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## **INCEPTION REPORT**

### **Review of Community-Based Natural Resource Management in Botswana**

**Study carried out for the National CBNRM Forum  
and  
submitted to the Review Reference Committee**

**23rd May 2003**

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## Abbreviations

AWF	African Wildlife Foundation
CBNRM	Community-Based Natural Resource Management
CBO	Community-Based Organisations
CEDA	Citizen Economic Development Agency
CHA	Controlled Hunting Area
DWNP	Department of Wildlife and National Parks
JVA	Joint Venture Agreement
JVP	Joint Venture Partnership
KCS	Kalahari Conservation Strategy
LLH	LiveliHoods
NGO	Non-Government Organisation
NRM	Natural Resources Management
PALI	Participatory Assessment of Livelihood Impacts
PRA	Participatory Rural Appraisal
RRC	Review Reference Committee
SWOT	Strengths-weaknesses-opportunities-threats analysis
TOR	Terms of Reference
WMA	Wildlife Management Area

## **1 Introduction**

This inception report seeks to:

- Elaborate the analytical framework and methodology referred to in the tender proposal;
- Incorporate the comments made by the selection committee and the selected case studies; and
- Provide a detailed work plan, time planning and list of responsibilities of team members.

The report is meant for discussion with the Review Reference Committee (RRC) to ensure that the Terms of Reference (ToR) are fully addressed and that the RRC and the consultants agree about the approach to be taken.

## **2 Synopsis of the Terms of Reference**

The study's three objectives are to review the progress made so far with respect to the implementation of the CBNRM programme; to analyse current problems and constraints; and to recommend improvements.

The specific objectives are to:

- a. analyse the design, evolution and current state of CBNRM in Botswana;
- b. describe and analyse the CBNRM-related objective of all stakeholders, their capacity to achieve these objectives and progress made to-date;
- c. analyse interests of stakeholders (conflicts and concurrence) and other obstacles to successful CBNRM implementation;
- d. recommend ways of removing obstacles, including enhancing concurrence of stakeholder interests, and of creating favourable conditions for CBNRM implementation;
- e. recommend CBNRM-related capacity building efforts of all parties involved;
- f. analyse the contribution of CBNRM to resource conservation and recommend improvements;
- g. analyse the CBNRM potential for economic development and diversification and recommend improvements at community and district level;
- h. analyse the linkages between CBNRM and rural livelihood priorities and recommend methods to improve CBNRM contribution to such priorities.

The RRC short-listing committee selected the following case studies:

- Community-Based Organisations (CBOs): Kgetsi ya Tsie, Sankuyo, Khwai and Ukhwi;
- Non-Government Organisations (NGOs): KCS and Thusano Lefatsheng; and
- Private companies: Ran Safaris and HCH.

District workshops will be held in Ngamiland, Kgalagadi and Central District. At the end a national meeting will be held to discuss the draft findings.

### **3 Key issues of CBNRM in Botswana**

After ten years of operation of the CBNRM programme several key issues are emerging that are likely to determine the programme's future (see Occasional Papers and Rozemeijer, 2003). They are briefly discussed below. During the study, the list of issues may be modified, and the issues will be further elaborated in the study' analysis.

#### *Maturity of the projects and stakeholders*

The CBNRM programme has not yet matured, and Jones (2002) rightfully argues that CBOs and CBNRM projects must be allowed to make mistakes, but learn from them. Questions arise such as:

- Where are the programme and its stakeholders in the learning process towards maturity and self-reliance? Is there a move towards maturity?
- Are CBOs capable of implementing commercial activities? Are there more suitable organisations to do so?
- What kind of external support remains necessary on the short term and by whom?

#### *Benefit generation and distribution*

In order to contribute to rural development and livelihoods, projects need to be (come) viable and generate sufficient benefits to communities, households and the country at large. Questions arise such as:

- How do CBOs decide on benefit distribution?
- What are the consequences of the apparent choice of most CBOs that little of the benefits is directly distributed to members?

If households do not benefit, livelihood impacts are minimal, and popular attitudes towards resources cannot be expected to change. The distribution of benefits is therefore crucial, and this distribution should consider the portion of revenues that will be re-invested and that will be consumed.

#### *Strategies, interests and capacities of stakeholders*

The capacity of stakeholders is considered to be inadequate to optimally implement and support CBNRM-projects. Moreover, conflicts of interests and strategies may exist, and possible synergism/ complementarity between organisations is inadequately exploited. Therefore, SWOT analyses are needed for the CBNRM programme as a whole and for the stakeholders (restricted to their CBNRM activities only).

#### *Policy and legislative framework*

The policy and legislative framework has become more favourable during the late 1990s (e.g. wildlife and tourism policies, rural development strategy and policy; poverty reduction strategy). However, the preparation of the CBNRM policy indicates that the policy and legislative environment is still not optimal. This policy will fill the gap of a comprehensive support policy covering all natural resources.

Recent experiences show that CBNRM projects may be heavily influenced by sudden changes in external conditions. Changes in quotas, global changes in tourism market

and changes in CBNRM procedures may have significant impacts on CBOs and CBNRM benefits.

A more critical attitude towards CBNRM projects is discernable, partly due to malfunctioning CBOs. The reduced goodwill pushes CBNRM projects to improve their performance.

#### *Resource conservation*

CBNRM aims to conserve renewable natural resources. In the ToR, doubts have been expressed whether CBNRM achieves this objective. The doubts are fuelled by the lack of empirical data to support the resource conservation assumption, and by the fact that few households appear to benefit directly from CBNRM, probably reducing popular interest in resource conservation.

#### *Economic viability*

The potential economic viability of CBNRM projects in high potential areas has been clearly proven, but concerns have been expressed about the actual viability of the projects (Rozemeijer, 2003). The actual economic viability is hardly known, and the picture is clouded by government subsidies, donor grants and other support measures that CBOs may not receive in future (Arntzen, 2003).

#### *Alternatives to CBNRM*

CBNRM projects are located in remote, mostly semi-arid areas with few development opportunities. Livestock production and formal employment for some are the apparent alternatives other than depending on government support. The household benefits of CBNRM and livestock production need to be considered. Development planners need to consider the question of alternatives for CBNRM in the event that it does not work or will not be promoted.

## **4 The analytical framework**

The proposal indicated that the framework would be based on a combination of the livelihood and sustainable development approaches. The former is a micro-approach that is applied at the community and household level, and deals in particular with livelihood impacts and the stakeholders involved in the livelihood formation process. The latter is a macro approach that examines the general development impacts of CBNRM and analyses the environmental aspects in greater detail.

The livelihood approach is developed and applied in Ellis (2000) and Ashley and Hussein (2001). According to Ellis (2000), rural livelihood strategies are determined by several factors, both internal and external to the household:

- Assets (human, natural, physical, financial and social);
- Access to assets as determined by social relations, institutions and organisations;
- Societal trends; and
- External shocks.

These factors shape rural livelihoods strategies, and lead to a mixture of natural-resource-based and non-natural-resource-based activities. People can rely on one or two livelihood sources, or have a wide range of sources. The latter is more common in

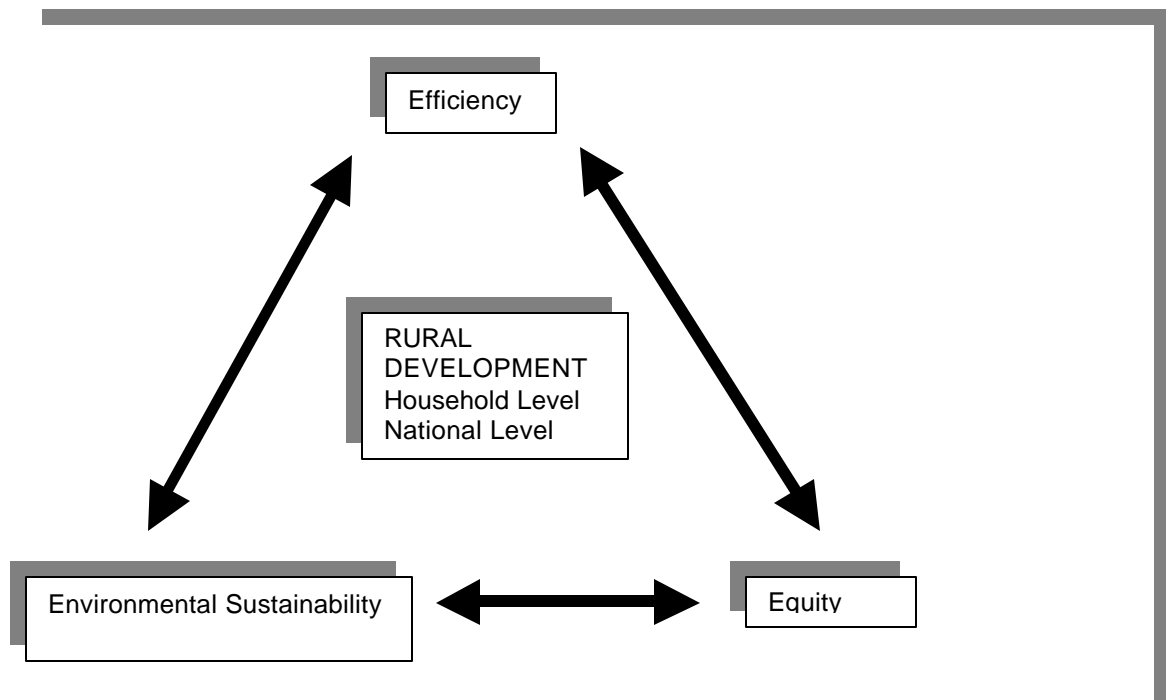
semi-arid countries, and makes households less vulnerable. The Rural Development Policy Review found that most households derive their livelihoods from multiple sources, including formal employment, government assistance, arable and livestock production (BIDPA, 2001). Direct uses of natural resources have generally become less important. The observed livelihood diversity implies that household participation in CBNRM must be compared with other sources of livelihood (e.g. formal employment and agriculture).

The following aspects of livelihoods need to be covered in the study: livelihood sources and diversity; livelihood level (e.g. above or below the poverty datum line); seasonality and trend; livelihood security and sustainability. The impacts of livelihood activities need to be analysed at the household level (*micro* level). General development impacts (*macro*) also need to be identified. Furthermore, livelihood strategies have environmental impacts that need to be analysed (e.g. soils, rangelands, biodiversity).

The sustainable development approach is suited to analyse the environmental and general development impacts. It further ensures a proper balance of economic, social and environmental aspects of CBNRM (Munasinghe, 1993 and Serageldin, 1993). CBNRM has no secure future without economic efficiency, equity and environmental sustainability, requiring a delicate balance between the three aspects. Without economic efficiency, the CBNRM project would remain dependent on external support. Without equity, community conflicts are likely to interfere with the performance of the projects and without environmental sustainability the resource base for CBNRM projects will vanish.

The essence of the sustainable development approach is given in figure 1 below.

Figure 1: Key components of sustainable development



Source: adapted from Serageldin, 1993 and Munasinghe, 1993.

The possible impacts of CBNRM projects on livelihood components (and vice versa) include the following:

1. Expansion of community and household assets:
  - a. wildlife and veldproducts conservation through a reduction in illegal harvesting, sustainable harvesting, restocking and better local management;
  - b. Enhanced human capital through training and skill development;
  - c. Accumulation of financial assets;
  - d. Building of social assets, for example by the formation of effective community organisations and reduced conflicts; and
  - e. Establishment of physical infrastructure.
2. Modification of access to assets by:
  - a. Decentralisation of wildlife user and tourism rights;
  - b. Community control over trust assets;
  - c. Empowerment of marginal groups such as women, youth and ethnic minorities;
  - d. Better access to tourism markets by JVP/JVA or through own initiative;
  - e. Access to government and donor support/ credit programmes (e.g. DWNP)
3. Organisations and Institutions:
  - a. Strengthening of local institutions, also in their dealings with JVPs, NGOs and government;
  - b. Offers support opportunities for NGOs;
  - c. Offers a vehicle for government's decentralisation policy; and
  - d. May reduce pressure on welfare programmes and government dependency.
4. Trends in society influence the implementation and results of CBNRM projects. The most important trends include:
  - a. Urbanisation, government dependency and HIV/AIDS hamper the implementation of CBNRM;
  - b. The movement away from agriculture, particularly among youth and greater competition for government assistance may work in favour of CBNRM; and
  - c. Improvements in educational levels, literacy, road infrastructure and communication networks facilitate the implementation of rural development and CBNRM
5. Several 'shocks' may have influenced the implementation of CBNRM. These include:
  - a. Natural shocks such as droughts, floods, fire, diseases and pests offer incentives for livelihood diversification, hence CBNRM projects; and
  - b. Most socio-economic shocks appear to have worked against the success of CBNRM. These include changes in quota, government directives, donor withdrawal and changes in tourism market.

The sustainable development issues that have to be investigated include the following:

- Economic efficiency: activities have to be economically viable and sustainable; outputs should be maximised given the level of inputs; wildlife utilisation has an alleged comparative advantage over agriculture in areas with large wildlife resources and in very dry areas;
- Equity: wildlife utilisation and gathering are traditionally important for low-income groups; benefit distribution (between stakeholders and within the communities), participation, conflict reduction, empowerment and protection of marginal groups (women, youth and minorities) are key issues;

- Environmental sustainability: resource harvesting needs to be sustainable; irreversible losses need to be avoided, and the integrity of the ecosystems needs to be maintained; CBNRM is expected to reduce poaching and unsustainable harvesting and to establish local resource management systems (common property resources).

## 5 Methodology

The study has three main foci, i.e. the policy/ legislative context, the review of project achievements and impacts, and the organisational capacity analysis. The study will heavily rely on secondary data collection through literature review and interviews with key informants. The case studies are the main form of primary data collection. In addition, a postal questionnaire will be sent to stakeholders and views will be obtained from the district workshops.

Stakeholders will participate in the review through the case studies, the mail survey and the workshops.

Table 1: Study's focal areas and methods used

	<b>Policy and legislative context</b>	<b>Impact assessment</b>	<b>Organisational capacity analysis</b>
1. Postal questionnaire		X	X
2. Interviews with key informants	X	X	X
3. Literature review	X	X	X
4. Case studies- fieldwork	X	X	X
5. district workshops	X	X	X

The case studies focus on the CBOs. The Participatory Assessment of Livelihood Issues and Impacts (PALI) developed by the African Wildlife Foundation (AWF) will be used in the assessment of the CBNRM community level case studies selected (Ashley and Hussein, 2000). This method is chosen as it effectively combines PRA techniques and the livelihoods approach. The strength of the PALI tool is that it enables a more holistic approach to the assessment of the socio-economic impacts of the CBNRM programme. Focus group discussions with community level beneficiaries, in which PRA techniques will be used to explore prevailing livelihood issues, will be conducted. Within this discussion on livelihoods, an assessment of the overall performance of CBNRM, current problems, constraints and required improvements will be discussed.

Participants will be organised into three groups (women, men and youth). In addition, discussions will be held with the Board of Trustees of the CBO and village extension workers. The impact checklist will be applied with the aid of several PALI techniques (source and wealth ranking, time lines, impact-flow diagram and the Venn-diagram).

For the other case studies (NGOs and joint venture partners) the developed checklist will be followed using interviews, literature and records.

## **5.1 Policy and legislative context of CBNRM**

The relevant policies and laws will be identified, and their impacts on CBNRM projects will be assessed. In addition, inconsistencies, conflicts and gaps will be identified in order to recommend improvements. The draft CBNRM policy will be given special attention, as it will be subject of countrywide consultations. Moreover, it is hoped that the findings of this review will be used to finalise the policy.

The policies to be reviewed include Vision 2016, Rural Development Strategy 1996 and 2002 Rural Development Policy, Wildlife policies, Tourism policies, Agricultural Resources Conservation Act, Poverty Reduction Strategy, Draft CBNRM policy, Agricultural policies, Land policy, CEDA and other financial assistance funds/ programmes.

The legal review will focus on two key CBNRM issues. Firstly, the description and analysis of the legal framework, in which CBNRM is evolving. Secondly, the legal status of the CBNRM organisations needs to be reviewed, and where possible strengthened. With respect to the legal 'environment', a large number of Acts have, however, an impact on CBNRM. The Acts include: Land Control Act, Tribal Land Act, Forest Act, Agricultural Resources Act, Aquatic Weeds (Control) Act, Tourism Act No. 22/1992; Town and Regional Planning Act, Fish Protection Act, Waste Management Act, Herbage Preservation (Prevention of Fires) Act, and Wildlife Conservation and National Parks Act. In addition, section 8(5) of the Constitution of Botswana has a provision on conservation of natural resources of which community-based natural resources is part. Finally, there are guidelines for implementation (e.g. JVP).

The different pieces of legislation will be reviewed to appreciate the main issues related to the use, conservation and management of community-based natural resources. In particular, community-based natural resources need to be identified and defined, the capacity for the efficient conservation and management of community-based natural resources needs to be strengthened and Botswana national laws on community-based natural resources need to be harmonised with international commitments and standards. The legal review will:

- examine Botswana's current laws on the protection of community-based natural resources, and analyse the draft CBNRM policy;
- identify existing gaps, overlaps and inconsistencies in the legislation;
- examine the various institutions responsible for management of community-based natural resources; and suggest ways and means of strengthening their capacity

The policy and legal review will be based on existing literature and interviews. During the fieldwork, perceptions about the policy and legislative environment will be collected too.

## **5.2 Impact assessment of CBNRM projects**

The impact assessment examines socio-economic impacts at the local (livelihoods) and national level (development) as well as the environmental impacts. A comprehensive checklist will be used to review the impacts.

The impact assessment will cover a wide range of impacts, including direct and indirect impacts, negative and positive impacts, material and immaterial impacts and finally short and long-term effects.

The analytical framework leads to several key themes regarding livelihoods, general development and the environment. With respect to livelihoods, the key themes are the existing livelihood strategies, differences in livelihoods due to the project, differences in project benefits within communities and impact trends.

Key development issues are the contribution of CBNRM to poverty reduction, food security and rural development; financial and economic viability of CBNRM; development and conservation alternatives for CBNRM. Key environmental issues include the sustainable use and conservation of resources; establishment of effective management systems (common property regime); and maintaining the integrity of ecosystems.

Based on the analytical framework fourteen main questions have been formulated for the socio-economic impact assessment of CBNRM (Table 2).

Table 2: Checklist for socio-economic impact assessment

Key questions	Sub-questions
1. Who are the stakeholders in the project?	What are the main groups involved? What are their overall strategies and interests and what is their role in CBNRM (internal and external stakeholder)? What is their dependency on CBNRM? Which groups have common interests (e.g. direct participants and facilitators)? Which groups have conflicting interests (e.g. direct participants and facilitators)?
2. Is the project economically viable?	What is the economic potential? What have been the economic results in the past, and what has been the trend?
3. What is the financial impact of the project on local communities and households?	What has been the financial impact on the community? What has been the financial impact on households? Are the financial benefits increasing or decreasing?
4. What are the livelihood impacts of the project on communities and local households?	What are the LLH strategies, security and levels? What are the positive and negative LLH impacts? Are the benefits increasing or decreasing? What are the impacts on livelihood security and resilience? How are positive and negative impacts distributed within the community? Is compensation provided for negative impacts? What was the livelihood situation before the project? <b>Answers at community and household level.</b>
5. What is the impact on non-participating local residents?	What are the positive and negative impacts on non-participants?
6. What are the impacts of the project on commercial companies/ Joint venture partners?	Why did CBO link up with JVP (question for CBO only)? What are the financial benefits and costs for the JVP? What are the other benefits and costs for the JVP? Are the benefits increasing or decreasing?
7. What is the impact of the joint venture partner on the project?	Which contributions does the JVP make? Which long-term investments has the JVP made in the CHA? Are the contributions increasing or decreasing in time? Does the community have the capacity to negotiate with the JVP and monitor its activities? How has tendering assisted communities in their dealings with JVP? Are there better selection and allocation methods?
8. What is the impact of support organisations such as government, NGOs and donors on the project?	What has been the contribution of the supporting organisation to CBNRM? What has been the impact of this contribution on the project implementation and impacts on local communities and people?

	How has tendering assisted communities? What are the alternatives? How do external stakeholders benefit or lose from the project (benefit distribution among internal and external stakeholders)?
9.What is the overall development impact?	Does the project contribute to income generation, employment creation, economic growth and diversification, poverty reduction, food security and livelihood security? Are revenues used to mitigate adverse drought impacts? Does the project contribute to the development of tourism industry? Does the project contribute to foreign exchange generation? Does the project lead to conservation and increases in national assets?
10.What is the likely contribution of the project to resource conservation?	Have popular attitudes towards natural resources become more positive? Which resources are influenced by the project? How are the off-take levels determined? Who determines? How does the project contribute to their conservation (e.g. reduced poaching, sustainable harvesting methods, better local monitoring and management rules)? Has there been any restocking and replanting of veldproducts?
11. Which 'shocks' have influenced the project's results?	Which natural shocks have influenced the project's results positively? Which natural shocks have influenced the project's results negatively? Which 'man-made' shocks have adversely affected the project's results? Which 'man-made' shocks have positively influenced the project's results? <b>Also indicate the impacts of the shocks.</b>
12. Which trends in the 'context of CBNRM' have influenced the implementation and results?	List trends with positive impact on CBNRM: List trends with negative impact on CBNRM
13. Which alternatives exist for CBNRM to raise rural livelihoods and to protect natural resources?	Which alternatives for resource conservation? Which alternative livelihood sources?
14.Future, lessons and improvements	What do you expect the LLH situation to be 5 years from now, and what role do you expect CBNRM to play? How could the project be improved/ made viable (economically, socially and environmentally)? How can the contribution of the project to rural LH be increased? How can the project contribute more to natural resource conservation? How can external organisation improve their support for direct stakeholders? How can the contribution of JVP to community development and LH be improved? How can the community improve the project? What alternatives exist for the CBNRM project?

The checklist will be used for the literature review, for interviews with key informants and for the case studies.

CBNRM projects may have several environmental impacts. The review will probe whether the impact on renewable natural resources are positive and if so why. Possible negative environmental impacts include littering, pollution (water, solid waste), and risk of introduction of exotic species, fire and disturbance.

Key questions for the environmental review are:

- What was the resource base prior to CBNRM?
- What is the regeneration/ carrying capacity of the resources?
- What have been the permitted and actual harvests? How have the permitted levels been determined and by who?
- Which resource management system, including resource monitoring, has been put in place and how effective is it?
- What has been the impact of CBNRM on natural resources (e.g. resource amount, illegal off-take, restocking/ planting)?
- Which other environmental impacts result from CBNRM projects?

Answers to these questions depend on the available DWNP statistics (e.g. wildlife counts), baseline information and extent of environmental monitoring by communities and government. The environmental review will be mostly based on available statistics, reports and on interviews with key persons. Environmental perceptions will be collected through the case studies (see checklist in Table 2).

### 5.3 Organisational capacity analysis

The organisation capacity analysis (OCA) has to identify and classify the main stakeholders, and subsequently to assess their organisation capacity *in relation to the CBNRM projects and programme*. It is important to note that no overall capacity analysis will be carried out for all organisations involved.

It is important to classify organisations in CBNRM projects:

- CBOs and JVP are *direct* stakeholders, responsible for most of the activities, and receiving most of the benefits;
- *Support* organisations such as NGOs and donors that offer financial and technical support and advice; and
- Government with *multiple roles*, including facilitation, implementation (quota determination), support (extension, policy and legal framework) and overall control as the custodian of people's welfare and the environment.

CBOs, community members and JVPs are the primary stakeholders; the government, NGOs and donors are secondary stakeholders.

The organisations and their interactions are summarised in Figure 2. This figure will be elaborated during the organisational capacity analysis. Key organisational capacity questions are:

- What are the major organisations in CBNRM projects?
- What are their strategies, interests and possible conflicts?
- What is their understanding of the CBNRM programme and their role in it?
- What is their role and type of activities in CBNRM projects?
- What is the capacity of the organisations to play their part in CBNRM?
- What have the organisations delivered for CBNRM projects, and how have they benefited from CBNRM? Is the delivery improving? Are the services expanding?
- What strengths and weaknesses do the organisations possess in relation to the CBNRM programmes?
- What are the threats and opportunities for the organisations, particularly in relation to their CBNRM activities?

These questions have been converted into detailed checklists for CBOs, NGOs, donors and government.

The preliminary inventory covers forty CBOs, twenty local and international NGOs, eight ministries and government departments, seven district Councils and Land Boards, nine private sector organisations and fourteen sources of funding. Given the total of 105 organisations, there is need to focus the analysis on the most important organisations (CBOs, JVPs and NGOs, donors and government institutions that are most involved in CBNRM). A mail questionnaire will be sent out to all organisations in order to give each

organisation the opportunity to make a contribution to the review. Resources are inadequate for detailed follow-ups, and therefore the results of this postal questionnaire will depend on the cooperation of the stakeholders.

The organisational capacity analysis will focus on a brief strategic analysis (objectives, interests and CBNRM-activities) followed by a SWOT analysis of the organisation (in relation to its CBNRM activities) and a SWOT analysis of the CBNRM programme as perceived by each organisation.

Key organisational capacity issues include:

- What are the strengths and weaknesses of strategic leadership in the organisation in relation to CBNRM (strategic planning, leadership, governance, structure and niche management)?
- What are the strengths and weaknesses of the organisation's human resources in relation to CBNRM (e.g. skills, training, experience and gender)?
- What are the strengths and weaknesses of other core resources (e.g. infrastructure, finance and technology)?
- What are the strengths and weaknesses of CBNRM involvement and service delivery (e.g. planning, activities and monitoring)?
- What are the strengths and weaknesses of inter-organisational linkages (e.g. networks, partnerships and external communication)?

Key organisational performance themes are:

- How effective is the organisation in moving towards the fulfilment of its CBNRM-mission and objectives?
- How efficiently are resources used with respect to CBNRM support and implementation?
- Has the institution kept its relevance over time with respect to CBNRM (e.g. adaptive planning and sustainability)?
- How well is the organisation performing?

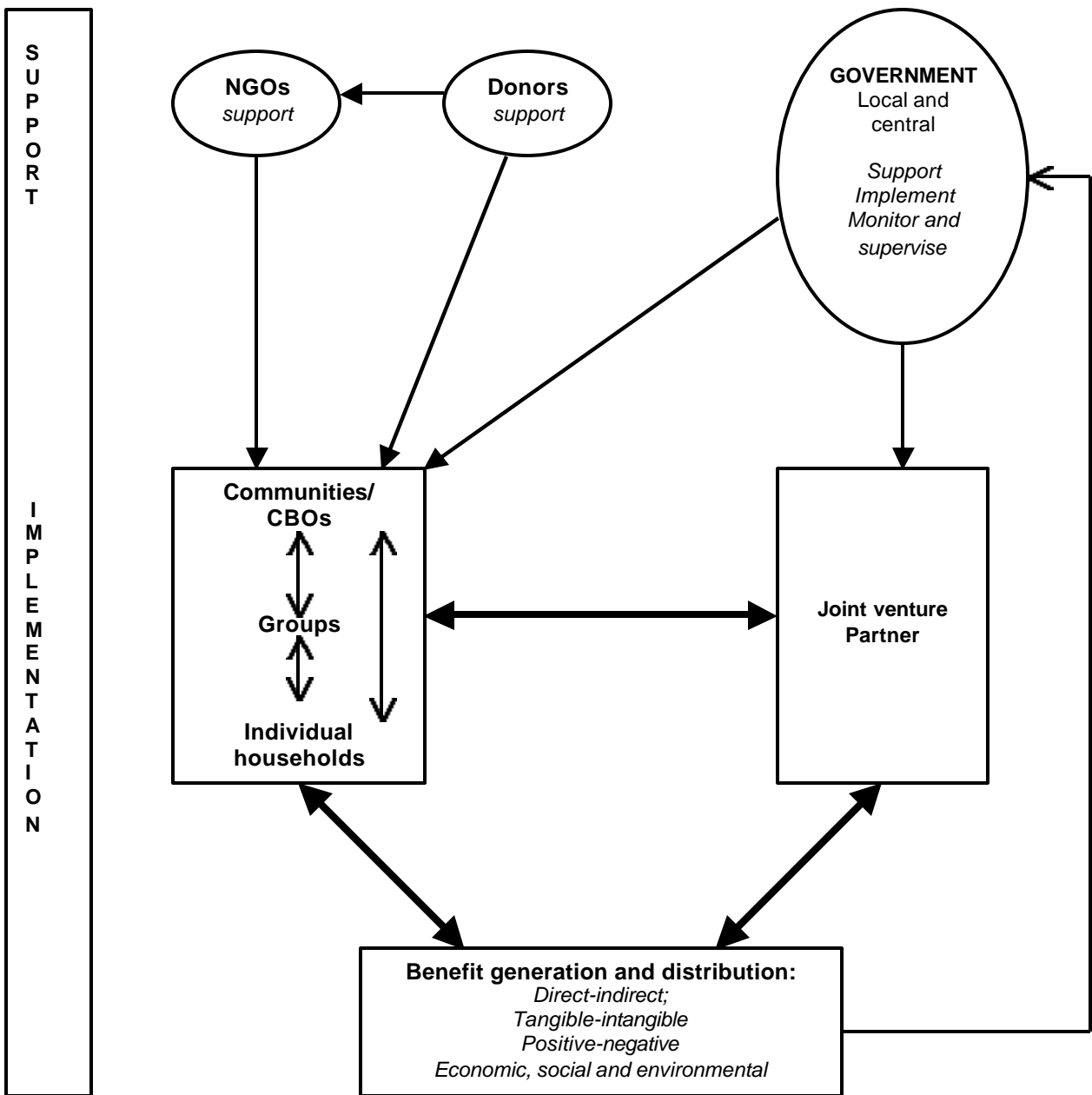
#### **5.4 CBNRM experiences of other Southern African countries**

Brief reviews will be prepared for CBNRM in Namibia and Zimbabwe. In addition, a review will be made of the SADC experiences with CBNRM based on earlier review work. The reviews will cover the following aspects:

- CBNRM programme status;
- Similarities and differences with Botswana;
- Key Benefits to communities, households and the country;
- Review of the organisations involved and their respective roles;
- Policy and legal environment of CBNRM; and
- Possible lessons for Botswana's CBNRM.

Given the time constraints, the reviews have to be brief, and cannot go into details. Integration of the results into the main study is ensured by the use of the same framework and key questions as for the Botswana analysis. The results of the reviews of other countries will provide inputs into the Issues and Options Report, the synthesis analysis of the Botswana CBNRM programme and into the final report.

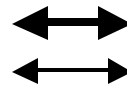
Figure 2: Organisations involved in CBNRM, their roles and interactions



Notes:

Interactions among direct stakeholders:

Linkages with external stakeholders and government



## 6 Work plan and team tasks

The main responsibilities of team members and the allocated days are summarised in Table 3. The socio-economic impact assessment, the organisational analysis and fieldwork are the major tasks, primarily involving Dr.E. Terry, Ms. K. Molokomme and Dr. J. Arntzen. The other team members have been assigned specific tasks such as environmental and policy/legal reviews and review of CBNRM experiences in Zimbabwe and the SADC region.

Table 3: Tasks and time allocation of team members

Member	Primary areas of responsibilities	Methods	Time allocation
Dr. J.W. Arntzen	Project management and coordination Analytical framework + checklists Socio-economic impacts Environment and SD Case studies-fieldwork Workshops Synthesis of findings	Literature review, interviews, fieldwork	50 days
Ms. D.K.Molokomme	Organisational capacity analysis, PRA development Gender issues Case studies-fieldwork Facilitation workshops	Literature review, interviews, fieldwork	37 days
Dr. E.Terry	Organisational capacity analysis, Tourism and marketing Namibian CBNRM experience Case studies-fieldwork	Namibian literature review, interviews, fieldwork	30 days
Dr.D. Mazambani	CAMPFIRE-experience SADC experiences with respect to CBNRM	Zimbabwe/ SADC literature review, interviews	13 days
Dr.N.M.Moleele	Environmental review of CBNRM	Literature review, interviews	10 days
Dr.O. Tshosa	Policy/legal review of CBNRM in Botswana	Literature review, interviews	10 days

The work plan of the proposal has been elaborated in more detail in Table 4. It contains the main activities as well as the planned period of execution and the involvement of team members.

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Table 4: Work plan with planned activities, timing and team member participation.

NO	TASKS	Persons	5.05	12.05.03	19.05.03	26.05.03	2.06.03	9.06.03	16.06.03	23.06.03	30.06.03	7.07.	14.07.03	21.07.03
<b>1 INCEPTION PHASE</b>														
1.1	development of framework	JA	X	X										
1.2	Baseline CBNRM data Botswana	JA	X											
1.3	Stakeholders inventory	KM, BT		X										
1.4	Selection of PRA techniques for fieldwork	KM	X											
1.5	Topics/ issues for checklists	all	X											
1.6	General checklists for impacts and capacity analysis	JA, KM, BT	X	X										
1.7	Checklists for CBO, NGOs, JVPs and government	JA, KM, BT	X	X										
1.8	Inception report	JA with all inputs		X										
1.9	Meeting and feedback					X								
1.1	development of questionnaire				X									
<b>2 DATA COLLECTION</b>														
2.1	Stakeholder analysis 1st phase	KM,BT			X	X	X	X						
2.2	sending out of questionnaire	KM				X								
2.3	Socio-econ. impact ass. Botswana part 1	JA			X	X	X	X						
2.4	CBNRM review Zimbabwe	DM			X	X	X	X						
2.5	CBNRM review SADC	DM			X	X	X	X						
2.6	CBNRM review Namibia	BT			X	X	X	X						
2.7	Env. Imp. Assessment CBNRM Botswana	NM			X	X	X	X						
2.8	Legal analysis of CBNRM and stakeholder-Botswana	OT			X	X	X	X						
2.9	Fieldwork in Maun and Palapye region	JA, KM, BT							X	X				
2.1	Issues and Option report	JA + all									X	X		
2.1	Feedback on Issues and Options+ Report													X

NO	TASKS	Persons	28.07.03	4.08.08	11.8.03	17.08.03	25.08.03	1.09.03	8.09.03	15.09.03	22.09.03	29.1
<b>3 DISTRICT FEEDBACK AND ADD. DATA COLLECTION</b>												
3.1	Part 2 stakeholder and impact analysis	all	X									
3.2	District workshops	JA, BT, KM		X								
3.3	Kgalagadi workshop and fieldwork	JA, BT, KM			X							
3.4	Review of feedback and workshop from Botswana persp.all					X						
3.5	Implications from Namibian perspective	BT				X						
3.6	Implications from Zimbabwean/ SADC perspective	DM				X						
3.7	Report on stakeholder analysis	BT/KM				X	X					
3.8	Report on EIA -CBNRM Botswana	NM			X	X						
3.9	Report on legal aspects of CBNRM-Botswana	OT			X	X						
3.1	Report on socio-economic impacts	JA				X	X					
3.1	Synthesis of findings	JA,BT						X	X			
3.1	Drafting of final report	all input								X		
3.1	National workshop										X	
3.1	Final report	all input								X		X
3.2	Popular version	JA, BT, KM										

JA= Jaap Arntzen  
 BT = Beth Terry  
 DM = David Mazambani  
 KM = Ketsile Molokomme  
 NM = Nkobi Moleele  
 OT = Onkemetse Tshosa