatives to expand CBNRM efforts. This Community Conservation Fund (CCF) earmarked 8.1 million Pula over the NDP 8 period (1997-2003) to be administrated by DWNP.

The Cites Convention has allowed Botswana to sell its ivory stockpile in 1999. The revenues (approximately 10 million Pula) will be re-used by Government in the following manner: 70% of what is called the "Ivory Fund" will be used for elephant management and 30% for community development within the elephant range (Ngamiland, Chobe and part of Central district). Relevant District Councils have been requested by DWNP to prepare project proposals. The community development portion of the fund is slowly disbursed.
The Ministry of Agriculture (MoA) has direct management authority over plant species (trees and fuel wood), and fish and insects (except in National Parks and Game Reserves). Through the Agricultural Resource Board, the MoA provides permits for gathering of certain veld products. Currently, there has been difficulty in co-ordinating CBNRM when the authority for veld products and wildlife are housed in two different government agencies. Both agencies are currently drafting a joint National Policy on CBNRM which aims to elucidate the regulatory role of the MoA, improve management, and increase opportunities for communities to derive benefits from veld products. A detailed plan will be drawn up with new bodies assembled and their roles specifically defined, and community rights of tenure and exclusion clarified. This action should make veld product utilisation more sustainable and increase its marketability for rural communities.

The National Conservation Strategy was envisioned as early as 1983, and with the help of IUCN, drafted and passed on December 17, 1990. The National Conservation Strategy (Co-ordinating) Agency (NCSA) was established in 1990 under what is called today the Ministry of Lands, Housing and Environment (MLH&E) to integrate the work of ministries in different sectors and increase the effectiveness of natural resource management in Botswana. In 2001 the NCSA, with the help of the UNDP, implemented a project for increased co-ordination and management of CBNRM.

The project focused on four areas: training, community mobilisation, institutional development, and building of partnerships. Grants offered NGOs and CBOs financial and technical support for carrying out income/employment generation activities, natural resource management, and community development projects. These “CBNRM grants” were awarded through a proposal review committee. Negotiations between UNDP and NCSA take place at present over the future of these “CBNRM grants”.

Section 2
CoB Fact Sheets 2001
The Department of Lands under the Ministry of Lands, Housing and Environment provides the legal context within which Land Boards administer land in the country. One of the land tenure and CBNRM-related instruments that has been prepared by the Department in conjunction with DWNP is the “head lease”, the legally binding contract between Land Boards and community Trusts on the utilisation of Controlled Hunting Areas in Tribal Land. The “Community Natural Resource Management Leases” are presently signed between land authorities and CBOs.

The Department of Lands is the parent Department of District Officers Lands, co-ordinators of District Land Use Planning Units and members of the Technical Advisory Committees and as such plays an important advisory role on land tenure and land use planning viz. Land Boards, District Councils and communities. Furthermore, the Department administers State Land and as such is formally the lessor of land in for example Mababe (NG41) and Phuduhudu (NG49).

The Department of Tourism (DoT) established an Eco-tourism unit to promote Community Based Tourism practices, which are in line with eco-tourism principles. The unit aims to give support to community based tourism initiatives through:

1. Tourism awareness workshops with the objective to raise awareness on potential tourism enterprises amongst communities.
2. Securing specific tourism related training for communities. Required training will be outsourced to the private sector or BWTI.
3. General extension services.

DoT, through EU assistance, has prepared a Botswana Tourism Development Plan (BTDP) Master Plan. Community participation and empowerment is emphasised in the plan. To complement the Master Plan, DoT has prepared a National Eco-tourism Strategy (NES) which is to be launched during the International Year of Eco-tourism in 2002. With the NES, a list of potential eco-tourism sites has been compiled and communities residing adjacent to the identified sites will be encouraged to develop projects in accordance with the principles of eco-tourism.

DoT has been actively involved in the Community Camel Utilisation project in Kgalagadi district. A camel utilisation strategy has been prepared and a camel trainer’s course was conducted. Follow-up workshops were then conducted in villages where camels have been allocated and the purpose of these workshops was to equip the communities with camel tourism marketing skills.
The National Museum, Monuments and Art Gallery (NMMAG), is an institution which researches, collects, conserves, preserves and teaches about the people of Botswana, their past and their interaction with the natural environment. Over and above its role as a research and education institution, the NMMAG is also charged with the responsibility of effectively managing cultural and natural sites and monuments of Botswana for the benefit of the nation at large. These sites and monuments contain irreplaceable information about our past and while they are part of our sense of national identity, they may also be used for educational, recreational and tourism purposes.

As a result, NMMAG is making an inventory of sites and monuments in the whole country, from which monuments will be assessed according to their importance, accessibility and proximity to communities. These are then prioritised and developed for archaeo-tourism and public education and awareness. The idea of archaeo-tourism is done in line with the objectives of NDP 8, which calls for among other things economic diversification and employment creation through empowering communities to sustainably utilise their locally available resources to better their lives. NMMAG has found it ideal to empower communities by involving them in the identification, conservation and development of both their natural and cultural heritage. This strategy will instill in communities a sense of ownership of their heritage and will as such ensure better protection and management of this non-renewable resource for future generations.

As a way of assisting these communities in management and development of the cultural resource, the NMMAG has made a provision for joint venture partnerships with communities who may want to have such projects so as to provide the necessary guidance. To that effect NMMAG developed “guidelines for joint venture partnerships” (NMMAG Form A) to regulate and formalise joint management arrangements. The table below gives an overview of community involvement in the management and protection of National Monuments (2001 figures).

<table>
<thead>
<tr>
<th>Community</th>
<th>Activity</th>
<th>Community Involvement</th>
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</thead>
<tbody>
<tr>
<td>Mmatshumo</td>
<td>Co-management of the Lekhubu Island</td>
<td>The community has formed a Trust (Gaing-O) and it manages the monument on behalf of the Museum. There are site attendants who guide visitors around and tell them of the importance of the site. They keep visitors books and questionnaires to collect all the necessary data to be used in the evaluation and improvement of the project.</td>
</tr>
<tr>
<td>Rasesa</td>
<td>Co-management of Matsieng Rock Engravings (“Matsieng’s footprint”)</td>
<td>The community is going to do as above, but is still in the process of mobilisation and organisation. The community trust is registered and funding is being sought to prepare a Management Plan for the site.</td>
</tr>
<tr>
<td>/Xai-/Xai</td>
<td>Co-management of the Gcwihlsa caves</td>
<td>The NG4 community trust together with NMMAG have tapped funding to prepare a management plan for the site. The study is imminent.</td>
</tr>
<tr>
<td>MoLeMa Trust</td>
<td>Co-management of the archaeological sites at Winteroord farm in the Tuli Block</td>
<td>NMMAG is member of the project reference committee and provides technical advice regarding the use of historical sites as agreed upon in the management plan that was drafted in 2000 by Pomaculture Trust of Botswana/ECourve (pty) Ltd.</td>
</tr>
<tr>
<td>(Winteroord farm)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lepokole</td>
<td>Co-management of Lepokole Hills Monument</td>
<td>Consultations with relevant stakeholders (KCS and the community) are ongoing.</td>
</tr>
<tr>
<td>Tsodilo Hills</td>
<td>Involvement of the community in the management of this International Heritage Site</td>
<td>NMMAG, with assistance from the US Embassy, intends to review the present management plan to bring it in line with UNESCO standards. The role the community can play in managing the site will be included in the upcoming consultancy.</td>
</tr>
</tbody>
</table>
The Rural Development Co-ordination Division has the primary responsibility of co-ordinating the formulation, implementation and monitoring and evaluation of government’s rural development related policies and programmes. In this capacity, the division provides the secretariat to the Rural Development Council (RDC) and the chairmanship and secretariat to RDC’s subcommittees. One of these subcommittees (the Natural Resources Technical Committee: NRTC) reviews reports, exchanges information and makes recommendations to the RDC and responsible ministries on the planning, utilisation and conservation of natural resources. Community Based Natural Resource Management features regularly on this committee’s agenda.

In addition, the RDCD has been given the responsibility, by the RDC, to co-ordinate the implementation of the Community Based Strategy for Rural Development (CBSRD). This strategy is very closely related to CBNRM in the sense that it seeks to empower communities to take the lead in their own development by making optimal use of the resources at their disposal. In this capacity, the RDCD provides the secretariat to the National Steering Committee for the CBSRD. Under the aegis of this committee, amongst others, a popular version of the strategy and a booklet with information on funding sources for small community projects have been produced. The latter publication includes various funding sources for CBNRM related activities. Furthermore, the division trains District Extension Teams (DET)’s in the use of participatory techniques for the implementation of the CBSRD. Through this training, DET’s are enabled to mobilise communities and to assist communities in the formulation and implementation of Community Action Plans (CAPs). The main aim of such CAPs is to create sustainable income and employment generating activities for the community, of which CBNRM related activities form a significant part.
Section 3
NGO Fact Sheets 2001

ACORD

Contact: Mary Garvey or Charles Motshubi
P.O. Box 431, Gumare
Telephone: 674392
Fax: 674537
Email: acord@info.bw

ACORD is a consortium of non-governmental organisations, independent of religious and political affiliations working in 18 countries across Africa. ACORD Botswana is based in Gumare in Ngamiland. It aims to reduce poverty amongst the marginalised and vulnerable people in Ngamiland through participatory research, learning and information sharing and empowering them to address HIV/AIDS. ACORD mainly works with 7 villages in Ngamiland: Habu, Gunotsogo, Qangwa, Eretsha, Gudigwa and Seronga. The organisation plans to expand its operation to 7 more villages: Nokaneng, Shakawe, Gumare, Nxamasere, Sepopa, Etsha and Ikoga.

The strategy adopted by ACORD is that of working with different committees within these villages and ultimately the larger communities to enhance their skills so that they may better manage their lives and resources.

ACORD collaborates with the already existing structures such as the VDC, PTA, Chiefs and others. This has contributed positively to ACORD acceptance by these communities. In addition ACORD is a member of the Ngamiland NGO Coalition, a group of NGOs working with rural communities in that district. Other group members are: TOCADI, CI, KCS and WIMSA.

<table>
<thead>
<tr>
<th>CBNRM Projects</th>
<th>Core CBNRM activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthening of communities in NG12/22/23</td>
<td>• Community mobilisation and development</td>
</tr>
<tr>
<td>Assessing CBNRM potential in NG3</td>
<td>• Community organisational development</td>
</tr>
<tr>
<td></td>
<td>• Training in a variety of subjects</td>
</tr>
<tr>
<td></td>
<td>• Legal advice</td>
</tr>
<tr>
<td></td>
<td>• Technical advice on CBNRM</td>
</tr>
<tr>
<td></td>
<td>• Facilitation of CBNRM projects</td>
</tr>
</tbody>
</table>
Chobe Wildlife Trust is an indigenous Botswana NGO. It was established in 1988. The Trust office is in the centre of Kasane at the Audi Centre. CWT’s core function is to: “Provide support and facilitate Environmental Education, Community Based Natural Resource Management, Biodiversity and Environmental Research in Chobe District to enhance Local and Global sustainability as defined at the Rio 1992 Earth Summit”. CWT offers support and facilitates communities to take forward CBNRM based on the principle of enabling communities to make informed decisions. It is also active in Transboundary NRM in the region. CWT incorporates outreach work by HIV/AIDS Community Development specialists as part of its CBNRM work, as HIV/AIDS is a serious threat to the success of CBNRM in the area. Chobe National Park is a major economic natural resource in the region proving a reservoir of game for surrounding CHA with private sector CBNRM partnerships. CWT supports the Dept. Wildlife & National Parks work in managing this resource.

<table>
<thead>
<tr>
<th>CBNRM Projects supported in partnership with other agencies</th>
<th>Core CBNRM activities</th>
</tr>
</thead>
</table>
| CWT
| CECT (Chobe Enclave)
| KALEPA
| Seboba (Kasane) | • Community facilitation and mobilisation
| | • Technical advice
| | • Ecological research and monitoring
| | • Advocacy and lobbying

Conservation International is an NGO with an office in Maun since 1990 with the objective to pursue conservation and sustainable natural resources management in the Okavango region. The organisation offers communities support through participatory methodologies to collect information about themselves and develop action plans which will be translated into community projects. CI focus is especially on conservation-related projects.

<table>
<thead>
<tr>
<th>CBNRM Projects</th>
<th>Core CBNRM activities</th>
</tr>
</thead>
</table>
| CI
| Bokamoso basketry in Sharobe, Basketry in Shakawe and surroundings
| Gudiga Cultural and Conservation Trust (eco-tourism)
| Letswee Environmental Education Centre | • Community mobilisation
| | • Enterprise development
| | • Ecological research and monitoring
| | • Environment friendly policy advocacy and lobbying

Contact: Innocent Magole
Private Bag 132, Maun
Telephone: 666017
Fax: 661798
Email: ci.okavango@info.bw
The Forestry Association of Botswana (FAB) was founded in 1983 to improve the quality of life of Botswana through forestry work in research, education, extension and lobbying with the emphasis on partnerships with disadvantaged citizens or communities. What triggered its establishment was the concern of the depletion of woodland. FAB advertises its activities through the local media and kgotla meetings and hence the projects that FAB has been involved in have been established primarily on the basis of communities approaching FAB. The NGO is involved in CBNRM through the Community Based Natural Woodland Management Project which is currently running in Lehututu and Serowe. The projects encourage communities to set at least 20 hectares of land aside for an indigenous woodland management site. So far the communities in Lehututu have put aside a 23-hectare plot. Further accomplishments in Lehututu have been the drilling of a borehole and establishment of a trust. FAB intends to increase its involvement in CBNRM in the future by engaging 8 new communities and help them establishing CBOs.

<table>
<thead>
<tr>
<th>CBNRM Projects</th>
<th>Core CBNRM activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>FAB</td>
<td>Community Based Woodland Management in Lehututu, Serowe, Mogorosi and Mapeleapodi.</td>
</tr>
<tr>
<td></td>
<td>Research into tree propagation, agroforestry, veld products</td>
</tr>
<tr>
<td></td>
<td>Education in forestry</td>
</tr>
<tr>
<td></td>
<td>Technical advice</td>
</tr>
<tr>
<td></td>
<td>Community mobilisation</td>
</tr>
<tr>
<td></td>
<td>Facilitation of CBNRM projects</td>
</tr>
<tr>
<td></td>
<td>Lobbying for forestry related policy development</td>
</tr>
<tr>
<td></td>
<td>Provision of tree seedlings</td>
</tr>
</tbody>
</table>

Fonsag was established in 1990 and is to provide a forum and network for promoting needs oriented sustainable and environment friendly agricultural practices through partnership with farmers, government and private institutions involved in the formulation and implementation of agricultural, industrial and related policies. These are achieved by advocating for agricultural and related policy changes through information, education and communication, backed by empirical and practical research and the maintenance of an effective network.

<table>
<thead>
<tr>
<th>CBNRM Projects</th>
<th>Core CBNRM activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fonsag</td>
<td>Environmental management project in Molalatau</td>
</tr>
<tr>
<td></td>
<td>Policy analysis</td>
</tr>
<tr>
<td></td>
<td>Skills training in project management</td>
</tr>
<tr>
<td></td>
<td>Advocacy, lobbying and networking on environmental issues</td>
</tr>
<tr>
<td></td>
<td>Resource centre on environment</td>
</tr>
</tbody>
</table>
Kalahari Conservation Society

The Kalahari Conservation Society (KCS) was established in 1982 as an independent and non-profit organisation. Its mission is to promote the knowledge on Botswana’s rich wildlife resources and its environment through education and publicity. To encourage and in some cases finance research into issues affecting these resources and their conservation and to promote and support policies of conservation towards wildlife and its habitat. Since the establishment of KCS the organisation has been involved in more than 50 conservation projects. KCS is a membership organisation and waits for the communities to request assistance. The organisation is involved in the promotion, facilitation and to a lesser degree the implementation of CBNRM. KCS is promoting CBNRM through workshops and seminars. Furthermore KCS has been involved in mobilisation of communities, trust formation, proposal writing and fund raising. The involvement of KCS in the Dikalate Hills Conservation Project includes an archaeological survey of the Hills, and technical expertise towards the establishment of a nature reserve. Lepokole settlement has approached KCS to do research on the possibilities of creating a nature reserve in the hills.

<table>
<thead>
<tr>
<th>KCS</th>
<th>CBNRM Projects</th>
<th>Core CBNRM activities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Nata Sanctuary</td>
<td>Facilitation, promotion of CBNRM through seminars and</td>
</tr>
<tr>
<td></td>
<td>Moremi Manonyne Conservation Trust</td>
<td>workshops, community mobilisation, and to a smaller degree</td>
</tr>
<tr>
<td></td>
<td>Dikalate Hills Conservation Project</td>
<td>implementation.</td>
</tr>
<tr>
<td></td>
<td>Lepokole Hills Nature Project</td>
<td></td>
</tr>
</tbody>
</table>

Komku Development Trust

Contact person: N Garay-Perez
P.O. Box 934 Ghanzi
Telephone: 596285
Fax: 596308
pngaray@botsnet.bw

Komku is a recently established trust that developed out of Kuru Development Trust. It has been set up with the objective of assisting marginalised communities in Ghanzi to increase their capacity to gain control over their social and economic situation. Komku is mainly an extension service to facilitate CBNRM projects in Ghanzi district. It provides services to the Chobokwana Camp site and the Groot Laagte WMA project. The Chobokwane camp site along the Trans Kalahari road is about to be opened. In the Groot Laagte WMA two communities have formed a trust and started income generating activities such as wildlife tourism and craft production. The activities Komku carries out range from community mobilisation, trust formation, long term capacity building and facilitation of community based tourism activities such as campsites and cultural trails.

<table>
<thead>
<tr>
<th>Komku</th>
<th>CBNRM Projects</th>
<th>Core CBNRM activities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Chobokwane camp site</td>
<td>Facilitation of CBNRM projects</td>
</tr>
<tr>
<td></td>
<td>Huiku Game Trust in Groot Laagte</td>
<td>Advocacy, networking and fundraising for the benefit of San</td>
</tr>
<tr>
<td></td>
<td></td>
<td>communities in Ghanzi</td>
</tr>
</tbody>
</table>

Section 3
NGO Fact sheets 2001
Permaculture Trust of Botswana (PTB) was established in 1989 and seeks to address rural poverty by assisting marginalised communities through the provision of extension support and training. PTB encourages sustainable livelihoods through income generation, promoting the use of natural resources, appropriate shelter construction, backyard food pro-motion activities as well as the conservation of bio-diversity and improved dry-land farming practices. PTB is involved in several CBNRM projects. The project at Lekhubu Island for example attempts to strengthen a community in tapping tourism potential of Lekhubu while preserving the monument and the fragile environment around it. PTB together with NMMAG prepared a management plan for the area, which includes charging entrance fees for the tourists who want to visit the site. The Gaingo Community Trust has been established in Mmatshumo to implement the management plan and manage the income generated through tourist activities.

PTB is also involved in the Khwee-Malatswae project where a housing project has been established and where a study to generate income through sustainable harvesting and marketing of veld resources is carried out. A more recent project is the one at the Winteroord Farm in the Tuli Block where the MoLeMa Trust has been assisted in establishing itself. A management plan for the area has been developed. In addition the PTB (Ghanzi branch) has been requested to assist Xwiskurusa Community Trust (GH10) and Kuangoo Management Trust (southern CKGR settlements) in Kweneng.

<table>
<thead>
<tr>
<th>CBNRM Projects</th>
<th>Core CBNRM activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>PTB</td>
<td>Community mobilisation</td>
</tr>
<tr>
<td>Eco-tourism in Mmatshumo (Lekhubu Island); Khwee-Malatswae project; Winteroord Farm; CBNRM in Ghanzi (GH10) and Kweneng (KW4 and CKGR)</td>
<td>Socio-economic surveys</td>
</tr>
<tr>
<td></td>
<td>Constitutions development and trust formation</td>
</tr>
<tr>
<td></td>
<td>Organisational development</td>
</tr>
<tr>
<td></td>
<td>Fund raising</td>
</tr>
</tbody>
</table>

Trust for the Okavango Cultural and Development Initiatives (TOCaDI)

Contact person: Brando Leroux and Geoffrey MatlapDI
P.O. Box 472, Shakawe
Tel: 675084
Email: tocadii@info.bw

TOCaDI, formerly the Shakawe branch of Kuru Development Trust is a region-specific programme with emphasis on supporting San populations. CBNRM related activities take place in three (3) areas: NG24 (tourism development and veldproducts marketing), NG3 (natural resource utilisation and community mobilisation in Dobe and Quangwa) and NG11/NG13 (tourism development, grass marketing, natural resource management and community mobilisation along the Okavango river).

<table>
<thead>
<tr>
<th>CBNRM Projects</th>
<th>Core CBNRM activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOCaDI Natural resource management planning and utilisation in NG3, 24 and 11/13</td>
<td>Community mobilisation</td>
</tr>
<tr>
<td></td>
<td>Facilitation of CBNRM projects</td>
</tr>
<tr>
<td></td>
<td>Enterprise development</td>
</tr>
<tr>
<td></td>
<td>Advocacy on behalf of San populations and fund raising</td>
</tr>
</tbody>
</table>
Thusano Lefatsheg (TL) was founded in 1984 and aims to improve the life of the rural people of Botswana, especially the Bushmen, by promoting alternative income generating activities, based on the sustainable utilisation of natural resources. TL’s core business includes sengaparile purchasing, processing and marketing and research into various aspects of veld products. The organisation has been involved in the CBNRM project in KD1 since 1996 where the Nqwaa Khobee Xeya Trust was established in 1998. NKXT has recently signed a joint venture agreement with a safari company. The success of the project in KD1 prompted the Kgalagadi District Council to request TL to launch similar projects in KD2, KD12 and KD15. Other CBNRM projects where TL is involved in include the domestication of veld products in Kokotsa, Molengwane and Maleshe. Marketing sengaparile as well as other veld products is at the current moment able to provide around 3000 harvesters with a more or less regular annual income. TL has also been involved in setting up a basket co-operative in the communities of Satau and Parakarungu in the Chobe Enclave. TL intends to expand their CBNRM activities in several ways. Firstly, to expand activities in purchasing, processing and marketing veld products. Secondly, TL wants to facilitate the establishment of at least five more CBOs and ensure that they reach a level where they are able to sign a joint venture agreement. Thirdly, TL wants to be able to provide specific services to communities on a contract basis, these services being in the fields of developing management structures, constitutions, land use and management plans, business plans, tender invitations, benefit distributions and reinvestments plans.

<table>
<thead>
<tr>
<th>CBNRM Projects</th>
<th>Core CBNRM activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>TL Molengwane domestication project; KD1 and KD15 CBNRM projects; Chobe craft project; Kokotsa and Maleshe domestication project; Diphuduhudu community tourism project</td>
<td>Socio-economic surveys Constitution development and trust formation Land use and management plan development with communities Fund raising for communities Facilitation of joint venture arrangements Facilitation of community-based veld products domestication trails Training on sustainable veld product harvesting Facilitation of community enterprise development</td>
</tr>
</tbody>
</table>
Veld Product Research & Development (VPR&D) was informally established in 1981 and formally in 1994 with the mission to undertake research and development projects in partnership with rural communities and households to improve their quality of life through the sustainable utilisation and management of natural resources. In 1994 VPR&D became involved in CBNRM through the Community Based Management of Indigenous Forest Project (CBMIF). The project involves communities of Motokwe, Khekhenye, Tsetseng and Tswaane in the western Kweneng District. The project covers 6 themes: community awareness, women participation, sustainable harvesting, processing of veld resources, marketing of veld resources and finally domestication of veld products. VPR&D has so far carried out: PRA exercises, several community workshops, development of a community based monitoring tool and establishment of committees.

<table>
<thead>
<tr>
<th>CBNRM Projects</th>
<th>Core CBNRM activities</th>
</tr>
</thead>
</table>
| VPR&D Community Based Management of Indigenous Forest Project in western Kweneng | • Identifying and developing markets for veld products (greapple, truffles, grass)  
• Community mobilisation towards CBO development.  
• Research on indigenous fruit trees and agricultural innovative models  
• Indigenous fruit tree distribution  
• Training and natural resources monitoring and management  
• Lobbying and fund raising |
Section 4
Private Sector Joint Venture Agreements in 2002

Micheletti Bates Safaris (Pty) Ltd.
P. O. Box 119, Maun

Management and marketing of photographic operations in partnership with

Okavango Wilderness Safaris (OWS) (Pty) Ltd.

JVA with:
NG22/23 (Upper Selinda)
Okavango Community Trust.

Micheletti Bates Safaris has been in a joint venture agreement with the Okavango Community Trust since 1996. A three-year lease has been signed, which expired in March 2001 and was renewed for five years to expire in March 2006. Both photographic and hunting rights have been given to Micheletti Bates Safaris, who are in partnership with OWS for the management and marketing of the photographic operations.

Area NG/22 is multipurpose, and has three camps (Vumbura camp - 16 bedded, Little Vumbura - 8 bedded and Kaporota - 8 bedded). Area NG/23 is zoned for photographic purposes only and has a 12 bedded lodge (Duba Plains).

In total the operator permanently employs over 140 people from the OCT, all of them as junior staff of which some are in training to take over senior staff positions. 120 of these employees work in the photographic operations, whilst others are employed in the hunting camp and in the offices in Seronga and Maun. After some retrenchments following September 11 the employment figure is estimated to rise again to 150 by April 2002.

The OWS training centre at Vumbura has been upgraded and courses are offered to community members on an agreed schedule. This centre offers beginners and advanced guiding and cooking courses to members of the OCT.

Apart from the skills training made available, MBS has opened a village development fund, which is evenly divided over the five villages and managed by them. So far the money has been used to erect shops in three of the villages and a mortuary in Seronga (waiting for completion). The refrigeration unit for the mortuary was donated by MBS. Some of the villages have set part of the Village Development Fund aside as a Funeral Fund as the MBS no longer manages the funeral fund for the OCT. A tractor and trailer was donated by MBS and is mainly used for transport of grass, firewood and bricks and can be hired at a reasonable price from the OCT by OCT members.

The company no longer employs a Management Advisor: his salary payments have been taken over by OCT. This Advisor is based in Seronga and assists and advises the Trust in all matters. He works closely with the community liaison officer, whose salary is still paid by the company.

The annual soccer tournament is still largely sponsored by MBS through the necessary kit, balls, food, trophy and transport. The OCT is contributing to the prize money since last year and is planning to get more involved in the future.

A minimum of 50% (dried) meat of every carcass is generated during the hunting season. The carcasses can no longer be brought through the buffalo fence as permits are only
available for dried meat. MBS has placed HF Radios in each village to enable communication between the offices and villages. A nurse visits the camps on a regular basis and in severe medical cases, the patient is transported to Maun Hospital.

<table>
<thead>
<tr>
<th>Total monetary benefits:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Rental:</td>
<td>600,000 Pula per area per annum (6% increase p.a.)</td>
</tr>
<tr>
<td>Minimum Quota Fee:</td>
<td>400,000 Pula</td>
</tr>
<tr>
<td>Village Development Fund:</td>
<td>500,000 Pula split over 5 villages paid into separate account</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td>1,500,000 Pula per annum</td>
</tr>
</tbody>
</table>

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**Johan Calitz Hunting Safaris**  
P.O. Box 335, Maun  
Marketing of the photographic operations managed by  

**Planet Okavango (mokoro trips)**  
**Abercrombie & Kent (lodge)**  

JVA with:  
NG/32 (Ditshipi)  
Okavango Kopano Mokoro Community Trust

Johan Calitz Hunting Safaris entered into a three-year joint venture agreement with the Okavango Kopano Mokoro Community Trust (OKMCT) in January 2000. The company acquired both hunting and photographic rights. Planet Okavango assists in the marketing of the mokoro trips and Abercrombie & Kent manages and markets the lodges.

The area has two eight bedded hunting camps (Qoroque and Ivory) and two photographic camps: Stanley's Camp and Livingstone's Camp. The latter is mainly used by the mobile sector. The plans for Baine's Camp have been put on hold since the September 11th event and might be reconsidered depending on the macro economic developments. The company employs over 100 people from the OKMCT - 46 in the photographic sector, 55 in the hunting sector and an additional 6 permanent employees who manage the entrance fees at the gates. The most senior positions held by trust members at the moment are on middle management level, for example an assistant camp manager. 11 people hold positions on this level at the moment and more positions will hopefully be filled with trained members of the trust in the future.

All training (except the Professional Guide's training) is done in-house, in such a way that each senior staff member trains his or her assistant. The concessionaire has made a Trust Fund available to the trust, which can be used to send other members of the trust, who are not necessarily employed by the operator, to receive training offered by the VTC in Maun or by other institutions (carpentry, cook, waiter, etc).
Apart from training, the trust Fund can be accessed for financial assistance for funerals, small business enterprises, transport, maintenance of equipment and vehicles, etc. The fund is managed by the trust and it is to the discretion of the Board of Trustees, what the money will be used for.

Other monetary benefits to the OKMCT are the land rental fee and the quota fee. The land rental has increased by 10% and the quota fee by 5% compared to last year. This brings the combined figure up to more than 1,000,000 Pula payable by the concessionaire per annum.

Other benefits for the community include the 50% meat generated during the hunting season. This meat is transported to the villages inside the Buffalo Fence and processed at a central point for the villages outside the Buffalo Fence. The Operator has installed radios in each village to enable communications with the office in Maun and amongst each other. The operator pays for a medical doctor to visit all villages twice per year and in addition organises and pays for any necessary medical evacuations from the area to the Maun hospital. The airstrip built by the concessionaire will remain in the area after the lease expires.

<table>
<thead>
<tr>
<th>Total monetary benefits:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Rental and Quota Fee combined:</td>
</tr>
<tr>
<td>Trust Fund:</td>
</tr>
<tr>
<td>TOTAL:</td>
</tr>
<tr>
<td>1,100,000 Pula per annum</td>
</tr>
<tr>
<td>200,000 Pula</td>
</tr>
<tr>
<td>1,300,000 Pula per annum</td>
</tr>
</tbody>
</table>

HCH Safari (Pty) Ltd.
P/Bag 21
Maun

JVA with:
NG34 (Sankuyo)
Sankuyo Tshwaragano Management Trust

HCH Safari has entered in a five-year lease agreement with the Sankuyo Tshwaragano Management Trust (STMT), ending in March 2007. The company acquired both hunting and photographic rights for NG/34.

The area has two 8-bedded hunting camps and a 16 bedded photographic lodge. A campsite to accommodate the mobile safari sector accessible only for HATAB members has been cleared and will be opened shortly. The hunting operation employs 20 people from Sankuyo during the hunting season. The company tries to find other employment during the off season to create permanent employment for their staff. The photographic lodge employs an additional 30 staff from Sankuyo. These positions are all permanent. Two more
members of the Sankuyo community are employed at the office in Maun. At the moment
two staff are trained for managerial positions. This figure will grow to five.

In addition to the ongoing in-house training, the company retains a training consultant
who provides the staff with specialised training.

HCH Safaris tries to stimulate small business enterprises by contracting services and
buying goods from the people of Sankuyo if and when available. In addition the company
gives free advice on business planning and financial management. HCH Safaris sponsors
the local soccer club.

The total monetary benefit the STMT generates through their Joint Venture Agreement with
HCH Safaris is around 1,250,000 Pula per year, which is divided into Quota Fee,
Concession Fee and Land Rental.

HCH Safaris has provided Sankuyo with radios, to ensure communication between the
lodge, the camps and the office. The Concessionaire employs a member of the STMT as a
liaison officer, who represents the operator in Sankuyo and works closely with the
community liaison officer appointed and paid by the STMT.

<table>
<thead>
<tr>
<th>Total monetary benefits as an average per annum over 5 years:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Rental/Resource Royalty: 1,027,802 Pula per annum</td>
</tr>
<tr>
<td>Trophy Fee: 1,203,551 Pula per annum</td>
</tr>
<tr>
<td>Community benefits: 23,000 Pula</td>
</tr>
<tr>
<td><strong>TOTAL:</strong> 1,254,353 Pula</td>
</tr>
</tbody>
</table>

4

**African Field Sports (Pty) Ltd.**
P. O. Box 9
Maun

JVA with:
NG/41 (Mababe)
Mababe Zokotsama Community Trust

African Field Sports signed the first Joint Venture Agreement with the Mababe Zokotsama
Community Trust (MZCT) in January 2000. The lease has since been renewed to include a
3-year lease starting in January 2002 ending in December 2004. The company acquired
both hunting and photographic rights and will operate and market both.

The area has two hunting camps (Mababe Camp - 8 bedded and Joverega Camp - 8
bedded) and one 16 bedded photographic lodge (Mogoto). The number of staff the
company employs has risen to 59 staff from Mababe of whom 5 hold a middle management
position (e.g. assistant camp manager).
All training (except the Professional Guide's training) is done in-house, whereby each senior staff member trains his or her assistant. The concessionaire has made an Assistance Fund available to the trust, which can be used to send other members of the trust, who are not necessarily employed by the operator, to receive training offered by the VTC in Maun or by other institutions (carpentry, cook, waiter, etc).

Apart from training and skills enhancement, this Assistance Fund can be also accessed for financial assistance for funerals, small business enterprises, transport, maintenance of equipment and vehicles, sponsorship for the local football team etc. The fund is managed by the trust and selection of projects is to the discretion of the Board of Trustees.

Other monetary benefits to the MZCT are the land rental fee and the quota fee, which have increased by 15% every year and now stand at a total of around 800,000 Pula payable by the concessionaire per annum.

Other benefits for the community include the 50% meat generated during the hunting season. The Operator has installed a radio in the village to enable communications with the office in Maun and the camps. The operator pays for a medical doctor to visit all villages twice per year and in addition organises and pays for any necessary medical evacuations from the area to the Maun hospital. The airstrip built by the concessionaire and the four boreholes will remain in the area after the lease expires.

<table>
<thead>
<tr>
<th>Total monetary benefits:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Rental and quota fee combined:</td>
<td>800,000 Pula per annum</td>
</tr>
<tr>
<td>Assistance Fund:</td>
<td>86,000 Pula</td>
</tr>
<tr>
<td>TOTAL:</td>
<td><strong>886,000 Pula</strong></td>
</tr>
</tbody>
</table>
Rann Hunting Safaris
P/Bag 0248, Maun
Photographic operations are managed in partnership with:

Landela Botswana

JVA with:
CH1/2 (Chobe Enclave)
Chobe Enclave Community Trust

Rann Hunting Safaris was the first company in Botswana to sign a joint venture agreement between a community trust and a safari operator in 1994. The agreement was renewed in 1995, 1996 and in 1999 a 5 year lease was signed. Rann Hunting Safaris acquired the hunting rights. As Rann Safaris specialises in hunting operations, the photographic operations are managed in partnership with Landela Botswana.

Rann Safaris employs up to 8 trust members at the hunting camps during the season. The CECT has identified a pool of Community Escort Guides (CEGs) originating from the five villages in the Enclave. The CEG who accompanies the hunt are paid by the community trust. The operator is in the process of building a 16 bedded photographic camp. Once this is operational, all necessary staff will be recruited locally with the exception of a cook. Whilst all other basic skills are locally available, a local cook still has to be trained. All staff will receive in-house training before and during employment. A substantial training plan and the training procedures are currently being formalised. There will be annual training course for guides.

The hunting operations give at least 50% of meat to the CECT during hunting season. The Trust is responsible for an equal distribution amongst the trust members.

Once the photographic camp is established, the concessionaire hopes to involve the youth singing group from one of the villages to come and sing for the clients. The clients are expected to stay 2 to 3 nights and this would offer a nice cultural experience to the clients as well as it would generate income for the singing group. But also the local craft sales, like baskets and pottery, will develop with the photographic camp. The management will promote locally made art as much as possible. One of the villages used to run a little craft shop successfully, but the business folded with the deterioration of the road and thus the lack of traffic and tourists to sell the items to.

Rann Safaris helps the CECT members with regards to medical aid or vehicle maintenance (organising spare parts) where possible.

The lease fee for CH1/2 amounts to around 250 000 P per annum and increases by 10% each year. The quota fee for elephants is 120 000 US$ payable by US$ cheque.

At the end of each hunting season, Rann Safaris organises is big party at beginning of which the community can express their grievances and the operator tries to make necessary changes for the coming year.

**Approximate total monetary benefits:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lease fee</td>
<td>250,000 Pula per annum</td>
</tr>
<tr>
<td>Quota fee</td>
<td>120,000 US$</td>
</tr>
</tbody>
</table>
Safari Botswana Bound (Pty) Ltd.
P/Bag 20, Maun

In JVA with:
KD1 (Ukhiwi), Nqwaa Khobee Xeya Trust; KD2 (Zutshwa), Qhaa Qing Trust
KD12 (Koketsha, Inaikologolo and Phuduhudu), Koinaphu Community Trust
KD15 (Khawa), Khawa Kopanelo Development Trust

Safaris Botswana Bound has signed a 3 year lease agreement with the Nqwaa Khobee Xeya Trust for the hunting and photographic rights in KD1. This lease will expire in January 2004. The hunting operations generate most of the permanent jobs. In 2000 a total of 80 permanent jobs were created. This figure was not met in 2001 and went down to 25 because the photographic operations were not doing as well as anticipated. The photographic clients consisted mainly of the self-drive and overland sector, which does not require a lot of staff.

The operator has a full time qualified trainer under their employ, who provides in-house training to all staff. In addition Safari Botswana Bound is in the process of building a training school where the emphasis will lie on photographic safari operations and the mobile safari industry in particular. The company managed to arrange a bursary at the Technicon in Pretoria for two students from the community. The operator has donated 30,000 into the Social Responsibility Fund in 2001, which is managed by the Trust. The fund can be accessed for funerals, destitute food, orphans, and sports assistance. The Trust will decide on projects and monitor the allocation of the money to any of the three villages and its members. A minimum of 50% of the meat generated through the trophy hunting activities is handed over to the Trust. When requested, the concessionaire helps with the hunting of the community quota, which is relatively large in KD1.

Once a month all locally produced craft is collected by the operator and is brought to Maun or Ghanzi to be sold. In April 2000, for example, this generated an extra monthly income for the artisans of 2900 Pula. Movement of crafts (mainly ostrich eggshell jewellery) to a central collection point and distribution of the revenue generated through sales is managed by the Trust, the operator only assists with transport.

The liaison between the Trust and the operator is mainly done through the camp manager, who meets with the Board of Trustees on a regular basis. Also the concessionaires have regular communications with the Board, at least once a week. The trust has been given radios to communicate with the office in Maun and the camps. KD1 borders to the newly opened Kgalagadi Trans-frontier National Park and has a gate connecting the two. This opens another possibility for tourism-related revenue generation which the operator will give assistance to the community.

New 1-year leases have been signed between the company and KD2, KD12 and KD15 on which provisional information is available for 2002:

<table>
<thead>
<tr>
<th></th>
<th>Quota</th>
<th>Rental</th>
<th>Community Fund</th>
<th>Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>KD1</td>
<td>60.000</td>
<td>130.000</td>
<td>15.000</td>
<td>40</td>
</tr>
<tr>
<td>KD2</td>
<td>87.450</td>
<td>85.000</td>
<td>15.000</td>
<td>25</td>
</tr>
<tr>
<td>KD12</td>
<td>89.000</td>
<td>150.000</td>
<td>32.500</td>
<td>22</td>
</tr>
<tr>
<td>KD15</td>
<td>88.000</td>
<td>105.000</td>
<td>30.000</td>
<td>30</td>
</tr>
</tbody>
</table>
Blackbeard and Hepburn Safaris (Pty) Ltd.
P. O. Box 104
Kasane

In JVA with:
CH8 (Pandamatenga)
Kalepa Community

Blackbeard and Hepburn Safaris signed a lease agreement for CH8 with the Kalepa Community trust over the period of one year. The lease expired in December 2001 and is currently being renegotiated.

During the 2001 hunting season the Kalepa Community trust has benefited in the following ways from this Joint Venture Agreement, which only covered hunting operations:

BHS operated one hunting camp and a fly camp, for which they employed 14 permanent and semi-permanent staff. At the BHS headquarters an additional 5 people from the trust on a semi-permanent basis. During the lease period, BHS trained 12 people and paid them a basic salary during the one-month training period.

All 12 elephants on the quota were shot and killed during the 2001 hunting season, each hunt created an extra employment opportunity for road cutters and butchers (10). In addition another ten road cutters were working on the cutlines on a semi-permanent basis. BHS has also assisted in the development of community projects, for which they paid the wages for 59 people.

Apart from employment BHS assisted in community development through providing raw materials for the construction of the community trust hall in Pandamatenga, destitute housing in Lesoma and an orphans and destitute kitchen in Kazungula. All projects have been completed.

BHS has assisted all the villagers with transport for funerals and transportation of grass and poles collected in the field. BHS has also contributed financially to destitute families to assist in funeral expenses for deceased relatives. As and when requested, BHS will assist in ploughing of fields for the communities. The purchase of the minibus, as stated in the management plan, has been done and the bus will be delivered to the Kalepa Community Trust in due course.

The monetary benefit paid for the concession and elephant quota in 2001 adds up to 910,000 Pula for one year and is divided in 250,000 Pula concession fee and 660,000 Pula for 12 elephants at P55,000 each.

**Approximate total monetary benefits in 2001:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lease fee</td>
<td>250,000 Pula per annum</td>
</tr>
<tr>
<td>Quota fee</td>
<td>660,000 Pula</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td>910,000</td>
</tr>
</tbody>
</table>

Section 4
Private Sector Joint Venture Agreements in 2002
The Khwai Development Trust has sold by auction part of the year 2002 hunting quota for NG18. This auction took place in December 2001 at the Khwai kgotla. The quota was auctioned as a series of eight lots, each lot consisting of a time slot with a quota of animals attached to it, to be hunted during that particular time slot. Six hunting operators attended the auction for 2002.

In total the Khwai Development Trust generated over 1 million Pula for the 2002 quota, which is a substantial rise to the 600,000 Pula generated for the 2001 hunting quota.

The Khwai Development Trust has built two hunting campsites for use by the successful bidders. The operators are required to provide all their own camping equipment, transport and consumables. These temporary camps will be vacated at the end of the time slot purchased by each successful bidder.

At least half of all meat shot in the course of hunting operations is to be made available by the lot owner to the Khwai Development Trust free of charge. The lot owner will employ three members of the Trust as skinners, trackers or other workers.

<table>
<thead>
<tr>
<th>Total monetary benefits:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quota fee:</td>
</tr>
<tr>
<td>over 1.166.000 Pula</td>
</tr>
</tbody>
</table>

After the three year lease agreement with Komtsa Adventure Safari had been prematurely terminated, the hunting rights in NG 4/5 for the 2001 hunting season were sold through an advertisement to Micheletti Bates Safaris for 195,000 Pula.

Cgaecgae T abololo Trust has now decided to market and manage the 2002 quota on their own, without going into joint venture with a safari company.
Summary sheet

Table 1: Joint Venture Agreements between CBOs and Private Sector in 2002

<table>
<thead>
<tr>
<th>CBO Name</th>
<th>Sub-lease</th>
<th>(year 2002 approximate)</th>
<th>through the JVA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Micheleli Bates Safaris</td>
<td>OCT NG22</td>
<td>5 years March - 06</td>
<td>P 1 500 000.00</td>
</tr>
<tr>
<td></td>
<td>NG23 5 years March - 06</td>
<td>hunting and photographic</td>
<td>140</td>
</tr>
<tr>
<td>Johan Gaile Hunting Safaris</td>
<td>OKMCT NG32</td>
<td>3 years January - 07</td>
<td>P 1 300 000.00</td>
</tr>
<tr>
<td></td>
<td>STMT NG34 5 years March - 07</td>
<td>hunting and photographic</td>
<td>107</td>
</tr>
<tr>
<td>HCH Safaris</td>
<td>STMT NG34 5 years March - 07</td>
<td>hunting and photographic</td>
<td>50</td>
</tr>
<tr>
<td>African Field Sports</td>
<td>MZCT NG34 3 years December - 04</td>
<td>hunting and photographic</td>
<td>59</td>
</tr>
<tr>
<td>Rann Hunting Safaris</td>
<td>CECT CH11/2 5 years January - 04</td>
<td>hunting</td>
<td>8 (seasonal)</td>
</tr>
<tr>
<td>Landela Botswana</td>
<td>CECT CH11/2 5 years January - 04</td>
<td>photographic</td>
<td>to be recruited</td>
</tr>
<tr>
<td>Blackbeard and Hepburn Saf.*</td>
<td>KalePa Trust CH8 1 year* January - 01*</td>
<td>hunting</td>
<td>91 0000*</td>
</tr>
<tr>
<td>Safari Botswana Bound</td>
<td>NOKT KO1 3 years January - 04</td>
<td>hunting and photographic</td>
<td>19 (seasonal)</td>
</tr>
<tr>
<td>Safari Botswana Bound</td>
<td>Cha Qing Trust KO2 1 year January - 03</td>
<td>hunting and photographic</td>
<td>40</td>
</tr>
<tr>
<td>Safari Botswana Bound</td>
<td>Kolinaphu Trust KO12 1 year January - 03</td>
<td>hunting and photographic</td>
<td>25</td>
</tr>
<tr>
<td>Safari Botswana Bound</td>
<td>KO15 1 year January - 03</td>
<td>hunting and photographic</td>
<td>22</td>
</tr>
<tr>
<td>Various</td>
<td>KOT NG16 1 season September-02</td>
<td>hunting</td>
<td>30</td>
</tr>
<tr>
<td>Various</td>
<td>CTT NG4 n/a n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td>P 8 092 950.00</td>
</tr>
</tbody>
</table>

* 2002 facts not available yet

Table 2: Comparison Joint Venture Agreements between 2000 and 2002

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td># CBOs in Joint Venture Agreement in CBNRM</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>Total monetary benefits</td>
<td>5.7 million - 7.0 million</td>
<td>8.1 million - 9.5 million</td>
</tr>
<tr>
<td>Employment generated in JVAs</td>
<td>455 - 55€</td>
<td>500 - 600</td>
</tr>
</tbody>
</table>
Section 5
CBNRM Donor funding information

This section gives a brief overview of the existing CBNRM (Government of Botswana and non-Government) funding programmes that can support CBNRM projects in Botswana. Contact addresses are included in case more information is required. The list includes:

1. US Ambassador’s self-help fund
2. American Embassy’s Democracy and Human Rights Fund
3. Canada fund for local initiatives
4. DWNP Community Conservation Fund
5. RAPDP Economic Promotion Fund (EPF)
6. EHF NGO/CBO empowerment project
7. Global Environment Facility / Small Grants Programme (GEF/SGP)
8. Hivos – micro fund
9. Micro Project Programme (MPP)
10. Action for Economic Empowerment Trust (ADF) PPD&MS enterprise development
11. IFS Training and general support fund
12. LG 1109 Village development programme
13. EU wildlife conservation and utilisation fund
14. CEDA-Citizen Entrepreneurial Development Agency

We hope this information is useful and we encourage you to share your experiences in different forums at district and national level on your success rates.

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1 Information derived from the draft “Funding sources for small community projects” that was prepared by the Rural Development Co-ordination Division, MFDP, May 2000 and updated by the National CBNRM Forum Secretariat in January 2002.
1. US AMBASSADOR'S SELF HELP FUND

Objective
The fund promotes self-reliance within local communities; encourages project proposals that have a significant community contribution and/or involvement, intend to address community social concerns and/or generate income or employment opportunities.

Potential beneficiaries
1. Registered self-help groups, associations or other recognised organisations.
2. No individuals or private business enterprises.

Eligibility criteria for the organisation
The organisation needs:
1. to be well established
2. to be in operation for at least one year
3. to have a history of accomplishments

Eligibility criteria for the project
1. The project must be sustainable after completion.
2. Projects should generate income and/or employment for the group.
3. Projects should be within the means of the community to manage and complete within a year after signing the contract.
4. A project will receive funds only once.

Community contribution
Not necessary, but will help to get an approval. Projects that involve a significant contribution in labour, materials or money freely given by members of the local community have a preference.

Funding ceiling
Pula 40,000. -

For more information contact:
Embassy of the United States of America
Government enclave
Self-Help Co-ordinator
P. O. Box 90
Gaborone
Phone: 353982 ext. 5334
Fax: 356947
2. THE AMERICAN EMBASSY'S DEMOCRACY AND HUMAN RIGHTS FUND

Objective
The fund covers short-term, high-impact, specific activities that build democratic institutions, promotes political pluralism, and protects human rights. It particularly focuses on projects that contribute to the civil and political status of women, children and minorities.

Potential beneficiaries
1. Registered self-help groups, associations or other recognised organisations.
2. No individuals or private business enterprises.

Eligibility criteria for the organisation
The organisation needs:
1. to be well established
2. to be in operation for at least one year
3. to have a history of accomplishments

Eligibility criteria for the project
1. The project must be sustainable after completion.
2. Projects should be located in local communities, have a clear connection to the promotion of democracy and human rights and should benefit the greatest number of people possible.
3. Projects should be within the means of the organisation to manage, well planned and ready for prompt implementation so to be completed within a year after signing the contract.
4. A project will receive funds only once.

Organisation contribution
Not necessary, but will help to get an approval. Projects that involve a significant contribution in labour, materials or money given by the organisation have a preference.

Funding ceiling
Pula 125,000. -

For more information contact:
Embassy of the United States of America
Government enclave
Democracy and Human Rights Fund Co-ordinator
P. O. Box 90
Gaborone
Phone: 353982 ext. 5334
Fax: 356947
3. CANADA FUND FOR LOCAL INITIATIVES

**General description**
The Canada Fund for Local Initiatives (CFLI) is a Small Grants Scheme available from the Canadian International Development Agency (CIDA). CFLI is managed by the Canadian High Commission in Harare, Zimbabwe and administered through the World University Service of Canada (WUSC) Botswana. CFLI is available for social sector initiatives in education, health, water and sanitation. In addition, self-help activities that benefit women, youth and the disabled can benefit from CFLI. CFLI cannot support recurrent operating costs such as rent and salaries, purely religious, cultural or political activities, projects normally done by the local or national government, projects in which the beneficiaries are a single person, single family or private business and projects leading to environmental degradation.

**Objective**
The Canada Fund Programme supports small community based projects providing technical, economic, educational and/or social development assistance to the local population.

**Potential beneficiaries**
1. NGOs
2. CBOs
3. Others, like co-operatives, trade unions and associations

**Eligibility criteria for the organisation**
The group must have an agreement which establishes its purpose, responsibilities, and benefits (a constitution), or be operating with a local representative of a larger organisation (i.e. NGO), which accepts responsibility for the group.
Although many different community based groups may be eligible for Canada Fund support, certain priority areas and regions are given greater emphasis. They include social sector initiative in education, health, water and sanitation; self help activities that benefit youth, women and the disabled; and remote areas, particularly in the Ghanzi and Ngamiland districts.

**Eligibility criteria for the project**
1. Projects must intend to assist a group of people and not an individual.
2. Funds cannot be used to finance recurrent or core cost such as salaries, supplies, etc.
3. The fund cannot be used for political and purely religious purposes.
4. Funds cannot be used for research, private businesses, parastatals or staff housing.
5. Income generating activities must be 'not for profit' or co-operatively run.

**Community contribution**
Not specified, but projects with a significant contribution in cash, labour or materials are preferred.

**Funding ceiling**
Pula 75,000. – per project.

*For more information contact:*
Canada Fund Co-ordinator
c/o World University Services Canada
P. O. Box 1856, Gaborone, Botswana
Phone: 352208; Fax: 307098
Email: wusc@info.bw
4. COMMUNITY CONSERVATION FUND (CCF)

Project Description
This project is a government measure to promote Community Based Natural Resource management (CBNRM) by making a provision under NDP 8 for financial assistance of deserving communities initiatives.

Objectives
This project is established to provide financial support to community organisations involved in CBNRM and viable conservation initiatives geared to the protection and breeding of endangered species or environmental education.

Available Funds
A total amount of P 8.1 million has been reserved for the NDP 8 plan period and will be released as indicated below:

<table>
<thead>
<tr>
<th>Year</th>
<th>Pula*</th>
</tr>
</thead>
<tbody>
<tr>
<td>97/98</td>
<td>500</td>
</tr>
<tr>
<td>98/99</td>
<td>1800</td>
</tr>
<tr>
<td>99/00</td>
<td>1700</td>
</tr>
<tr>
<td>00/01</td>
<td>1600</td>
</tr>
<tr>
<td>01/02</td>
<td>1600</td>
</tr>
<tr>
<td>02/03</td>
<td>1000</td>
</tr>
<tr>
<td>Total</td>
<td>8100</td>
</tr>
</tbody>
</table>

* P'000 in constant 1997/98 prices.

Eligibility Criteria
1. CBNRM projects
The provision is in grants only at a maximum of P 500,000 per community based organisation for the period of NDP 8. The communities will, where possible be required to bear part of the costs of the particular activities themselves.

Projects Eligible
a. Support for constitution and Trust development and other legal fees
   Maximum amount P 30,000
b. Training technical assistance and proposal development
   Maximum amount P 50,000
c. Development of Management Plan or Natural Resource Profile
   Maximum amount P 50,000
d. Wildlife Related Processing of Natural Resources
   Maximum amount P 100,000
e. Veld-product Related Processing of Natural Resources
   Maximum amount P 250,000
f. Marketing Studies and Market Development
   Maximum amount P 50,000

2. Conservation Projects
The provision of funds will be through grants only at a maximum funding of P250 000 per organisation for duration of NDP 8. The projects should not be profit-making projects.

Projects Eligible
a. Operational Costs
   Maximum amount P 150,000
b. Infrastructure Development
   Maximum amount P 150,000
c. Animal Re-introduction
   Maximum amount P 200,000
Application and Approval Procedures

Application:
1. Applications are in free format but have to be type written.
2. Prepare an application providing details of a proposed project that adheres to the eligibility criteria. The wildlife office can be of assistance in the preparation of the application.
3. Submit the application to the district Wildlife Officer in the district in which the project falls.

Appraisal:
1. The district wildlife officer will assess the application and verify whether it adheres to the eligibility criteria.
2. The district wildlife officer has to submit the application and together with his recommendations to the CCF appraisal committee within two weeks of receipt of the proposal.
3. The CCF appraisal committee will consider the application in its first quarterly meeting after the receipt of the proposal.
4. The applicant will be informed of the decisions of the CCF appraisal committee, through the District wildlife office, within two weeks of the meeting.

Disbursement:
1. Funds will be disbursed to the applicant upon the signing of an agreement with the government of Botswana.
2. The district wildlife offices are required to monitor the utilisation of the disbursed funds.
3. The implementing organisation will be required to provide regular progress reports and to submit audited accounts.

For more information contact:
Department of Wildlife and National Parks, Box 131 Gaborone,
Tel: 371405
5. ECONOMIC PROMOTION FUND (EPF) (UNDER RADP)

Project Description
The Economic Promotion Fund (EPF) was established under the Remote Area Development Programme (RADP). The intention is to create employment opportunities, exploit resources, promote Remote Area Dwellers (RADs) participation and self-reliance.

Objectives of the Programme
1. To promote production oriented activities
2. To create employment opportunities
3. To evaluate and exploit resources available in each community
4. To diversify community involvement in development
5. To challenge and promote community participation in solving problems of unemployment.
6. To make each community self-reliant

Packages provided under the Programme
Funds under the EPF are available for:
1. Investment in production oriented and income generating activities e.g.
   - game ranching, harvesting and projects for utilisation of veld products
   - arable agriculture
2. Infrastructure aimed at assisting the development of activities under (1) above e.g
   - tanneries
   - handicrafts
   - livestock schemes
   - poultry farming
3. Training and studies related to activities under 1 & 2 above
4. Any other investment or expenditure likely to be of significant assistance to the generation of additional productive activities such as:
   - new projects (products or ideas) related to 1 & 2 above
   - market surveys
   - resource availability studies
5. Down payment or Supplement to other schemes when RADs is unable to meet one or more of the criteria in that scheme.

Eligibility Criteria
1. The programme will be available for all RADs whether they live in settlements identified for infrastructure development or in smaller groups.
2. Local communities, non-governmental organisations (NGOs) and communally owned projects for RADs in the remote areas are also eligible for funding.
3. Promotion of economic activities that may affect women’s role and situation adversely shall not be eligible to support. All proposals must be scrutinised and appraised accordingly.

Application and Approval Procedures
1. The RADOs help initiate projects in co-operation with the Assistance project Officers in the district. The RAD are responsible for reviewing the professional (manpower, training, accounting, scale, marketing etc.) and technical (buildings, transport, supplies, materials, resources etc.) requirements of the projects. Each project should be appraised by the CPO in the districts.
2. Requests by means of Project memorandum, for funding of projects shall be approved by the Ministry of Local Government.
3. Requests for funding of projects shall be channelled through the Production Development Committee (PDCs) by means of a project Memorandum for appraisal and recommendation by the District Development Committee. The planning officer in the Ministry of Local Government, Lands and Housing in consultation with the RADP unit gives the final approval.
Post Approval Procedures
1. The RAD Unit in the Ministry of Local Government notifies Council secretary in the districts on the approval of projects.
2. Applicants are notified by the RAD unit in the District Council of the approval of their projects.
3. Implementation will be the responsibility of the District Councils through RAD personnel in close co-operation with extension workers.
4. Monitoring and evaluation will be the responsibility of the Planning Officer in liaison with the RADO.
5. Quarterly progress reports should be submitted by the CPO to the Ministry of Local Government.

For more information contact:
RADP Departments at District Councils or
Ministry of Local Government
P/bag 006 Gaborone
6. ENVIRONMENTAL NGO/CBO EMPOWERMENT PROJECT

Objective
The project aims to promote general and environmental resource management capacity with NGOs/CBOs to secure sustainable projects; to promote co-operative relationships and partnerships; and to initiate a model that may be replicated for the management of funds earmarked for community environmental conservation and empowerment projects.

Potential beneficiaries
Organisations whether legally registered or not that have a community environmental / conservation motive.

Eligibility criteria for the project
1. The project must have an environmental focus
2. The project must have community empowerment components
3. The project must respond to expressed needs of the community and/or NGOs
4. The project must display community participation at the design and implementation stages.
5. The project must show sustainability in the form of active management, training components and monitoring of intended activities
6. The programme must recognise and spell out complementary activities.
7. The project must have a steering committee or similar structure
8. The project must have a long-term vision of at least five years
9. The project must have concise but detailed impacts.
10. A project proposal application form must have been completed and submitted.

Funding ceiling
Pula 60,000. - per project per year

For more information contact:
Environmental Heritage Foundation of Botswana Trust
c/o Rural Industries Promotions Company – Botswana
P. O. Box 2088
Gaborone
Phone 314431-2
Fax 300316
Email: oggie@info.bw
7. GEF - SMALL GRANTS PROGRAMME

Objective
The purpose of the Small Grants Programme is to support and promote community level initiatives that address global environmental challenges.

Potential beneficiaries
1. Communities
2. Non-governmental Organisations

Eligibility criteria for the project
1. Community based activities that seek to:
   - mitigate climate change effects
   - protect bio-diversity
   - protect international waters
   - combat desertification
2. Capacity strengthening of organisations involved in activities that address global environmental concerns and promote the exchange of ideas among communities on successful approaches and strategies.

Funding ceiling
US$ 50,000.

For more information contact:
GEF/SGP
P. O. Box 54
Gaborone
Phone / Fax: 305146
Email: isang.pilane@undp.org
8. HIVOS - MICRO FUND

Potential beneficiaries
Community organisations, NGOs

Eligibility criteria for the organisation
1. The organisation needs:
   - to be well organised
   - to show initiative
   - to be able to account for funds through proper reporting
2. Organisations may not already be sponsored through the HIVOS programme support
3. Not eligible are (quasi) government organisations; individuals; church related activities

Eligibility criteria for the project
The project should directly or indirectly benefit civil society organisations and/or grassroots organisations

Funding ceiling
DFL 20,000. - (Appr. Pula 50,000. -)

For more information contact:
HIVOS Foundation (Humanist Institute for Development Co-operation)
P O Box 2227
20 Phillips Avenue
Belgravia
Harare
Phone: 263 - 4 - 706704 / 727197 / 250463
Fax: 263 - 4 - 791981
Email: hivos@harare.iafrica.com
9. MICRO PROJECT PROGRAMME (MPP)

Description
The Micro Project Programme is a new co-operation instrument set up by the Government of Botswana and the Delegation of European Commission. This programme is aimed at supporting local communities' efforts to develop their area and improve their living standards by promoting and sustaining small-scale activities at grassroots level.

Objectives
The MPP shares the same operational objective of the Community Projects (LG 1109) and is implemented as a new component of the above programme.

Target Groups
The Micro Project Programme mainly targets vulnerable groups in rural and urban areas such as the aged, poor, female-headed families, unemployed and all those groups that are marginalized in the socio-economic development of Botswana. In order to reach such groups MPP does receive applications from Non-governmental Organisations (NGOs), Village Development Committees (VDCs), Brigades, Church groups or organisations and any other grassroots organisations that can apply for funding and implement projects on behalf and in collaboration with local communities. Communities can also apply directly to the Micro Project Programme.

Eligibility Criteria
To be eligible for funding, a project should comply with the following general conditions:
1. Meet a priority need demonstrated and observed at local level
2. Be identified, planned and undertaken at the initiative and with the active participation of the local community, which will benefit therefrom
3. Benefit the marginalized and most vulnerable groups in the community, such as the poor, female-headed families, unemployed, etc.
4. Be technically appropriate and, for an income-generating project, be economically viable
5. Be sustainable upon completion
6. Be in line with Government's and Local authorities Development Plan objectives
7. Be endorsed by relevant authorities at district level
8. The Estimated Total Cost of the project should range between 150,000 and 1,000,000 Pula. When a project reaches the Pula 1,000,000.00 mark then it must be a very good project as the higher the project cost the higher is the community contribution.
9. The applicant should make a contribution of at least 25% of the Estimated Total Project Cost.
10. The project should be completed in one year and only in exceptional cases can it exceed one year.

Sectors of Activity
The following list provides an example of the kind of projects, which may be eligible for funding under the Micro Project Programme in the order of priority:

1. Production Units – Provision of equipment, infrastructure, training and credit scheme for small enterprises in industrial, craft and agricultural production.
2. Implementation and logistical support – Provision of equipment and logistical support for the implementation of the programme.
3. Training for capacity building – Formal training and on-the-job training for extension staff, and other staff involved with the programme.
4. Social infrastructure – Provision of equipment and buildings in education, recreational, health and sanitation, road and water supply sectors in rural areas.
Application and Appraisal Procedures
In order to apply the local community representatives or the implementing agency, which is applying on their behalf should:

1. Fill in the application form available at the S&CD department and send it to the MPP unit in the MLG&D. The S&CD will assist the applicants in providing all information required or prepare a Project Memorandum
2. Brigades, NGOs, CBOs and other grassroots organisations can apply directly to the MPP unit. Whenever possible, the application should be endorsed by district authorities.

The MPP Unit appraises applications. The appraisal mainly focuses on the sustainability of the project, management capability and relevance to the MPP criteria. In all cases the applicants must have the 25% contribution in place, which could either be in cash or in kind. The applicants might be requested to provide additional information including detailed cost estimates.

Approval
The Steering Committee has the authority to APPROVE or NOT to APPROVE projects under the Micro Project Programme. The committee is made up of representatives from Ministry of Finance and Development Planning, Ministry of Local Government and the Delegation of European Commission in Botswana.

For more information contact:
The Co-ordinator
Ministry of Local Government
Department of local Government and Development
P/Bag 00338 Gaborone,
Tel/Fax: 3658563
E-mail: dmuape@gov.bw
10. PROMOTION OF PARTICIPATORY DEVELOPMENT AND MICRO AND SMALL ENTERPRISE DEVELOPMENT

Objectives
*Promotion of participatory development programme:*
The programme seeks to promote the use of participatory methodologies for human development and planning, implementation and evaluation of development projects. It also seeks to develop the capacity of NGOs/CBOs to manage and sustain development initiatives and their benefits.

*Micro and Small Enterprise Development:*
The programme promotes the establishment of more enterprises by grassroots communities and CBOs through quality support offered by NGOs or intermediary organisations for sustainable employment and income generation.

Potential beneficiaries
1. Non-Governmental Organisations, supporting member CBOs and groups involved in micro and small enterprises and practising and / or promoting participatory development initiatives.
2. Community Organisations implementing micro and small enterprises.
3. Associations with membership implementing micro and small enterprises

Eligibility criteria for the organisation
1. AEET (ADF) will not fund a project that is owned by and under the control of a single individual or family.
2. AEET (ADF) will not fund projects proposed for implementation by government structures.
3. Organisations must demonstrate that the entire membership is involved in the design and implementation of the project.
4. Organisations must be registered in Botswana and have authority to receive and disburse donor funds.
5. The organisation must have experience in working with grassroots communities

Eligibility criteria for the project
1. Projects need to be owned and controlled by locals.
2. Projects need to benefit the local community through jobs and income.
3. Projects need to respond to the needs of the poor.
4. Projects need to have achievable goals and objectives
5. Projects need to distribute the benefits equitably
6. Projects need to provide evidence of project sustainability once AEET (ADF) funding has ended.

Community contribution
Applicants will have to contribute part of the project costs, e.g. land, human resource, finance, facilities etc.

Funding ceiling
$ US 250,000.

For more information contact:
*Action for Economic Empowerment Trust (formerly African Development Foundation/Botswana)*
Thebe Circle; Ext. 10, Plot 2838,
P. O. Box 3039, Gaborone
Phone: 584638, Fax: 353342;
Email: adf.bot@botsnet.bw
11. TRAINING AND GENERAL SUPPORT FUND

Project Description
This fund is meant to address constraints to the expansion or establishment of viable non-farm rural productive activities.

Objectives of the Programme
The purpose of this programme is to generate employment and income in the rural areas, to fully exploit local resources and to satisfy local demand for goods through local production.

Assistance provided by the Programme
This fund is intended for feasibility studies, market surveys, training, small scale infrastructure development under P6 000, pilot demonstration projects, seminars and workshops for small scale industry promotion and dissemination of information.

Projects implemented by districts can vary up to a maximum expenditure of P6 000. Ministry of Trade, Industry, Wildlife and Tourism, IFS Headquarters can help with projects involving a total expenditure of up to P10 000.

Eligibility Criteria
1. This fund is used for rural and urban area activities.
2. TGSF is not used to purchase vehicles or to provide loans.
3. Projects are assessed on the basis of their impact on employment generation and income distribution.
4. Projects by low-income groups are encouraged.

Application and Approval Procedure
Normally projects for funding are identified by the Industrial Field Officers in their course of duty, however, suggestions from other extension workers and the public are welcome. The project ideas must be discussed with Industrial Field Officers.

When the Industrial Field Officer has found the need for funding, a project memorandum is written and submitted to the Production Development Committees. The Production Development Committees are empowered to approve projects of up to P6 000. For activities requiring more than P6 000, the PDC must endorse the project and DDC and council must approve the project. Once approved the IFO disburses the funds as agreed.

Post Approval Procedure
Six months after project implementation, a report on the impact of the project is required. This report is normally prepared by the Industrial Field Officer.

Contact Persons: IFS Field Staff.
12. VILLAGE DEVELOPMENT PROGRAMME LG 1109 (PILOT COMPONENT)

Description
This component is mainly aimed at improving living standards of the rural communities through encouraging productive and employment generating activities. Assistance is offered as a pure grant and as a full package to cover the total cost of the project as requested. The assistance is exclusively for income generating pilot activities.

Objectives
1. To promote production oriented activities.
2. To create employment opportunities in the rural villages.
3. To evaluate and exploit resources available in each village.
4. To diversify village involvement in development.
5. To challenge and promote village participation in solving problems of unemployment, lack of resources, etc.

Packages provided under the component
The assistance is exclusively for pilot type of projects such as:
1. The establishment on an experimental basis of productive oriented and income generating activities.
2. Consultancy and training related to such activities.
3. Infrastructure aimed at assisting the development of such activities.
4. Some examples of projects which can be funded under the component are:
   a) Tanneries
   b) Market Stalls
   c) Market surveys
   d) Bakeries
   e) Communal training/production centers (Project Centers)
   f) Poultry farms
   g) Manpower and Resource Availability Studies
   h) Horticulture projects
5. The ceiling for this component is P250 000.

Eligibility Criteria
1. Production oriented and income generating activities
2. Female headed households
3. Women's groups
4. Remote area dwellers
5. Rural villages

Application and Approval Procedures
1. A project memorandum is prepared with the help of the Integrated Field Service Officers (IFS).
2. The project memorandum goes through the Production Development Committee for appraisal and recommendation to the Employment Policy Unit (EPU).
3. For individual proposals with costs less than P16 000 the Employment Policy Unit of the Ministry of Finance and Development Planning will determine acceptability.
4. Projects above this limit are reviewed and appraised by the EPU and approved subject to NORAD's agreement.

Post Approval Procedures
1. Participants are notified by the EPU of the approval
2. Funds are disbursed
3. Project starts
4. Participants are expected to forward quarterly progress reports to the EPU with supportive invoices.
13. WILDLIFE CONSERVATION AND UTILISATION
(European Development Fund)

Background
The European Commission has funded, through the Department of Wildlife and National Parks (DWNP), two wildlife-related projects, Wildlife Conservation and Utilisation in Central and Southern Botswana and Wildlife Conservation in Northern Botswana. Both these projects have come to an end in 2001. A new wildlife conservation and utilisation programme with EU funding is expected to start in 2002. This programme will have a component for support to community based projects which may be channelled through NGOs. The criteria to access this fund are anticipated to be the same as used during previous EDF phases.

Criteria for Funding
1. Proposals can be accepted from communities that can operate a bank account.
2. Proposals should be for projects that utilise wildlife resources and will provide benefits to rural communities.
3. Proposals should emphasise sustainability, both in terms of economic viability and resource use and a business plan included where possible.
4. There should be a distinct community, which the project is to benefit.
5. Projects may include a salary component.
6. Proposals should not include land purchase
7. There should be an environmental impact assessment or an impact statement. Projects should not be fit for funding by other existing government programmes.
8. Only projects, which are not anymore suitable for funding by other government agencies, will be considered for funding.
9. Proposals should not exceed P150 000 in principle.
10. There should be a community contribution of 25 per cent. This can be in monetary terms or in kind.
11. Initial funding will be 30% of the overall project cost. To receive the next two instalments of 30% each, 70% of the last instalment and 100% of the previous one should be accounted for. To receive the last 10%, the progress report must account for the total amount of the project funds.

For more information contact:
Department of Wildlife and National Parks, Box 131 Gaborone,
Tel: 371405
14. CITIZEN ENTREPRENEURIAL DEVELOPMENT AGENCY (CEDA)

Project Description
Government has established the Citizen Entrepreneurial Development Agency (CEDA) in response to the recommendations from both the National Conference on Citizen Economic Empowerment (NACCEE) held in July 1999 in Gaborone and the 4th Evaluation of FAP (Financial Assistance Policy), which was completed in 2000. Both reports have called for support for business development to promote development of citizen entrepreneurship, which has been found lacking among a large majority of citizens. NACCEE also recommended the citizen empowerment schemes be consolidated and that the financial assistance be provided as loans at subsidized interest rates and not grants. CEDA is now the agency for the development of viable, sustainable citizen owned business enterprises, through the development of and access to entrepreneurial and management skills training, monitoring and mentoring, provision of finance and sharing of risks. Furthermore a Venture Capital Fund is established and managed by CEDA to provide citizen owned projects and joint ventures between citizens and foreigners financial support. The Fund will invest in ventures of any size (small, medium and large).

Eligibility criteria for Assistance
1. Registered viable new start-up business in all sectors of the economy owned by Citizens
2. Viable expansions to existing registered businesses in all sectors of the economy owned by Citizens
3. Under the Venture Capital Fund: both citizen and joint ventures between citizen and foreign investors can apply.
4. The applying businesses are encouraged to contribute to the project, either in cash or in kind or a combination of both. Small/Micro Scale projects will be assisted even if no contribution by the owner will be available.

How Much Assistance Does a Project Receive
Small/Micro scale projects (100% citizen owned):
1. Loans from P500-P150.000
2. Interest rate: 3% per annum
3. Repayment period: depends on the size of the loan and the project cash flow. The smaller the amount the shorter the repayment period will be. The maximum repayment period is 60 months or 5 years, with some flexibility for projects of a special nature in sectors such as agriculture.

Medium scale projects (100% citizen owned):
1. Loans from P150.001-P2.000.000
2. Interest rate: 7.5% per annum
3. Repayment period: depends on the size of the loan and the project cash flow. The smaller the amount the shorter the repayment period will be. The maximum repayment period is 84 months or 7 years, with some flexibility for projects of a special nature in sectors such as agriculture.

Large scale projects (under the Venture Capital Fund):
Assistance is in the form of equity capital and/or loans. Promoters are required to contribute up to a maximum of 25% of the total project costs as equity and pay market related interest rates.

Training, Monitoring and Mentoring Programme:
Is made available to CEDA funded projects for the improvement of management skills related to: purchasing, production, marketing, financial management, human resource management and other business practices.

Only one loan at the time will be accessible, eligibility for a further loan will depend on the successful retirement of the initial loan and the performance of the financed project. (Exceptions can be made under particular conditions)
Application procedures
Applications consist in:
1. Filled-in standard application Form (Form available at CEDA)
2. Business Plan (Form and Guidelines available at CEDA)
CEDA at National Development Bank offices: Francistown, Gaborone, Ghanzi, Kanye, Lethakane, Mahalapye, Maun, Mochudi, Molepolole, Selebi-Phikwe, Serowe, Tsabong

For more information contact:
CEDA at National Development Bank
P.O. Box 225, Gaborone
Phone: 570895
Section 6
Documents published on CBNRM in 2001


DWNP/ARB (2001, October) Draft CBNRM Policy


1 The list includes documents released since the first CBNRM Status Report that was published in May 2000.

North West District CBNRM Forum Maun, minutes of the 4th meeting, November 2000.


"The aim of the National CBNRM Forum is to provide a platform for broad stakeholder dialogue, facilitation, co-ordination and co-operation on Community Based Natural Resources Management (CBNRM) in Botswana."