



Ministry Of Agriculture, Government Of Botswana



**MANAGEMENT OF INDIGENOUS  
VEGETATION FOR THE REHABILITATION  
OF DEGRADED RANGELANDS IN THE ARID  
ZONE OF AFRICA  
(BOT98G32/A/1G/99)**



***Botswana  
Annual Report 2003***

***DATE:***  
16<sup>th</sup> March 2004

*Indigenous Vegetation Project, P/Bag 003, Gaborone, Botswana  
Telephone +267 3950769 Fax: +267 3907570 Email: bogupta@gov.bw*

**Project Number and Title:**

BOT98G32/A/1G/99 Management of Indigenous Vegetation for the Rehabilitation of Degraded Rangelands in the Arid Zone of Africa

**National Executing Agency:**

Department of Crop Production, Ministry of Agriculture

**Project start Date:**

1<sup>st</sup> July 2002

**Project Completion Date:**

30<sup>th</sup> June 2007

**Total Budget:**

UNDP GEF: US\$2,286,591

Government of Botswana (in kind): US\$1,100,000

**Period covered by report:**

January – December 2003

**Description:**

The Indigenous Vegetation Project is a five-year project, ending in 2007. It is funded by the Global Environment Facility and the Botswana Government, and implemented through the Ministry of Agriculture. It is a pilot project aimed at developing models for community-driven management and rehabilitation of degraded rangelands, for replication throughout the arid and semi-arid zones of Africa

**Contact details:**

Postal address: Indigenous Vegetation Project  
Ministry of Agriculture  
P/Bag 003  
Gaborone  
Botswana

Phone: +267 3950769

Fax: +267 3907570

Email: bogupta@gov.bw

# CONTENTS

<b>ACRONYMS</b>	<b>4</b>
<b>EXECUTIVE SUMMARY</b>	<b>5</b>
<b>1. INTRODUCTION</b>	<b>9</b>
1.1 Background to project	9
1.2 Purpose of Report	9
1.3 Format of report	9
<b>2. PROJECT PROGRESS</b>	<b>12</b>
2.1 Introduction	12
2.2 Important Achievements in project outputs during 2003	12
2.3 Publications	14
2.4 Outputs for 2003 measured against 2003 Action Plan	14
2.5 Assessment of outputs	32
<b>3. CHALLENGES TO PROJECT IMPLEMENTATION</b>	<b>33</b>
3.1 Constraints faced in 2003 and strategies for improvement	33
3.2 Anticipated future challenges and strategies for improvement	35
<b>4. LESSONS LEARNT</b>	<b>37</b>
<b>5. FINANCIAL REPORT</b>	<b>39</b>
5.1 Introduction	39
5.2 Summary of expenditure for 2003	39
5.3 Estimation of Government of Botswana contribution for 2003	40
5.4 Financial forecast for 2004	42
<b>6. MAIN ACTIVITIES FOR 2004</b>	<b>43</b>
6.1 Introduction	43
6.2 2004 Action Plan	43
6.3 Anticipated risks	44
6.4 Expected inputs from Regional Coordination Unit and other partners	44
<b>7. PROJECT ENVIRONMENT</b>	<b>45</b>
7.1 Political, legislative and institutional developments with potential consequences for project implementation	45
<b>8. CONCLUDING REMARKS</b>	<b>48</b>
<b>APPENDICES</b>	<b>49</b>
8.1 APPENDIX ONE: PRIORITISED RESEARCH TOPICS	50
8.2 APPENDIX TWO: DRAFT 2004 ACTION PLAN	51

## ACRONYMS

AG	Attorney General
APRU	Applied Production Research Unit
ARB	Agricultural Resources Board
BAMB	Botswana Agricultural Marketing Board
BAU	Botswana Agricultural Union
BCA	Botswana College of Agriculture
BIDPA	Botswana Institute of Development Policy Analysis
BLDC	Botswana Livestock Development Corporation
BMC	Botswana Meat Commission
BOCOBONET	Botswana Community Based Organisation Network
BOCONGO	Botswana Council of NGOs
BORAVAST	Bokspits, Rappelspan, Vaalhoek, Struizendam (Kgalagadi south villages)
BOTEC	Botswana Technology Centre
BRIMP	Botswana Rangeland Improvement Management Programme
CAP	Community Action Plan
CSUM	Community Support Unit Manager
DAHP	Department of Animal Health and Production
DAO	District Agricultural Office
DAPS	Department of Agriculture Planning and Statistics
DAR	Department of Agricultural Research
DCPF	Department of Crop Production and Forestry
DEA	Department of Energy Affairs
DLUPU	District land Use Planning Unit
DWA	Department of Water Affairs
DWNP	Department of Wildlife and National Parks
FAB	Forestry Association of Botswana
FAO	Food and Agriculture Organisation
GEF	Global Environment Facility
IUCN	International Union of the Conservation of Nature.
IVP	Indigenous Vegetation Project
KCS	Kgalagadi Conservation Society
MFDP	Ministry of Finance and Development Planning
MOA	Ministry of Agriculture
MOE	Ministry of Education
NCSA	National Conservation Strategy Agency
NMMAG	National Museum, Monuments and Art Gallery
NPAD	National Policy on Agricultural Development (1991)
NPL	National Project Leader
NTSC	National Tree Seed Centre
PSD	Project Support Document
PTB	Permaculture Trust of Botswana
RAO	Regional Agricultural Office
REO	Range Ecology Officer
RIIC	Rural Industries Innovation Centre
SABONET	South African Botanical Network
SANPROTA	Southern African Natural Products Trading Association
TAC	Technical Advisory Committee
TOR	Terms of Reference
TL	Thusano Lefatsheng
UB	University of Botswana
UNDP	United Nations Development Programme
VPR&D	Veld Products Research & Development
WOCAT	World Overview of Conservation Approaches and Technologies

## **EXECUTIVE SUMMARY**

This report spans the period from January to December 2003, which is the first year of operation of the Indigenous Project (IVP) on the ground in the project sites.

IVP is a pilot project, operating in seven sites in the arid zone of Africa, two of which are in Mali, two in Kenya, and three in Botswana. In Botswana, the pilot sites are Kgalagadi south (including five villages), Kweneng north (including six villages) and Boteti (including three villages). The project objective is to develop models for the conservation of biodiversity and rehabilitation of degraded rangelands, and to develop sustainable management systems using indigenous knowledge.

Project activities in 2003 were primarily dedicated to awareness raising, community mobilisation, institution building, capacity building and planning in participating villages, and in the development of participatory indicators in rangeland monitoring.

Important **milestones** in the achievement of project objectives include:

1. Setting up of Community Support Units to facilitate project activities in each of the project sites in January 2003
2. Official launching of IVP nationally and in each project site
3. Production of a Situational Analysis for each project site
4. Awareness raising workshops about IVP for community members in every participating village (fourteen villages, over 1,000 participants)
5. Election and initial training of interim Community Resource Management Committees to oversee operationalisation of IVP in their villages (fourteen villages, over 100 committee members)
6. Fieldwork (in two sites) for participatory development of Rangeland Monitoring Indicators for testing and ultimate development into a manual for farmers to monitor their own rangelands
7. Community workshops in every participating village to gain input into Community Action Plans that will be developed for each village, and form the basis for project planning over the remaining project period (14 workshops, 994 participants)

In addition, a national steering committee has been set up that has met quarterly, and district steering committees have been set up for each site that have met monthly.

When assessed against the 2003 Action Plan, the outputs produced in 2003 include almost all the core outputs proposed in the Action Plan. Some non-core activities have been carried forward to 2004.

**Constraints encountered** to project implementation experienced during 2003 have been identified as:

1. Difficulty in engaging some stakeholders beyond Department of Crop Production

2. Prioritisation by community members on short-term benefits, and hesitancy to work towards goals with long-term returns (particularly environmental)
3. Slow involvement by full cross-section of communities

Anticipated **future challenges** are:

1. *Developing comprehensive legislative and policy support for decentralised management of rangelands.* IVP is breaking new ground in Botswana in this respect, and thus existing policy and legislation enabling decentralisation of rangeland management to the community level is underdeveloped
2. *Developing sufficient institutional structure within Department of Crop Production to expand IVP beyond the project cycle.* The primary mandate of the IVP core team is to facilitate the development of the project in such a way as it is sustainable beyond the project cycle
3. *Promoting active involvement in project by absentee borehole owners in project sites, particularly in implementation of rangeland management plans.* Many of the largest cattle owners are not locally resident, making it difficult to encourage their involvement in developing and implementing management plans
4. *Reviving a spirit of volunteerism among community members.* Understandably, many community members are reluctant to volunteer their time for project activities, yet it is important to foster a sense of local ownership of IVP

**Lessons learnt** so far include the importance of:

1. Enabling full Community involvement in all steps of project planning and implementation
2. Ensuring project activities realise immediate benefits at the household level, as well as long-term environmental benefits
3. Promoting full integration of IVP activities into the National Executing Agency (Ministry of Agriculture)
4. Gaining widespread stakeholder support and collaboration in the implementation of project activities
5. Encouraging realistic expectations among community members as to what IVP is able to offer
6. Capitalising on the high potential uptake by policy maker and land use planners
7. Seeking innovation in the development of communal rangeland management models

In **planning** for 2004, priority will be given to completing the Community Action Plans, Legal Registration of Community Resource Management Trusts in each village, trials for rehabilitation of indigenous vegetation, and beginning the implementation of feasible projects identified in the Community Action Plans. In addition, the groundwork will be undertaken for ongoing participatory rangeland monitoring and promotion of natural regeneration of vegetation. Supporting these and future activities will be the commencement of a coordinated research programme.

In the implementation of these activities, the assistance of the Regional Coordination Unit will be sought particularly to initiate the research programme, standardise certain activities across the project sites, and facilitate the sharing of information between the three participating countries.

Developments in the **project environment** deserving comment include:

1. Integration of IVP into the 2003-6 strategic plan of the Department of Crop Production and Forestry, strengthening the accountability of the Ministry of Agriculture for the achievement of project objectives
2. Implementation of the Fencing Component of the National Policy on Agricultural Development, which advocates improved land management in part through the privatisation of communal rangeland into ranches. IVP will have to clearly demonstrate the strengths of communal management models in order to promote a policy shift
3. Increasing awareness by land use planners that ranching is not appropriate for all areas. This creates a demand for viable communal management models for areas where the costs of ranching would be unacceptably high.
4. Invitation to IVP by the Central District Council to present what IVP could offer for communal management of Boteti Area 4B (a total of 780,111 Hectares)
5. Request by the Department of Land Utilisation to assist in developing communal management systems in rangelands beyond the project sites
6. Involvement by IVP in the Ministry of Agriculture's representation on the National Community-Based Natural Resource Management Forum
7. Existence of 30 years of data from large-scale initiatives in Botswana on rangeland management (such as the Tribal Lands Grazing Policy), from which lessons should be learnt.

Full **support** has been received by IVP in financial administration and oversight from the United Nations Development Programme in Botswana in 2003. The National Executing Agency for IVP - the Department of Crop Production and Forestry in the Ministry of Agriculture – has also demonstrated unwavering commitment to the achievement of project objectives in IVP's first year of operation. This commitment is to be commended, and there is every reason to believe that it will continue into 2004.



**Participatory resource mapping, Makabanyane Community Action Plan workshop - Kweneng project site**



## 1. INTRODUCTION

### 1.1 Background to project

The objective of the Indigenous Vegetation Project (IVP) is to develop models for the conservation of biodiversity and rehabilitation of degraded rangelands, and to develop sustainable management systems using indigenous knowledge

IVP is a pilot project, operating in seven sites in the arid zone of Africa, two of which are in Mali, two in Kenya, and three in Botswana. In Botswana, the pilot sites are Kgalagadi south (including five villages), Kweneng north (including six villages) and Boteti (including three villages). The participating villages are as follows:

#### *Kgalagadi south:*

- Struizendam
- Bokspits
- Vaalhoek
- Inversnaid
- Rappelspan
- Khawa

#### *Kweneng north:*

- Lephepe
- Sojwe
- Shadishadi
- Boatlaname
- Makabanyane
- Thotayamarula

#### *Boteti:*

- Mopipi
- Kedia
- Mokoboxane

### 1.2 Purpose of Report

This report is intended to update stakeholders and partners on the progress of the Botswana component of the Indigenous Vegetation Project (IVP) for the period January to December 2003. This is the first Annual Report produced by the Botswana component of IVP, and covers the first 12 months of operation of IVP in the project sites in Botswana.

### 1.3 Format of report

Chapter Two of this report documents project progress between January and December 2003. This is followed by Chapter Three on challenges to project implementation, and then Chapter Four on lessons learnt in the first year of

operation. Chapter Five contains the financial report for 2003, and the forecast for 2004. The main activities for 2004 are outlined in Chapter Six. Chapter Seven comments on the project environment, particularly the political, legislative and institutional developments with potential consequences for project implementation. Concluding remarks are contained in Chapter Eight.

The report contains Two Appendices. Appendix One lists prioritised research topics for IVP Botswana, and Appendix Two contains the draft 2004 Action Plan



**Traditional dance at official launch of IVP for Kweneng north project site**

---

## **2. PROJECT PROGRESS**

### **2.1 Introduction**

The first year of project operation in the pilot sites has been largely dedicated to awareness raising, community mobilisation, institution building, capacity building and planning in participating villages. In addition, preliminary work has been undertaken in the development of participatory indicators in rangeland monitoring.

### **2.2 Important Achievements in project outputs during 2003**

Among the activities undertaken in 2003, several form important milestones in the achievement of project objectives. These are:

1. Setting up of Community Support Units to facilitate project activities in each of the project sites in January 2003
2. Official launching of IVP nationally and in each project site
3. Production of a Situational Analysis for each project site
4. Awareness raising workshops about IVP for community members in every participating village (fourteen villages, over 1,000 participants)
5. Election and initial training of interim Community Resource Management Committees to oversee operationalisation of IVP in their villages (fourteen villages, over 100 committee members)
6. Field research in two sites (Kweneng and Kgalagadi) for participatory development of Rangeland Monitoring Indicators for testing and ultimate development into a manual for farmers to monitor their own rangelands (in collaboration with researchers from University of Leeds)
7. Community workshops in every participating village to gain input into Community Action Plans that will be developed for each village, and form the basis for project planning over the remaining project period, with participation as follows:

<b>Village</b>	<b>Number of participants</b>
Makabanyane	71
Sojwe	39
Lephepe	60
Thotayamarula	73
Boatlaname	46
Shadishadi	69
Mopipi	112
Kedia	73
Mokoboxane	86
Bokspits	57
Struizendam	89
Rappelspan	71
Vaalhoek	71
Khawa	77
<b>TOTAL</b>	<b>994</b>

### **2.3 Project administration**

Administratively, a national steering committee has been appointed, representing relevant government departments, NGOs, research institutions, and the private sector. The National Steering Committee has met quarterly (four times) in 2003, and is chaired by the Director of Crop Production.

At the District level, steering committees have been identified for the project sites, which in each case comprises the District Land Use Planning Unit. The District Steering Committees have met monthly.

At the site level, Interim Community Resource Management Trust Committees have been set up in every participating village. The Trusts will remain Interim until they are legally registered through a Deed of Trust, which is included in the 2004 Action Plan.

### **2.4 Strategic Achievements**

Strategic achievements are detailed in Chapter Seven, and include integration of IVP outputs into the Ministry of Agriculture Strategic Plan 2003-2006, and invitations by land use planners and policy implementers at district and national levels to assist in developing communal rangeland management plans.

## **2.5 Publications**

In 2003, the following project publications were produced by IVP Botswana:

1. IVPBOT03/001 Situational analyses of IVP Botswana sites (July 2003)
2. IVPBOT03/002 Participatory Indicator Development: IVP workshop manual (July 2003)
3. IVPBOT03/003 Facilitators' manual for developing Community Action Plans under IVP (October 2003)
4. IVPBOT03/004 IVP Botswana Environmental Education Strategy (December 2003)

## **2.6 Outputs for 2003 measured against 2003 Action Plan**

The outputs achieved in this section are detailed according to the 2003 Action Plan, which was produced in matrix format. The first three columns were derived directly from the Logical Framework Matrix in the Project Support Document. The following columns detail in a step-by-step manner how the project team intended to produce the outputs. The final two columns report on the achievements in producing the outputs, and the challenges and constraints encountered.



**Chief of Bokspits at official launching of IVP at Kgalagadi south site**

### **Component 1: Establishment of Appropriate Indigenous Management Systems for Sustainable use of Biodiversity and Natural Resources**

FROM PROJECT SUPPORT DOCUMENT LOGICAL FRAMEWORK MATRIX			FROM 2003 ACTION PLAN				PROGRESS REPORT	
Activities	Means of Verification	Critical risks	Planned activities	Output indicators	Who?	Partners	Achievements	Challenges and Constraints
1.1 Establishment of effective CBM committees, based on indigenous institutions	Project progress reports. Community consultations. District surveys.	Co-operation from local authorities.	1.1.1 Briefing meetings with key district personnel, including CS, DC, DAO, Land Board, DAHP, District Forester, S&CD, DLUPU, ARB, PRADO, DOL, DOD, DWNP. 1.1.2 Presentations of IVP at kgotla and cattle posts to increase understanding of IVP and its operationalisation	All key district personnel met in each project district to discuss linkages with IVP 13 kgotla meetings held (in each village), and all cattle posts in project area visited	CSUMs	DLUPU DAO	<ul style="list-style-type: none"> <li>All Key district personnel briefed</li> <li>Kgotla meetings held in all villages, and most cattle posts visited</li> </ul>	<ul style="list-style-type: none"> <li>High turnover of district staff meant that initially many incoming officials knew nothing about IVP, despite their colleagues being briefed at the end of 2002.</li> <li>Many herders at cattle posts are not confident to provide input to project, and refer project to owners</li> <li>In the western section of the Kweneng site, almost all cattlepost owners are not locally resident</li> <li>As the project boundaries for each site are not yet clearly delineated, it is not clear in all instances which cattle posts will be included and which will be excluded</li> </ul>



*Management of Indigenous Vegetation for the Rehabilitation of Degraded Rangelands in the Arid Zone of Africa*  
2003 Annual Report

FROM PROJECT SUPPORT DOCUMENT LOGICAL FRAMEWORK MATRIX			FROM 2003 ACTION PLAN				PROGRESS REPORT	
Activities	Means of Verification	Critical risks	Planned activities	Output indicators	Who?	Partners	Achievements	Challenges and Constraints
			1.1.3 Meetings with village institutions to discuss IVP, including VDCs, Farmers Committees, Social Welfare Committees, Home Based Care Committees, Health Committees, Youth Committees, PTAs, Crime Prevention Committees, Women's groups, Conservation committees, Consumer Committees	Every village institution in 13 villages met to discuss linkages with IVP	CSUMs	DAO	<ul style="list-style-type: none"> <li>All active institutions met</li> </ul>	<ul style="list-style-type: none"> <li>Some institutions inactive</li> </ul>
			1.1.4 One day workshop in each of 14 villages for community members to raise awareness on IVP	At least 150 community members trained in each site workshop	CSUMs	DAO, DWNP, ARB, DA, NGOs, TAC	<ul style="list-style-type: none"> <li>In Kgalagadi, two workshops were held covering the whole area. A workshop was held in Khawa on 18<sup>th</sup> Feb, and attended by 25 men and 37 women. In BORAVAST, a workshop held at Bokspits on 20<sup>th</sup> Feb and attended by 22 men and 48 women. Different stakeholders assisted in facilitating the two workshops</li> <li>In Boteti, workshops were held and well attended in all three areas. Registered participants were as follows: Mopipi – 181; Mokoboxane – 127; Kedia – 122.</li> <li>In Kweneng, awareness raising was promoted through kgotla meetings: Shadishadi - 29; Boatlana - 100; Sojwe – 126; and Lephepe -117.</li> </ul>	<ul style="list-style-type: none"> <li>Attendance in Kgalagadi could have been increased if more transport was available to transport community members to the workshops. This was overcome in subsequent events with greater support from the District Agricultural Office</li> <li>The envisaged workshop format for awareness raising in Kweneng did not seem appropriate, as many community members do not attend workshops. It was therefore necessary to use existing kgotla meetings to raise awareness on IVP</li> </ul>

FROM PROJECT SUPPORT DOCUMENT LOGICAL FRAMEWORK MATRIX			FROM 2003 ACTION PLAN				PROGRESS REPORT	
Activities	Means of Verification	Critical risks	Planned activities	Output indicators	Who?	Partners	Achievements	Challenges and Constraints
			1.1.5 Elect interim management committees in each project site to represent the communities and oversee implementation of the project	Functioning interim management committees in place in each of 13 villages in the project sites	CSUMs	DAO, Local Police, Kgosi, DA, Steering committee	<ul style="list-style-type: none"> <li>In Kgalagadi, an umbrella Resource Management Committee for BORAVAST was elected in the first quarter. Village committees were elected in the second quarter, comprising nine members for each committee. In addition, the Khawa Board of Trustees was also elected in collaboration with DWNP</li> <li>In Boteti, Resource Management Committees were elected in the second quarter in all three villages</li> <li>In Kweneng, Resource Management Committees were elected in all 6 villages in the second quarter</li> </ul>	<ul style="list-style-type: none"> <li>It is difficult to ensure gender balance in the committees, with many of them being dominated by women. In most sites, women outnumber men, and are more active in community affairs</li> <li>DWNP guidelines call for all members of CBNRM committees to be literate, whereas the number of literate community members who are willing to actively participate in committees is often limited. Although IVP is willing to include non-literate members in its committees, some committees have been formed in conjunction with DWNP, which requires adherence to their guidelines</li> </ul>
			1.1.6 Training of interim management committee members in roles and responsibilities as interim committee members	All committee members have a clear understanding of their function, roles and responsibilities	CSUMs	CSU Manager Kweneng as resource person	<ul style="list-style-type: none"> <li>In Kgalagadi, the umbrella Resource Management Committee (12 members) for BORAVAST have been trained</li> <li>In Boteti, 22 members have been trained</li> <li>In Kweneng, 40 members of a total of 53 attended a two-day training workshop</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholders who had been invited to help facilitate some of the workshops were not able to attend due to other official commitments</li> <li>Some committee members were not able to attend due to other official commitments</li> </ul>
1.2. Preparation of master plans	Project progress reports.	Community consensus obtainable	1.2.1 Drafting of TORs for facilitation of Community Action Plans (CAPs)	TORs for facilitators	NPL		<ul style="list-style-type: none"> <li>TORs for facilitation of Community Action Plans drafted</li> </ul>	<ul style="list-style-type: none"> <li>No constraints encountered</li> </ul>

FROM PROJECT SUPPORT DOCUMENT LOGICAL FRAMEWORK MATRIX				FROM 2003 ACTION PLAN				PROGRESS REPORT	
Activities	Means of Verification	Critical risks	Planned activities	Output indicators	Who?	Partners	Achievements	Challenges and Constraints	
for the rehabilitation of rangelands and sustainable development in the project pilot zones.	District and Government reports.		1.2.2 Identification of facilitator for Community Action Plans (CAPs) in project villages	Appropriate facilitator identified and given TORs for task	NPL	CP&F	<ul style="list-style-type: none"> <li>Decision ultimately taken to facilitate CAPs in-house, with each CSU manager responsible for the CAPs in their site, with assistance of other IVP team members and key government partners. CAPs will be the first step in the preparation of master plans for each site. Once the CAPs are completed, they will form the base for developing a master Resource Management Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Delays were caused by the initial unavailability of Department of Agricultural Planning and Statistics, who were the preferred partners for facilitation. It was then decided to use a private consultant to speed up the process. Nonetheless, the proposed fees of consultants that tendered were beyond budget, and the contractual process appeared lengthy, so a decision was made to revert to the initial arrangement of facilitating the CAPs in-house with the assistance of the Department of Agricultural Planning and Statistics. These changes caused delays in the commencement of the process.</li> </ul>	
			1.2.3. Community Action Plans (CAPs) undertaken with each participating community	Community Action Plan for each of 13 villages in project sites	CSUMs	NGO – BOCONG O, VPR&D DAPS	<ul style="list-style-type: none"> <li>14 three-day workshops undertaken in villages in the project sites (number increased because two villages that were initially combined preferred to undertake the workshops separately)</li> </ul>	<ul style="list-style-type: none"> <li>Although facilitators were trained and assisted from Department of Agricultural Planning and Statistics, Department of Wildlife and National Parks, and Department of Animal Health and Production, it was still difficult to get relevant stakeholders from other government departments involved, such as Department of Lands and Agricultural Resources Board</li> </ul>	

*Management of Indigenous Vegetation for the Rehabilitation of Degraded Rangelands in the Arid Zone of Africa*  
2003 Annual Report

FROM PROJECT SUPPORT DOCUMENT LOGICAL FRAMEWORK MATRIX			FROM 2003 ACTION PLAN				PROGRESS REPORT	
Activities	Means of Verification	Critical risks	Planned activities	Output indicators	Who?	Partners	Achievements	Challenges and Constraints
			1.2.4 Two day workshop for Community Action Plans (CAPs) to be developed into a Draft master plan for each project site, by committees and CSUM in each site, guided by IVP Workplan	One workshop in each site, each attended by at least 30 committee members Draft master plan for operationalisation of project in each project site	CSUMs	TAC, DAO, DWNP	<ul style="list-style-type: none"> <li>Carried forward to 2004</li> </ul>	<ul style="list-style-type: none"> <li>Awaiting completion of 1.2.3, which was completed in December 2003</li> </ul>
			1.2.5 Circulation of draft master plans to stakeholders for comment	Feedback incorporated to produce final draft master plan	NPL		<ul style="list-style-type: none"> <li>Carried forward to 2004</li> </ul>	<ul style="list-style-type: none"> <li>Awaiting completion of 1.2.3, which was completed in December 2003</li> </ul>
			1.2.6 One day workshop in each village to present final draft to the communities	Workshops attended by at least 50 people in each village Final approved Master plan for operationalisation of project in each project site	CSUMs	TAC, DLUPU, DAO	<ul style="list-style-type: none"> <li>Carried forward to 2004</li> </ul>	<ul style="list-style-type: none"> <li>Awaiting completion of 1.2.3, which was completed in December 2003</li> </ul>

*Management of Indigenous Vegetation for the Rehabilitation of Degraded Rangelands in the Arid Zone of Africa*  
2003 Annual Report

FROM PROJECT SUPPORT DOCUMENT LOGICAL FRAMEWORK MATRIX			FROM 2003 ACTION PLAN				PROGRESS REPORT	
Activities	Means of Verification	Critical risks	Planned activities	Output indicators	Who?	Partners	Achievements	Challenges and Constraints
1.3. Development of partnership conventions between the communities, the project and the Governments	Project progress reports. District surveys. Government reports.	Co-operation from all partners.	1.3.1 Identify and enter into agreements with appropriate legal advisors for constitution formulation	Legal advisors contracted to assist in constitution formulation process	NPL	Lawyer/ AGs chambers	<ul style="list-style-type: none"> <li>The TORs for the consultant were modified to encompass a study recommending appropriate legal and institutional arrangements for communal management of rangelands. The consultant has been identified, and the study will commence 1<sup>st</sup> March 2004.</li> </ul>	<ul style="list-style-type: none"> <li>Initially, the process was delayed by the decision to expand the TORs of the consultancy</li> <li>The process of hiring consultants through UNDP is lengthy, which has contributed to delays in the recruitment process</li> <li>Budget limitations mean that the TORs of the consultancy may need to be scaled down so that the fee offered will be acceptable to the consultant</li> </ul>
			1.3.2 Preparatory two day planning workshop by consultants in constitution drafting process	Workshop attended by project staff and at least two district officers from each project site Detailed strategy and guidelines for constitution drafting process	NPL	AGs Chambers, DWNP	<ul style="list-style-type: none"> <li>Not yet done</li> </ul>	<ul style="list-style-type: none"> <li>Awaiting completion of consultancy commissioned under 1.3.1, which may recommend a different approach from that envisaged when this activity was planned.</li> </ul>
			1.3.3 Two day community workshops in each of 13 villages to gain community input into constitution	Workshops attended by at least 50 community members in each project site Sufficient input received to draft constitutions	CSUMs	TAC, DAO, AGs Chambers	<ul style="list-style-type: none"> <li>Not yet done</li> </ul>	<ul style="list-style-type: none"> <li>Awaiting completion of consultancy commissioned under 1.3.1, which may recommend a different approach from that envisaged when this activity was planned.</li> </ul>

*Management of Indigenous Vegetation for the Rehabilitation of Degraded Rangelands in the Arid Zone of Africa*  
2003 Annual Report

FROM PROJECT SUPPORT DOCUMENT LOGICAL FRAMEWORK MATRIX				FROM 2003 ACTION PLAN				PROGRESS REPORT	
Activities	Means of Verification	Critical risks	Planned activities	Output indicators	Who?	Partners	Achievements	Challenges and Constraints	
1.4. Facilitate land use planning and resolving of land tenure rights and conflicts	Project progress reports. Community surveys.	No major conflicts. Consensus reached among stakeholders.	1.3.4 Two day committee workshop in each of 13 villages to develop input from 1.3.3 into a draft constitution 1.3.5 Kgotla meeting in each village for presentation of draft constitution and amendment through community feedback 1.4.1 Meetings with primary district stakeholders, including DLUPU, Land Board and DC to review current land use activities and discuss and plan land use planning exercise 1.4.2 Meeting with interim committee to plan boundary mapping	First draft constitution for each project site Second draft constitution for each site Common understanding of goals, logistics, roles and responsibilities in land use planning exercise Plan of action for boundary mapping for each site	CSUMs CSUMs CSUMs CSUMs	TAC, DLUPU, legal facilitators TAC, DAO Land Board DLUPU DAO TAC Department of Lands Land Board DLUPU	<ul style="list-style-type: none"> <li>Not yet done</li> <li>Not yet done</li> <li>In all sites, discussions have been held with relevant officers, particularly District land Use Planning Unit members about the potential land use planning exercises by participating communities under IVP</li> <li>In Kgalagadi, the Resource Management Committee has reached consensus on their proposal for land to be included under their Trust                             <ul style="list-style-type: none"> <li>In Kgalagadi and Kweneng, project boundaries have been discussed with committees, but no decisions have been taken</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Awaiting completion of consultancy commissioned under 1.3.1, which may recommend a different approach from that envisaged when this activity was planned.</li> <li>Awaiting completion of consultancy commissioned under 1.3.1, which may recommend a different approach from that envisaged when this activity was planned.</li> <li>Land is a sensitive issue, and so needs to be approached carefully and with the involvement of all possible stakeholders</li> <li>Land is a sensitive issue, and so needs to be approached carefully and with the involvement of all possible stakeholders</li> </ul>	

*Management of Indigenous Vegetation for the Rehabilitation of Degraded Rangelands in the Arid Zone of Africa*  
2003 Annual Report

FROM PROJECT SUPPORT DOCUMENT LOGICAL FRAMEWORK MATRIX			FROM 2003 ACTION PLAN				PROGRESS REPORT	
Activities	Means of Verification	Critical risks	Planned activities	Output indicators	Who?	Partners	Achievements	Challenges and Constraints
1.5. Identify, document, systematize and strengthen indigenous conservation methods (ICM)	Project progress reports. District archives. Local perceptions.	Strong local interest.	1.4.3 Fieldwork in each site to map ground boundary points	Boundary map for each project site	CSUMs	DAO, DLUPU, Land Board	<ul style="list-style-type: none"> <li>In Kgalagadi, the potential boundaries were visited between 24<sup>th</sup> and 27<sup>th</sup> July in collaboration with DAO officials</li> <li>Boundaries have not been mapped in Kweneng and Boteti</li> </ul>	<ul style="list-style-type: none"> <li>In Kgalagadi, some key stakeholders (eg Land Board and DOL) did not participate as initially planned</li> <li>In Kweneng and Boteti, more ranches and cattle posts exist in the vicinity of villages, and thus it will take longer to agree on appropriate boundaries</li> </ul>
			1.4.4 Facilitate meetings with all neighbouring villages and relevant stakeholders to reach consensus on boundaries	Agreed community boundaries	CSUMs	DLUPU Land Board	<ul style="list-style-type: none"> <li>Carried forward</li> </ul>	<ul style="list-style-type: none"> <li>Awaiting adequate completion of 1.4.3</li> </ul>
			1.4.5 Presentation of the proposed boundaries to the communities and other stakeholders	Community boundary proposals developed	CSUMs	DLUPU Land Board (TOL)	<ul style="list-style-type: none"> <li>Carried forward</li> </ul>	<ul style="list-style-type: none"> <li>Awaiting adequate completion of 1.4.3</li> </ul>
			1.5.1 Collect literature on ICM in Botswana and develop a framework for documentation of ICM	Framework and questionnaire in place	NPL		<ul style="list-style-type: none"> <li>Carried forward</li> </ul>	<ul style="list-style-type: none"> <li>Initially postponed to await arrival of Regional Co-ordinator for standardisation of framework and approval of research agenda</li> </ul>
			1.5.2 Document preliminary data on ICM	Inventory for each site on ICM	CSUMs		<ul style="list-style-type: none"> <li>Carried forward</li> </ul>	<ul style="list-style-type: none"> <li>As above</li> </ul>

## Component 2: Establishment of Arid zones biodatabase and GIS

FROM PROJECT SUPPORT DOCUMENT LOGICAL FRAMEWORK MATRIX			FROM 2003 ACTION PLAN				PROGRESS REPORT	
Activities	Means of Verification	Critical risks	Planned activities	Output indicators	Who?	Partners	Achievements	Challenges and Constraints
2.1. Inventories and interpretations of the situation over the past 40 years	Project progress reports. District archives.	Data available and accessible.	2.1.1 Completion of existing secondary data for each project site on biodata inventories and changes over the past forty years	Report outlining existing data for each project site on biodata inventories and changes over the past forty years	NPL	National Archives, UB Cartography Division (MoA), UB, BRIMP	<ul style="list-style-type: none"> <li>Situational Analyses produced by CSUMs contain some information on this.</li> </ul>	<ul style="list-style-type: none"> <li>There is not enough information at this stage to warrant a stand-alone report.</li> </ul>
			2.1.2 Identify and develop suitable methodologies for the participatory capturing of biodata status and trends	Methodology agreed upon	NPL	IUCN, SABONET BRIMP, UB WOCAT	<ul style="list-style-type: none"> <li>Workshops and fieldwork for the development of participatory indicators for rangeland monitoring have been held in Boteti and Kgalagadi, attended by project staff and other stakeholders. Process was facilitated by Mark Reed of the University of Leeds. Draft manual will be produced in second quarter 2004, after which exercise will be repeated in Kweneng</li> </ul>	<ul style="list-style-type: none"> <li>Complete set of methodologies needs input of RCU, which is not yet set up</li> </ul>
			2.1.3 Training for project staff in application of data collection methodology	Project staff equipped to effectively train community members in the use of data collection methods and tools	NPL	IUCN, SABONET BRIMP, UB WOCAT	<ul style="list-style-type: none"> <li>Training integrated into 2.1.2 above. All IVP staff trained, as well as stakeholders from Ministry of Agriculture at the National and District Level</li> </ul>	<ul style="list-style-type: none"> <li>No significant constraints encountered, except some initial confusion in workshops between degradation and drought</li> </ul>
			2.1.4 Training for 10 project and MOA staff in GIS and purchase of necessary software	Project staff equipped and confident in the use of tools to create GIS	NPL	BRIMP Africover	<ul style="list-style-type: none"> <li>Carried forward to 2004</li> </ul>	<ul style="list-style-type: none"> <li>Training to be done by Ministry of Agriculture staff to fit in with their work schedule</li> </ul>



FROM PROJECT SUPPORT DOCUMENT LOGICAL FRAMEWORK MATRIX			FROM 2003 ACTION PLAN				PROGRESS REPORT	
Activities	Means of Verification	Critical risks	Planned activities	Output indicators	Who?	Partners	Achievements	Challenges and Constraints
			2.1.5 Establish links with National Herbarium & Botanical Gardens	Agreement with national herbarium on the identification and storage of plant specimens	NPL	NMMAG	<ul style="list-style-type: none"> <li>National Herbarium and Botanical Gardens has agreed to provide training for IVP in the collection, identification and storage of plant specimens</li> <li>Preliminary arrangements have also been made to collaborate with the Millennium Seed Bank Project of Kew Gardens, which is active in seed collection and documentation in the project sites through the Ministry of Agriculture</li> </ul>	<ul style="list-style-type: none"> <li>No constraints encountered</li> </ul>
			2.1.6 Kgotla meeting in each village to nominate inventory committees	Functioning inventory committee	CSUMs		<ul style="list-style-type: none"> <li>Carried forward to 2004</li> </ul>	<ul style="list-style-type: none"> <li>Premature to begin nominating inventory committees, as emphasis is still on building management committees</li> </ul>
			2.1.7 Two day workshop to train inventory committee members on participatory data collection methodologies	Inventory committees fully equipped to undertake data collection and compilation	CSUMs		<ul style="list-style-type: none"> <li>Carried forward to 2004</li> </ul>	<ul style="list-style-type: none"> <li>Awaiting implementation of 2.1.6</li> </ul>
			2.1.8 Data collection and compilation by inventory committee members	Resource inventory in each site	CSUMs	DAO (Range Ecology)	<ul style="list-style-type: none"> <li>Carried forward to 2004</li> </ul>	<ul style="list-style-type: none"> <li>Awaiting implementation of 2.1.6</li> </ul>
2.3. Compilation of baseline data on project sites with the	Project progress reports. District archives.	All stakeholders are able to participate.	2.3.1 Collect census demographic baseline data from Central Statistics Office for each project area	Census baseline data set	NPL	DAPS (MoA) DLU	<ul style="list-style-type: none"> <li>Draft report produced containing relevant data on project sites and a commentary on the implications for project planning arising from what the data reveals</li> </ul>	<ul style="list-style-type: none"> <li>Central Statistics Office was slow in providing requested data</li> </ul>

*Management of Indigenous Vegetation for the Rehabilitation of Degraded Rangelands in the Arid Zone of Africa*  
2003 Annual Report

FROM PROJECT SUPPORT DOCUMENT LOGICAL FRAMEWORK MATRIX				FROM 2003 ACTION PLAN				PROGRESS REPORT	
Activities	Means of Verification	Critical risks	Planned activities	Output indicators	Who?	Partners	Achievements	Challenges and Constraints	
participation of local communities for monitoring and evaluation purposes			2.3.2 Participatory collection of baseline data to supplement CSO data (if necessary)	Comprehensive baseline data set	CSUMs	DAPS (MoA)	<ul style="list-style-type: none"> <li>Not necessary, as existing data is sufficiently comprehensive</li> </ul>		
2.4. Aerial photographic surveys, soils and vegetation cover mapping of all sites for regional analysis	Reports and analyses. District and Government archives.	Surveys used for production of community management systems.	2.4.2 Gather all relevant existing national data on soils and vegetation cover mapping	Collection of existing data with gaps identified	NPL	Dept of Surveys and Mapping, BRIMP, DWA, Met. Services	<ul style="list-style-type: none"> <li>Maps have been obtained from BRIMP, Department of Surveys and Mapping, Department of Water Affairs (for Boteti Groundwater Study). Procurement of additional maps will be ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>Long delays were experienced in obtaining maps from some of the above-mentioned organisations</li> </ul>	

### Component 3: Rehabilitation of Indigenous Vegetation

FROM PROJECT SUPPORT DOCUMENT LOGICAL FRAMEWORK MATRIX				FROM 2003 ACTION PLAN				PROGRESS REPORT	
Activities	Means of Verification	Critical risks	Planned activities	Output indicators	Who?	Partners	Achievements	Challenges and Constraints	
3.1. Assisting spontaneous regeneration and tree planting using indigenous species on a community basis	Project progress reports. District surveys. Government statistics.	No negative change in drought patterns.	3.1.1 Identify areas requiring intervention (highly degraded, high biodiversity level, healthy regeneration) 3.1.2 Identify and fence at least one control plot in each site in which to monitor spontaneous regeneration of vegetation	A digitally produced map of each project site showing areas requiring intervention	CSUMs	DAO, Cartography Division	<ul style="list-style-type: none"> <li>Preliminary surveys have been undertaken of biodiversity hotspots and areas of high degradation. Nonetheless, the mapping of these sites is carried forward to 2004</li> <li>Existing exclusion plots in some of the project villages have been identified for repair. Other unfenced sites have also been identified. New fencing and repair of old fencing to be carried forward to 2004</li> </ul>	<ul style="list-style-type: none"> <li>Mapping of sites awaiting training of project staff in GIS (activity 2.1.4)</li> <li>Fencing of new plots has to be done following consultation with land boards, which could be a lengthy process</li> </ul>	
3.4. Rehabilitate soils and vegetation reseeded	Project progress reports.	No negative change in drought patterns.	3.4.1 Literature review and consultations to recommend the best approach to soil rehabilitation and vegetation reseeded	Documentation of best practice	NPL	DAO, APRU, Soil Conservation	<ul style="list-style-type: none"> <li>Ongoing collection of literature, particularly that documenting rehabilitation in similar ecosystems in northern Cape, South Africa</li> </ul>	<ul style="list-style-type: none"> <li>Some of this literature has been published in minor journals, and is not easy to locate</li> </ul>	
3.5. Establish fire management measures	Progress reports and local perceptions.	No negative change in drought patterns.	3.5.1 Liase with ARB to hold one workshop in each site about fire	5.1.1 One workshop held in each project site, attended by at least 150n people in each site	NPL	ARB, Range Ecology, DAPS	<ul style="list-style-type: none"> <li>Carried forward</li> </ul>	<ul style="list-style-type: none"> <li>Most activities initially scheduled for last quarter of 2003 were carried forward to 2004 because of prioritising the Community Action Plan (CAP) workshops in this quarter</li> </ul>	

*Management of Indigenous Vegetation for the Rehabilitation of Degraded Rangelands in the Arid Zone of Africa*  
2003 Annual Report

FROM PROJECT SUPPORT DOCUMENT LOGICAL FRAMEWORK MATRIX				FROM 2003 ACTION PLAN			PROGRESS REPORT	
Activities	Means of Verification	Critical risks	Planned activities	Output indicators	Who?	Partners	Achievements	Challenges and Constraints
3.6. Improving water harvesting techniques	Project progress reports. Community consultations. District surveys.	No negative change in drought patterns.	3.6.1 Literature review to provide data for the most appropriate water harvesting techniques for each site	6.1.1 Report recommending appropriate water harvesting techniques	NPL	RILC, BOTEC, DWA MoA (Water Devt, Small dams). Global Water Forum	<ul style="list-style-type: none"> <li>Carried forward</li> </ul>	<ul style="list-style-type: none"> <li>Most activities initially scheduled for last quarter of 2003 were carried forward to 2004 because of prioritising the Community Action Plan (CAP) workshops in this quarter</li> </ul>

### Component 4: Improvement of livestock production and marketing, and provision of alternative livelihoods

FROM PROJECT SUPPORT DOCUMENT LOGICAL FRAMEWORK MATRIX			FROM 2003 ACTION PLAN				PROGRESS REPORT	
Activities	Means of Verification	Critical risks	Planned activities	Output indicators	Who?	Partners	Achievements	Challenges and Constraints
4.1 Developing economic opportunities in marketing livestock	Progress report. Local perceptions		4.1.1 Scoping report for each site to identify constraints in livestock marketing opportunities 4.1.2 Literature review and consultations to recommend the best approaches to improving marketing opportunities	One report for each site identifying constraints in livestock marketing opportunities Recommended options for improving marketing opportunities	CSUMs  NPL	 DAHP, BMC, DIAR	<ul style="list-style-type: none"> <li>Initial data collected in participatory indicator development and CAP workshops</li> <li>Carried forward to 2004</li> </ul>	<ul style="list-style-type: none"> <li>Most activities initially scheduled for last quarter of 2003 were carried forward to 2004 because of prioritising the Community Action Plan (CAP) workshops in this quarter</li> <li>Most activities initially scheduled for last quarter of 2003 were carried forward to 2004 because of prioritising the Community Action Plan (CAP) workshops in this quarter</li> <li>This activity is also dependent on the production of the Community Action Plans before it can be undertaken</li> </ul>
4.4. Establishment of marketing outlets for range product based industries (plants, hides, honey, etc)	Project progress reports. District and Government statistics.		4.4.1 Scoping report for each site to identify range products with commercial potential 4.4.2 Develop TORs from scoping reports, for DCPF Officers and NGOs/consultants to undertake specific feasibility studies on potential range product based industries and marketing strategies	One scoping report for each project site identifying possible range products with commercial potential TORs for feasibility studies on potential range product based industries and marketing strategies	CSUM  NPL	 DCP&F (marketing section, hides, beekeeping), DAHP, DWNP, Cooperatives	<ul style="list-style-type: none"> <li>Initial data collected in participatory indicator development and CAP workshops</li> <li>Carried forward to 2004</li> </ul>	<ul style="list-style-type: none"> <li>Most activities initially scheduled for last quarter of 2003 were carried forward to 2004 because of prioritising the Community Action Plan (CAP) workshops in this quarter</li> <li>Most activities initially scheduled for last quarter of 2003 were carried forward to 2004 because of prioritising the Community Action Plan (CAP) workshops in this quarter</li> <li>This activity is also dependent on the production of the Community Action Plans before it can be undertaken</li> </ul>

### Component 5: Technology transfer, training and regional comparative learning

FROM PROJECT SUPPORT DOCUMENT LOGICAL FRAMEWORK MATRIX			FROM 2003 ACTION PLAN				PROGRESS REPORT	
Activities	Means of Verification	Critical risks	Planned activities	Output indicators	Who?	Partners	Achievements	Challenges and Constraints
5.2. Planting of woodlots for fuel wood and construction timber	Project progress reports.		5.2.1 Investigate and propose working models for viable community woodlots	Recommendations on appropriate models	NPL	MoA (DCPF) FAB	<ul style="list-style-type: none"> <li>Documentation on woodlots in Botswana has been collected, but working models for IVP have not as yet been proposed</li> </ul>	<ul style="list-style-type: none"> <li>There are few examples of successfully managed communal woodlots in Botswana or elsewhere, so identifying a suitable approach is a challenge</li> </ul>
5.3. Transferring energy saving devices and technologies	Project progress reports. District and Government statistics.		5.3.1 Scoping study to identify energy sources and needs for each site	One report for each site identifying energy sources and local populations	CSUM	RIIC, BOTEK, Private Sector	<ul style="list-style-type: none"> <li>Carried forward</li> </ul>	<ul style="list-style-type: none"> <li>Most activities initially scheduled for last quarter of 2003 were carried forward to 2004 because of prioritising the Community Action Plan (CAP) workshops in this quarter</li> </ul>
5.6. Environmental Education through school programs and competition	Local perceptions.		5.6.1 Develop draft EE strategy for IVP	Draft EE strategy for IVP	GT	DWNP, NCSA, KCS, CD&E, EE Panel in MoE	<ul style="list-style-type: none"> <li>Draft produced and circulated to internal and external stakeholders for comment.</li> </ul>	<ul style="list-style-type: none"> <li>No constraints encountered</li> </ul>
5.7. Mass media campaign	Local perceptions.		5.6.2 Circulation of draft strategy for comment by stakeholders and finalisation of strategy	Approved EE strategy for IVP	GT	DWNP, NCSA, KCS, CD&E, EE Panel in MoE	<ul style="list-style-type: none"> <li>Environmental Education Strategy completed and approved by the Steering Committee</li> </ul>	<ul style="list-style-type: none"> <li>No constraints encountered</li> </ul>
			5.7.1 National project launch	National project launch	NPL		Project launched in Gaborone on 11 <sup>th</sup> March, attended by 80 stakeholders	Launch coincided with state visit of President of South Africa, which competed for attendance by dignitaries

FROM PROJECT SUPPORT DOCUMENT LOGICAL FRAMEWORK MATRIX			FROM 2003 ACTION PLAN				PROGRESS REPORT	
Activities	Means of Verification	Critical risks	Planned activities	Output indicators	Who?	Partners	Achievements	Challenges and Constraints
			5.7.2 Site project launches	Launch in each project site	CSUMs	DAO, DA	IVP launched in Boteti on 25 <sup>th</sup> March, Kgalegadi on 10 <sup>th</sup> April, and Kweneng on 17 <sup>th</sup> June	<ul style="list-style-type: none"> <li>Kweneng launch was delayed from the intended date in May so as to coincide with celebration for World Day to Combat Desertification</li> </ul>
			5.7.3 Liaise with press	At least 2 articles annually appearing in Botswana press	NPL		4 articles have appeared in Botswana media on IVP	<ul style="list-style-type: none"> <li>Difficult to attract private media to events in the project sites</li> </ul>
			5.7.4 Liaise with Botswana Television (BTV)	At least 1 appearance annually	NPL		<ul style="list-style-type: none"> <li>IVP launch in Kweneng on 17<sup>th</sup> June was covered by BTV</li> </ul>	<ul style="list-style-type: none"> <li>BTV did not respond to most invitations to cover IVP events</li> </ul>
			5.7.5 Produce and disseminate project brochure	Brochure	NPL	MoA / Graphics Unit	<ul style="list-style-type: none"> <li>Setswana and English brochures on IVP produced and disseminated</li> </ul>	<ul style="list-style-type: none"> <li>Printing of brochures through the Government Printer would have delayed process, so the brochures were printed by a private printer.</li> </ul>

*Please note: Component 6 (Targeted Research) falls under the responsibility of the Regional Coordination Unit, which was set up in October 2003. As such, activities under this component were not commenced in 2003, but it is expected that such activities will be undertaken in 2004. A prioritised list of research topics was submitted to the National Steering Committee and the Regional Policy Steering Committee in the first quarter of 2003. A revised list of priority research topics is presented in Appendix One.*

## **2.7 Assessment of outputs**

Overall, the preceding matrices reveal that most of the core outputs planned in the 2003 Action Plan were achieved, as well as many of the other outputs.

Nonetheless, the benefit of hindsight has revealed that in some respects the 2003 Action Plan was slightly overambitious, and that it was not possible to undertake all planned activities. This became apparent in the third quarter of 2003, at which point it was decided to focus on the core activities of developing the capacity at communal level to manage rangelands, developing Community Action Plans to guide such management, and developing methodologies for participatory rangeland monitoring. For this reason, some activities peripheral to these outputs have been carried forward to 2004.

It has also become clear over the first year of operation in the project sites that in order to be meaningfully community-based, operationalisation of project activities in the participating communities needs to happen at a pace determined by community members. For this reason, effective implementation of some project activities took longer than initially planned.



### **3. CHALLENGES TO PROJECT IMPLEMENTATION**

#### **3.1 Constraints faced in 2003 and strategies for improvement**

<b>Constraint</b>	<b>Explanation</b>	<b>Strategies</b>
<b>1. Difficulty in engaging some stakeholders beyond Department of Crop Production</b>	Key stakeholders at national level have been invited to join the national steering committee. They and others are given regular project reports. Stakeholders at the district level are invited to participate in relevant project activities. At national level, Department of Animal Health and Production (DAHP) is a key stakeholder that has not yet responded to invitation to join the steering committee. At the District level, Department of Wildlife and National Parks is the only other government department to regularly participate in activities. Department of Lands is a key stakeholder that has not as yet participated in any activities at community level.	<ul style="list-style-type: none"> <li>• Continue to invite all relevant stakeholders to plan and participate in project activities</li> <li>• Director to follow up with DAHP on representation in National Steering Committee</li> <li>• Continue to circulate project documentation to all stakeholders</li> <li>• Organise workshops in district headquarters to discuss Community Action Plans and joint roles and responsibilities in March 2004</li> <li>• Complete Operational Framework, which defines potential partners for all activities in Project Support Document</li> </ul>
<b>2. Focus by community members on short-term benefits, and hesitancy to work towards goals with long-term returns (particularly environmental)</b>	Some communities have expressed impatience that after a year of operation in the sites, there are no tangible projects on the ground that are bringing immediate benefit.	<ul style="list-style-type: none"> <li>• Ensure that Community Action Plans are finalised by the end of March 2003, so that implementation of feasible livelihoods projects can commence shortly thereafter</li> <li>• Encourage communities to gain a long-term perspective in rangeland rehabilitation</li> </ul>

Constraint	Explanation	Strategies
<p><b>3. Slow involvement by full cross-section of community members</b></p>	<p>Only a small proportion of each community are regularly active in community projects. Overall, some sectors of the community appear to be poorly represented, including:</p> <ul style="list-style-type: none"> <li>• Youth, particularly in Kgalagadi and Kweneng</li> <li>• Elderly, particularly in Kgalagadi</li> <li>• Local officials, particularly in Kgalagadi and Kweneng</li> <li>• Rich farmers</li> <li>• Men, particularly in Kgalagadi</li> <li>• The very poor</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and work with existing community groupings according to their own interests</li> <li>• Regularly evaluate success of project in involving all sectors of the community</li> <li>• Develop strategies to encourage involvement of those sectors that are not forthcoming</li> <li>• Focus evaluations (such as planned evaluation of Community Action Plan workshops) on how community participation can be extended</li> </ul>



**Degraded environment - Sojwe, Kweneng project site**

### 3.2 *Anticipated future challenges and strategies for improvement*

<b>Challenge</b>	<b>Explanation</b>	<b>Strategies</b>
<b>1. Developing comprehensive legislative and policy support for decentralised management of rangelands</b>	There is currently little legislative support for community based rangeland management, especially if such management is to involve rights of exclusion. Legislative support is particularly important, as effective communal rangeland management is likely to limit access of economically (and politically) powerful large cattle owners to such rangelands	<ul style="list-style-type: none"> <li>• Define areas of existing legislation and policy that can be referred to in support of communal rangeland management</li> <li>• Take opportunities to influence relevant policies being drafted or under review, such as the Community-Based Natural Resource Management Policy</li> <li>• Cultivate the support of relevant policy-makers through an event such as a breakfast presentation, before the end of 2004</li> </ul>
<b>2. Developing sufficient institutional structure within Department of Crop Production to expand IVP beyond the project cycle</b>	Although officers from the Department of Crop Production at all levels are involved in IVP, there are as yet no plans for setting up the institutional structures within the Department to oversee and support the long-term replication of communal management models developed under IVP. None of the project officers have formal counterparts.	<ul style="list-style-type: none"> <li>• Consider attaching several officers full time to IVP as counterparts</li> <li>• Produce a preliminary plan by end of 2004 for how Department of Crop Production will oversee the replication of IVP models beyond the project lifetime</li> </ul>
<b>3. Promoting active involvement in project by absentee borehole owners in project sites, particularly in implementation of rangeland management plans</b>	In all the project sites, but particularly Kweneng north, many of the boreholes are owned by absentee cattle owners. A substantial proportion of cattle in the sites belong to such owners. It is therefore essential that these owners are involved in any decisions made about rangeland management in the sites. Nonetheless, despite invitations, no absentee borehole owners have traveled to the project sites to attend IVP meetings.	<ul style="list-style-type: none"> <li>• Continue to motivate absentee borehole owners to take part in IVP</li> <li>• Work with district structures, particularly the District land Use Planning Unit, to encourage involvement of absentee borehole owners</li> <li>• Organise one event (in Gaborone/Molepolole) by June 2004 for absentee borehole owners from Kweneng, to inform about IVP and gain input</li> </ul>

<p><b>4. Reviving a spirit of volunteerism among community members</b></p>	<p>In order to promote sustainability and community ownership of IVP, the project has resolved not to pay community members for the time they give to IVP activities. Although up to present this has not restricted IVP activities, some community members have expressed their reservations as to whether non-payment will last for the lifetime of the project</p>	<ul style="list-style-type: none"> <li>• Implement project activities as closely as possible to the priorities identified by community members in their Community Action Plans</li> <li>• Continue to encourage community members to volunteer</li> <li>• Consider meal allowances for when communities spend the whole day assisting on project activities</li> <li>• Consider undertaking some labour intensive aspects of IVP under the Drought Relief Programme</li> </ul>
--	---	--



**Dust storm, Mopipi – Boteti project site**

## 4. LESSONS LEARNT

IVP focused in 2003 primarily on building and training the institutions at the village level that will manage rangeland resources on behalf of their communities, and in gaining the support of other stakeholders. It is therefore in these areas that most lessons have been learnt so far.

Lessons learnt so far include the importance of:

1. **Enabling full Community involvement in project planning and implementation:** Communities must be integrally involved in project planning and must be able to decide project priorities and sequencing of project events, within the context of the Project Support Document. This promotes active ownership of the project
2. **Ensuring immediate benefits:** The project component dealing with alternative livelihoods and improved livestock production and marketing is of particular importance to community members, as it is the main component of the six that deals with their immediate concerns. Neglect of this component will lead to a loss of local support for IVP.
3. **Promoting full integration into executing agency:** The executing Agency – in this case the Ministry of Agriculture – has made a start in integrating IVP into its ongoing activities, especially in integrating IVP outputs into its strategic plan, and in attaching certain officers to IVP for specific activities. This is essential for the short term (through provision of additional resources, personnel and logistical support) and for the long term (for project sustainability and replication beyond the project period).
4. **Gaining stakeholder support:** It is essential to gain the support and participation of government stakeholders at the national and local levels. This is also true of relevant NGOs and entities in the private sector. This is a particular challenge, but it will be impossible to fulfil project objectives in the short or long term without their active involvement.
5. **Encouraging realistic expectations:** Unrealistic expectations among community members of what IVP can and will offer can lead to disappointment and loss of support at the local level. It is therefore important to explain at every opportunity the focus areas of IVP and limitations in what the project can provide
6. **Capitalising on the high potential uptake by policy maker and land use planners:** The current period is an opportunistic time to promote communal rangeland management models in Botswana. The government is stressing the need for rangeland management, which

currently is being expressed primarily through the privatisation of communal rangelands. Nonetheless, the government is also becoming more aware of the social costs of privatising communal rangelands. IVP aims to offer an alternative model for communal rangeland management that promotes active management, while retaining access to rangeland resources by community members. If the benefits of communal management models can be demonstrated, existing doubts as to the sustainability of current development models will promote the uptake of such alternative models.

7. **Seeking Innovation:** There are currently no working examples of communal rangeland management in Botswana, and few in southern Africa. The need to be innovative in developing such models, and for thorough research to inform the shape these models take, is therefore paramount.



**Community boundary mapping - Kgalagadi project site**

## 5. FINANCIAL REPORT

### 5.1 Introduction

Expenditure for 2003 and forecast for 2004 to be produced as an addendum to the 2003 Annual report once UNDP financial software is operational. An estimation of in kind contribution be Botswana government is included below

### 5.2 Summary of expenditure for 2003

Below is the summary of expenditure for 2003, broken down on a quarterly basis. Prices are in Botswana Pula ( US\$1 = Pula 4.4 in December 2003).

Description	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Total (Pula)
International Consultants	0	0	0	0	0
Administrative Fees	107226	191211	198792	198792	696021
Volunteers	0	0	0	0	0
Duty Travel (Incl petrol)	5160	4657	8895	13121	31835
Mission Costs	0	2664	0	0	2664
Mass Media	3758	29575	0	29888	63222
Indigenous Mgt Systems	2842	0	18808	29181	50833
Rehab of Indigenous Veg	0	0	0	0	0
Conference Facilities	0	0	0	0	0
Community stakeholders	783.9	0	0	0	783
Community policy meeetings	0	0	0	0	0
Subcontracts A (Printing)	0	0	0	0	0
Equipment	37378	59976	0	12633	109988
Vehicle Repairs and Petrol	0	5189	8239	7611	21039
Sundries	6395	2800	6838	3303	19337
Micro Grants	0	0	0	0	0
Direct costs	0	0	12968	1634	14602
<b>TOTAL</b>	<b>126166</b>	<b>236097</b>	<b>254542</b>	<b>283533</b>	<b>1010328</b>

The budget for the year starting January to December 2003 was forecast at P2,665,845.00. As displayed by the table above, P1,010,328.00 was actually spent in 2003. The main reason for this shortfall in expenditure from the forecast is that most efforts in 2003 were directed at building and equipping the institutions at local level to plan and oversee the operationalisation of IVP in the project sites. This has been a time- rather than capital-intensive process. Once livelihood and environmental improvement projects commence at the ground level, a much higher level of finance will be required.

The table below summarises the variance between forecasted and actual expenditure for each budget line for 2003

<b>Description</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>
Consultant-Indigenous Mgt	28000	0	0
Consultant-Livestock Mktg	17500	0	0
Consultant-Dissemination	17500	0	0
Consultant-Short term	7000	0	0
Administration	600821	696021	(95200)
Duty Travel	274645	31835	242810
Missions to RCU	35000	2664	35000
Int. Visits	35000	0	35000
Transfer and Technology	94500	0	945000
Transfer Energy	17500	0	17500
Biomass Technology	52500	0	52500
Mass Media Campaigns	84000	63223	20772
Environmental Education	28000	0	28000
Indigenous Mgt Systems	343000	50833	292167
Arid Zone Biodatabase	10500	0	10500
Rehab of Indigenous Veg	175000	0	17500
Livestock Mktg	175000	0	175000
Seminar and Tours	17500	0	17500
Community Stakeholders	87500	0	87500
Community Meetings	17500	784	16716
Technical Meetings	14000	0	14000
Conference Services	28000	0	28000
Equipment	201695	131028	70667
Reports	12250	0	12250
Newsletter	14000	0	14000
Maps	10500	0	10500
Sundries	526435	19338	507097
Direct Costs	36292	14602	21690
Miscellaneous	125685	0	125685
<b>Total</b>	<b>2665845</b>	<b>1010328</b>	<b>1655517</b>

### **5.3 Estimation of Government of Botswana contribution for 2003**

According to the Project Support Document, the Government of Botswana is committed to contributing US\$1,100,000 in kind to the Botswana component of IVP over the five-year cycle of the project.

The estimated actual contribution in kind for 2003 by the Botswana government to IVP is P927,000.00. At the current exchange rate of Pula 4.4 to US\$1, this amounts to US\$210,682.00. This estimation was calculated as



follows:

Heading	Item	Breakdown	Total (Pula)
<b>Salaries</b>	Senior management	40days x P8,000/month x 10pax	P80,000
	Middle Management	40days x P4,000/month x 10pax	P40,000
	Technical staff	40days x P2,000/month x 10pax	P20,000
	<b>SUBTOTAL</b>		<b>P140,000</b>
<b>Overtime</b>	Drivers	300hours x P38.70/hr x 15pax	P174,150
	Other	300hours x P64.51/hr x 10pax	P193,530
	<b>SUBTOTAL</b>		<b>P367,680</b>
<b>Subsistence allowance</b>	CAP workshops	56days x P98.30 x 15pax	P82,572
	PID workshops	42days x P98.30 x 10pax	P41,286
	Other	28days x P98.30 x 5pax	P13,762
	<b>SUBTOTAL</b>		<b>P136,620</b>
<b>Office rentals</b>	National Project Unit	12months x P3,000 x 3 offices	P108,000
	Kgalagadi CSU	12months x P250	P3,000
	Boteti CSU	12months x P250	P3,000
	<b>SUBTOTAL</b>		<b>P114,000</b>
<b>Stationery</b>	National Project Unit	P30,000	P30,000
	Community Support Units	P20,000	P20,000
	<b>SUBTOTAL</b>		<b>P50,000</b>
<b>Vehicles</b>	CTO kilometre charge	18,700km* x P0.14/km x 12 vehicles	P31,416
	Fuel to Kgalagadi	2,520litres x P1.20/litre x 12 vehicles	P36,144
	Fuel to Boteti	2,520litres x P1.20/litre x 12 vehicles	P36,144
	Fuel to Kweneng	840litres x P1.20/litre x 12 vehicles	P12,096
	<b>SUBTOTAL</b>		<b>P115,800</b>
<b>TOTAL GOVERNMENT OF BOTSWANA IN KIND CONTRIBUTION</b>			<b>P927,000</b>

\*Based on: 6 trips to Kgalagadi (635km x 2 way x 6 trips = 7,620km)  
6 trips to Boteti (670km x 2 way x 6 trips = 8,040km)  
6 trips to Kweneng (250km x 2 way x 6 trips = 3040km)

TOTAL = 18,700km

#### **5.4 Financial forecast for 2004**

The financial forecast for 2004 is preliminary, depending on the finalization of the 2004 Action Plan. The 2004 Action Plan will be finalised in March 2004, after the completion of Community Action Plans for all participating villages. The interim estimates include the original 2004 budget supplemented by the carry-over from 2003.

<b>Description</b>	<b>Budget (Pula)</b>
Consultant-Indigenous Mgt	42000
Consultant-Livestock Mktg	35000
Consultant Range Rehabilitation	35000
Consultant-Dissemination	14000
Consultant-Short term	21000
Administration	376709
Duty Travel	225645
Missions to RCU	0
Int. Visits	52500
Transfer and Technology	63000
Transfer Energy	17500
Biomass Technology	52500
Mass Media Campaigns	21000
Environmental Education	40439
Indigenous Mgt Systems	504000
Arid Zone Biodatabase	164500
Rehab of Indigenous Veg	512295
Livestock Mktg	266000
Seminar and Tours	35000
Community Stakeholders	106246
Community Meetings	27220
Technical Meetings	20419
Conference Services	41503
Equipment	116932
Reports	21000
Newsletter	7000
Maps	10500
Sundries	17500
Direct Costs	83174
Miscellaneous	132174
<b>Total</b>	<b>3013581</b>

## **6. MAIN ACTIVITIES FOR 2004**

### **6.1 Introduction**

Highest priority will be given in 2004 to the completion of Community Action Plans for each participating village, and their implementation. It is imperative to demonstrate to participating communities that IVP is committed to action, as previous projects have been initiated in the sites that developed Action Plans that were never implemented. IVP is thus in the position to make a positive difference to communities that have otherwise faced disappointments in development initiatives.

In addition, other activities will involve: the ongoing development of participatory rangeland monitoring mechanisms; the development of constitutions for Community Trusts (pending the outcome of the consultancy recommending appropriate institutional and legal arrangements for the communal management of rangelands); trials for the rehabilitation of indigenous vegetation; and a coordinated research programme.

The broad activities for the 2004 Action Plan are detailed in the matrix overleaf. In instances where activities are being carried forward from 2003, specific tasks are also included. Nonetheless, most broad activities cannot be broken down into specific tasks until the completion of Community Action Plans for each participating village, as the tasks will be dictated by the contents of the Action Plans. The Community Action Plans are scheduled to be completed by 31<sup>st</sup> March 2004.

### **6.2 2004 Action Plan**

The draft 2004 Action Plan is contained in Appendix Two. The plan will be finalised in March 2004, following the completion of the Community Action Plans

### **6.3 *Anticipated risks***

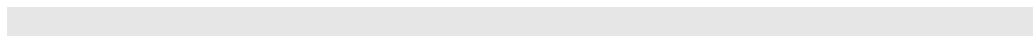
Anticipated risks in the achievement of project outputs in 2004 are integrated into the matrix of the 2004 Action Plan.

### **6.4 *Expected inputs from Regional Coordination Unit and other partners***

The primary input during 2004 expected by the Botswana National Project Unit from the Regional Coordination Unit is the launching and coordination of Component Six of the Project Support Document – Targeted Research. Thorough Research is expected to underpin and guide project activities, and there is thus an urgent need to commence research into the prioritised research areas identified in Appendix One. These are research topics that touch upon activities that have already commenced, or are due to commence in 2004.

There are also certain aspects of project implementation that need coordination and standardisation between the project sites. This includes the setting up of a biodatabase covering all project sites, which should have standard methodologies for data collection and standard fields within the database.

In addition, opportunities should not be lost for the three participating countries to learn from the experiences of their colleagues. Comprehensive information sharing mechanisms should be formalised, as well as enabling exchange visits.



## **7. PROJECT ENVIRONMENT**

### **7.1 Political, legislative and institutional developments with potential consequences for project implementation**

In attempting to develop viable approaches to communal rangeland management, IVP is breaking new ground in Botswana. As such, a pre-existing supportive institutional, policy and legislative environment cannot be expected. It is therefore essential for IVP to encourage the development of a supportive environment for communal rangeland management.

To this end, several political, legislative and institutional developments have become apparent in the first year of operation that have potential consequences for project implementation:

1. **Integration into departmental strategic plan 2003-6.** IVP's outputs have been integrated into the Department of Crop Production's 2003-6 Strategic Plan. This promotes integration of IVP into the Ministry of Agriculture by making the Ministry of Agriculture directly responsible for ensuring the production of project outputs, It also encourages the inclusion of IVP activities into individual officers' annual workplans.
2. **National Policy on Agricultural Development.** The Fencing Component of the 1991 National Policy on Agricultural Development (NPAD) informs current policy guiding the management of communal rangelands. This policy advocates improved land management through the demarcation of land ownership, amounting to privatisation of communal rangelands. Although this policy recommends the retention of 20km communal use zones in areas zoned for ranching, the range compression in such zones is likely to undermine options for communal management. IVP intends to demonstrate alternative management models to ranching, which retain the integrity of communal rangelands, and protect communal access to range resources. Nonetheless, until communal management models are clearly demonstrated to be feasible and sustainable, it will be difficult to promote a significant policy shift.
3. **Interest in communal management models.** The current implementation of the Fencing Component of the 1991 National Policy on Agricultural Development has promoted an increasing awareness of the need for management of rangelands. For this reason, IVP is being implemented at an opportune time in Botswana. Land use planners are aware of the social costs of ranching, so there is an immediate need for viable communal management models for areas where the social costs of ranching would be unacceptably high. This has aroused interest among some policy implementers and land use planners as to what IVP can offer towards communal range management.
4. **Invitation to present management options to Central District Council.**

In November 2003, IVP was invited by the District Land Use Planning Unit of Central District Council to make a presentation on what IVP could offer for communal management of Boteti Area 4B (a total of 780,111 Hectares). This presentation contributed to current deliberations as to whether communal or privatised management is the most sustainable option for this area.

5. ***Request to assist in developing communal rangeland management plans outside project sites.*** IVP has also been approached by the Department of Land Utilisation to assist in developing communal management plans for three other districts in Botswana. Although IVP is limited to providing advice rather than direct assistance, as these areas fall outside the project sites, such interest in IVP is an indication of the high potential for uptake if IVP is able to demonstrate workable models for communal rangeland management.
6. ***Representation on the National Community-Based Natural Resource Management (CBNRM) Forum.*** The National CBNRM Forum is a cross-sectoral forum comprising representatives of key government departments, Non-Governmental Organisations, Community Based Organisations, and the private sector. It is an important forum in promoting the decentralisation of natural resource management to the local level. IVP formed part of the representation of the Ministry of Agriculture at the Third National CBNRM Forum in 2003, and was invited to continue doing so for a two-year period. IVP's contribution to this Forum is seen as important in promoting CBNRM-related programmes to widen their scope beyond the current narrow focus on wildlife.
7. ***Existence of 30 years of experience and data from which to learn lessons.*** Initiatives promoting management of communal rangelands (primarily through ranching) have been undertaken in Botswana since 1975. This provides a large arena for research – to complement existing research data – that can be explored in order to document lessons learnt in rangeland management in Botswana.



**Shortage of fuelwood, Boteti project site**

## **8. CONCLUDING REMARKS**

Overall, project progress in the first year of operation in the project sites is satisfactory. Although not all activities planned in the 2003 Action Plan were undertaken, IVP has been able to focus on the critical tasks of developing the institutions at local level to oversee rangeland management through the lifetime of the project and beyond.

Reception of the project by community members in the project sites has been positive, despite impatience being expressed as to when a tangible difference to livelihoods will be felt in participating villages. For this reason, the 2004 Action Plan focuses primarily on completing the Community Action Plans, Legal Registration of Community Resource Management Trusts in each village, and beginning the implementation of feasible projects identified in the Community Action Plans. In addition, the groundwork will be undertaken for ongoing participatory rangeland monitoring and promotion of natural regeneration of vegetation.

A central challenge IVP will face is to develop and implement comprehensive resource management systems in the sites, rather than simply a collection of various projects aimed at environmental rehabilitation and livelihood improvement. Policy and legislative support that transfers management control over rangeland resources to community level is currently underdeveloped. Gaining such support is thus an important task for IVP and related stakeholders.

Full support has been received by IVP in financial administration and oversight from the United Nations Development Programme in Botswana in 2003. The National Executing Agency for IVP - the Department of Crop Production and Forestry in the Ministry of Agriculture – has also demonstrated unwavering commitment to the achievement of project objectives in IVP's first year of operation. This commitment is to be commended, and there is every reason to believe that it will continue into 2004.



## **APPENDICES**

## **8.1 APPENDIX ONE: PRIORITISED RESEARCH TOPICS**

1. Lessons learnt in previous initiatives promoting communal rangeland management, in Botswana as well as in other similar ecosystems elsewhere in Africa (*study already commissioned under Activity 1.1.3 in 2004 Action Plan*)
2. Indigenous and adopted conservation practices and management techniques in each project site, their validity, and their potential application to contemporary management systems
3. Appropriate rehabilitation measures for degraded areas within the project sites
4. Constraints to effective livestock marketing in all sites and their potential solutions, particularly building on local perceptions of opportunities in livestock marketing (*first step - compilation of existing national data planned under Activity 4.1.1 in 2004 Action Plan*)
5. The environmental and socio-economic impacts of invader species in Kgalagadi project site, particularly mesquite (*Prosopis sp.*), and appropriate methods of control
6. Potential uses of fire as a veld management tool, particularly to combat bush encroachment
7. Socio-economic and environmental Impacts of previous and current policies of rangeland management, in particular the Tribal Grazing Lands Policy and the Fencing Component of the National Policy on Agricultural Development
8. Appropriate techniques and approaches to participatory monitoring of rangelands

**8.2 APPENDIX TWO: DRAFT 2004 ACTION PLAN**