

## GANTSI/KGALAGADI DRYLANDS PROJECT – COMPONENT 1

### CAPACITY NEEDS ASSESSMENT - FINAL REPORT

#### 1. INTRODUCTION

The purpose of component 1 of the Kgalagadi/Gantsi Drylands Project is to capacitate the Department of Wildlife and National Parks (DWNP) together with the multi-sectoral stakeholders in their coordination efforts to combat wildlife crime in the project area. It is also to interrogate the existing wildlife policies and regulations for their adequacy or lack thereof at national, district, and village levels for law enforcement agencies. In this regard the strategy is to establish a multi stakeholder protocol for collaboration and implement the anti-poaching strategy in order to improve the *coordinating capacity for combating wildlife crime/trafficking and enforcement of wildlife policies and regulations at national, district and village levels.*

The report is intended to give an insight into the nature of the work that the Law Enforcement Agencies in the Project Area are engaged in, particularly the challenges they face and how under the circumstances they could be capacitated in order to improve their performance.

There are four main issues for assessment as guided by the Terms of Reference, viz: - Capacity Assessment of Knowledge; Capacity Assessment of Operations; Assessment of Existing Training Programmes; and Assessment of Existing Platforms for sharing intelligence across relevant stakeholders to prevent wildlife crime.

The Project Area districts are to be assessed primarily for the capacity to implement the mandate as defined at national level. Therefore, the district level staff's understanding and interpretation of policies is crucial so as to operationalise it accordingly. The key aspects at this level are: -

- The capacity to execute such policies and reporting on same timeously to be thoroughly interrogated.
- The capacity to direct and monitor anti – poaching activities at village level, especially those identified as hotspots.
- The capacity to conduct searches and seizures at border posts.
- The capacity to collate and disseminate wildlife crime statistics.
- The capacity for running joint platforms at strategic locations in each of the districts.
- The capacity of the magistrate courts to handle wildlife crime cases and mete out desirable convictions.
- The capacity to establish good working relationships with non-government interest groups such as Dikgosi; Village Development Committees (VDC); Community Trusts; Businesses; Farmers (Game, Commercial & Communal).

## 2. DEPLOYMENT & RESOURCE ADEQUACY IN THE PROJECT AREA (SOUTH WESTERN REGION)

The project area as defined by DWNP is the South Western Region of the country comprising of Gantsi and Kgalagadi Districts. The **Gantsi District** area is 117910 km<sup>2</sup> and about 50% of this is the CKGR (CKGR 52140 km<sup>2</sup>). For operational purposes DWNP has presence at Gantsi township, Lone Tree, CKGR, Matlho a Phuduhudu and Ncojane. The **Kgalagadi District** area is 105200 km<sup>2</sup> with the KTP making up 26310km<sup>2</sup>. For operational purposes DWNP has presence at Tsabong, KTP, Khawa, Tshane, Hukunsi and Kang. The BDF is stationed in Gantsi South at Ncojane with some detachments at Lokgwabe in Kgalagadi North and Tsabong in Kgalagadi South. The BPS has an SSG unit in the CKGR.

Figure 1: Gantsi & Kgalagadi Land Uses

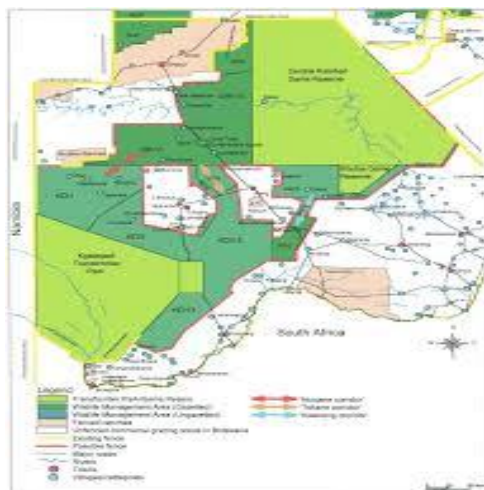
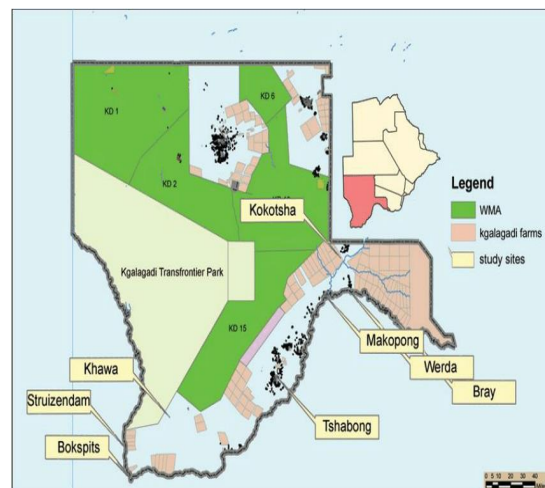


Figure2: Kgalagadi Land Uses



Maps – Gantsi and Kgalagadi Multiple Land Uses (UNDP/GEF PIMS 5590)

It is evident that for these vast areas, the law enforcement agencies face an insurmountable task of protecting wildlife from criminals but with varying degrees of resources and DWNP seemingly being the least resourced both in material terms and human capital.

The consultations with the BDF and BPS at HQ level have confirmed that as support entities they are fairly well resourced to execute their mandate. The BDF and Botswana Police Service's anti-poaching operations are secondary to their primary mandates and their equipment resource base is fairly sufficient for their secondary duty operations which is captured as *"aid to civil authority" in their respective legislative instruments.*

They further recognise the DWNP as the lead agency. Therefore, it would be logical to concentrate on capacitating the lead agency as much as possible so that it could find its solid footing in the coordination effort to combat IWT and poaching in the two districts. The capacity assessment and indeed the resource recommendations are therefore in favour of DWNP.

### 3. CORE ISSUES

In order to appreciate this assignment, it is imperative that our point of departure should clearly outline the framework design by addressing three critical questions as follows: -

- *WHY the capacity assessment?*

The assessment is carried out to weigh the desired capacities against the existing ones by interrogating both the strategic policy and operational gaps with a view to efficiently maximising on the available resources.

- *WHO is it for?*

The DWNP is tasked with the mandate “for the protection of fauna and flora to which Botswana is, from time to time, a party, to provide for the establishment, control and management of national parks and game reserves, and for matters incidental thereto or connected therewith”. However, given its limited material and human capital resources, there is need for collaboration with other law enforcement agencies. There are other partners and stakeholders in the equation (community groups such as Trusts, Village Development Committees, Farmers etc) whose interests at local level cannot be neglected. Consequently, their participation ensures transparency and a sense of national ownership which contributes to the desired outcomes.

- *WHAT is it for?*

- It is to ensure that National level strategies and policies are relevant to address core issues.
- It is to ensure that the implementation of policy at district level is effective.
- It is to derive maximum benefits from operationalising policies at both district and village level.

### 4. CAPACITY NEEDS ASSESSMENT

**4.1 Assessment of Knowledge:** The capacity for coordination by all the stakeholders depends on the political will and enforcement of relevant policies; regulations and associated legislation. This calls for the review of the appropriate pieces of legislation in order to escalate wildlife crimes to the higher category of serious economic crimes. Hopefully, stiffer penalties may act as a deterrent for the criminals. In this regard, the two key ministries are Ministry of Environment, Natural Resources Conservation and Tourism (MENT); and Ministry of Defence Justice and Security (MDJS). The important aspects to be considered are: -

- Why there is need for capacity assessment of the anti – poaching initiative.
- A statement of political intent to support the proposed protocol for collaboration by the law enforcement agencies, particularly so if there is need to review the existing legislation.
- The relevance of the existing policies and regulations to current anti – poaching demands or otherwise the need for review of such policies.
- The need to review and approve the draft anti – poaching strategy for its formal implementation.

- The need to recognise DWNP as the lead agency and its capacity for command and control purposes.
- The capacity to collaborate and implement the anti – poaching mandate at department level.
- The knowledge and skills of middle level management to undertake and direct successful operations on wildlife crimes/trafficking (IWT), patrols, arrests, seizures, handling of exhibits, investigations, detentions and prosecution.
- The capacity of operatives to conduct successful patrols, arrests, seizures, handling of exhibits, investigations and detentions.
- The capacity for operatives to understand the need for collaboration by all stakeholders.

**4.2 Assessment of Operations:** Successful operations are the hallmarks of a well-articulated policy and strategy implementation regime of the law enforcement agencies. The gaps in the existing individual agency operations have to be identified and appropriate capacities built to ensure an effective collaboration protocol. The following aspects of Operations will be assessed: -

- The capacity for Joint Operations at a central command location with most of the necessary infrastructure in place.
- The capacity for the lead agency to house a Joint Operations Centre.
- The capacity for information and intelligence sharing; data collection and dissemination at strategic locations in each district.
- The capacity for the lead agency to house Diffusion Centres in each of the districts.
- Capacity of operational bases infrastructure to provide for reasonably decent office and living conditions.
- The capacity for operational readiness and efficiency to timeously deploy in hotspot communities.
- The capacity to establish Forward Operation Bases (FOBs) in each of the districts.
- Capacity to conduct patrols – (foot, vehicle; aerial, and trekking capabilities), arrests, seizures, handling of exhibits, investigations, detentions.

**4.3. Assessment of Existing Training Programmes:** Training forms the core of any institution to deliver on its mandate. This is all the more important where multiple stakeholders are expected to collaborate on combating the complex wildlife crimes. A joint skills training manual would be a welcome development for the stakeholders. Therefore, a concerted effort must be made to focus on tailor made programmes specific to each aspect of wildlife crime activities such as but not limited to the following: -

- Patrols for covert and overt operations
- Arrests and seizures
- Investigations & Forensics
- Handling of exhibits
- Judicial Case management of wildlife crimes, Prosecutions etc

**4.4. Assessment of existing platforms for sharing intelligence:** For command and control purposes, the sharing of information and intelligence is vital to the collaboration protocol of the stakeholders.

- The capacity for running joint platforms at strategic locations in each of the districts.
- The adequacy of existing infrastructure to house desired platforms for sharing intelligence on wildlife crimes to facilitate inspections/patrols, seizures and arrests.
- The capacity for all stakeholders at district and village levels to use a practical tool to collate wildlife crime statistics in order to report timeously.

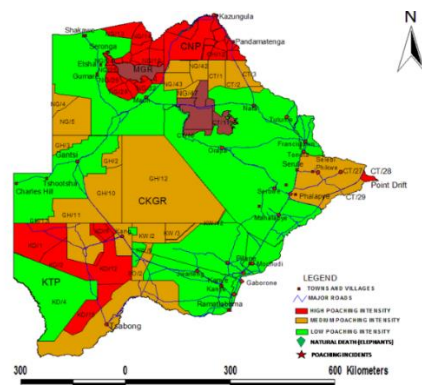
**5. THREAT**

The primary threats in the project area are the illegal live capture of animals, due to the high demand in neighbouring countries. A steady growth in the trafficking incidents is particularly prevalent in the Kgalagadi district. The most vulnerable species are lion and leopard cubs which are sold to private ranchers in neighbouring countries. A relatively new phenomenon of trade in lion bones across the border is also taking place. There is also a voluntary migration of elands. It is common knowledge in the district that the winter moist air from the Molopo river escarpment is cause for the annual migration of elands in particular, crossing into RSA and never migrating back, having found themselves channelled into open farm gates across the border.

Subsistence poaching by local communities has also taken a nastier turn where it is now commercialised. Apparently, this stems out of poverty of the majority of the local communities and the CSO unit has a stake in collaborating with other government departments to address the problem.

According to a UNDP baseline study, “on average 68% of all wildlife killed annually in Kgalagadi district were killed for game meat. A total of 701 human-wildlife conflict cases were recorded between 2012 and 2015 in the Kgalagadi district while 496 were recorded for the same period in the Gantsi district”. This is further corroborated by the National Anti-Poaching Coordinating Committee reports which indicate that the poaching intensity is high in the Kgalagadi District compared to the low – medium intensity in the Gantsi district. (see figure 3).

**Figure 3: NATIONAL POACHING INTENSITY MAP**



Source: National Anti-Poaching Coordinating Committee Report (July – August 2019)

## 6. CAPACITY NEEDS ASSESSMENT IN THE PROJECT AREAS

The assessment started off at the Botswana Wildlife Training Institute (BWTI) in Maun and thereafter proceeded to Gantsi Township where both the Regional Wildlife office and the District Wildlife office are co-located. The last phase was done in the Kgalagadi, commencing at Tsabong and other areas of concern in the south and finishing off at Hukunsi and other areas of concern in Kgalagadi north.

### 6.1 TRAINING NEEDS ASSESSMENT AT BWTI

The following were the reference points for consideration of the training needs: -

- *Assessment of current training programmes and their relevance in fighting wildlife crime.*
- *Identifying challenges faced by trainers and trainees during training programmes implementation.*
- *Proposing training programmes that need to be undertaken to close identified gaps relating to effective inspections/patrols, seizures, arrests, handling of exhibits, prosecution and convictions of perpetrators of wildlife crimes.*
- *Providing recommendations on institutions at the national and regional level that can offer training programmes in order to combat illegal wildlife trade and trafficking.*

The evolutionary background of the institute dates back to 1980 when it was officially opened to provide skills training for the wildlife cadres. It was to accommodate both the pre-service and in-service wildlife scouts at the time, with a capacity of 20 trainees and later expanded to 40. It has since grown and can now accommodate 106 resident trainees at any given point in time.

BWTI operates as one of the Divisions reporting to the Director, DWNP. It therefore competes for resources with the mainstream divisions of the Department such as Anti-Poaching, Community Extension and Outreach. This structural set-up diminishes the chances of an equitable share of resource allocation to BWTI. In 2018/19 Financial Year BWTI got 1.5% (BWP 4 452 900.00) of the total DWNP Recurrent Budget. For 2019/20 they are at 1.7% (BWP 5 191 340.00) of the total DWNP Recurrent Budget as at mid-February 2020. These figures exclude personnel emoluments.

The institute offered a certificate course in wildlife management only until 1999 and also provided a short-term professional tour guide course to the general public. The Diploma course was subsequently introduced in 2003 for wildlife management. There are also a number of short courses such as an induction course for new entrants into the DWNP.

### 6.1.1 Certificate Course

The current programme curriculum was implemented in 2009 with the primary goal being to *“enhance wildlife management and conservation by producing professional Wildlife Rangers/Scouts who are equipped with relevant knowledge, technical skills and attributes to serve the public, private and community wildlife and nature conservation enterprises in Botswana and other countries”*.

*The pre-requisite academic qualifications for prospective candidates is a minimum of Botswana General Certificate of Secondary Education (BGCSE) or equivalent from a recognized educational institution with passes in mathematics, integrated sciences/biology.*

*The curriculum comprises of Natural Sciences (7 modules); Field Skills (5 modules); Natural Resources Management (4 modules); Protected Areas Management (2 modules); Management Development (4 modules); and Effective Communication (2 modules), conducted in 2 semesters over a 12 months period. There are also practical requirements associated with these domains to fulfil a successful completion of the course.*

(Source: DWNP - CERTIFICATE IN WILDLIFE MANAGEMENT AND CONSERVATION CURRICULUM 2008)

### 6.1.2 Diploma Course

The current programme curriculum was implemented in 2003. The course is intended to provide the trainees with hands-on skills, techniques, methodologies and knowledge with which to:

- *Creatively and innovatively interpret and implement or reinforce the concepts, policies, legislation, and conventions pertaining to wildlife management and tourism in ways that conform to the national and international philosophies, standards and procedures.*
- *Identify, define and interact productively with the various public organisations served by government institutions, including local and international NGOs and work colleagues.*
- *Plan and monitor a resources maintenance programme for a field station or unit and use the basic administrative tools, procedures and standards to keep and control records and assets of an organization.*
- *Demonstrate leadership and supervisory skills and sound discipline acceptable in an organization.*
- *Identify and safely handle and use different firearms as tools for managing wildlife.*
- *Plan and execute ethical and professional standards, field patrols, rescue operations and fire prevention and suppression programmes and to effectively operate and survive in the bush for prolonged periods of time.*
- *Describe, discuss and identify the structure, ecology and importance of the common, rare, endangered, and protected species of plants and animals and collect using proper procedures, specimens for mounting and preserving the identified species.*

- *Determine sex and age, count and capture mammals, birds and reptiles and identify, diagnose, describe and explain animals, plants and habitats in poor or good conditions of health and prescribe remedial or preventive measures.*
- *Plan, implement and monitor visitor services.*

*(Source: BWTI - Diploma in Wildlife Management and Conservation Curriculum 2003)*

The programme is designed for both pre-service trainees and in-service officers in the fields of wildlife management and conservation who have the necessary entry requirements as follows: -

- *A minimum of BGCSE (Botswana General Certificate of Secondary Education) or equivalent with at least a second-class pass with credits in Maths and Biology or integrated sciences.*
- *A certificate in wildlife management and conservation from BWTI of a class of IIB and above; or similar/equivalent qualifications from recognized institutions.*
- *A third-class certificate in wildlife management and conservation from BWTI or similar qualification from other recognized institutions;*
- *A candidate must have at least a one-year post certificate field experience in wildlife management or wildlife-related fields.*

The curriculum comprises of Natural Sciences (12 modules); Field Skills (3 modules); Natural Resources Management & Extension (13 modules); Protected Areas Management (4 modules); Management Development (6 modules); and Effective Communication (5 modules), conducted in 4 semesters over a 24 months period.

There are also practical requirements associated with these domains to fulfil a successful completion of the course. However, approximately two-thirds of the course content is theory and one third allocated to practical and field exercises.

### **6.1.3 Challenges**

There is a plethora of challenges for both the trainers and trainees. It appears that most of these emanate from the DWNP's structural inadequacies. There are also some welfare issues across the board which impact negatively on the morale of both the trainers and trainees alike.

The trainers are employed as professionals with various 1st degree qualifications. Their respective periods of assignment at BWTI range from as far back as 2003 to 2017. They have been at BWTI for such long periods but with no hope for transfers nor re-designations. Consequently, their progression within the DWNP organisational structure is adversely compromised. In equal measure, there is no apparent staff development programme in place.

Most of the Trainers work load is seemingly high since they are engaged in secondary administrative duties as well. This has the potential of low morale amongst the staff and could lead to resignations or request for transfers to other departments.

The curricula review is long overdue and the Institute ought to have registered and aligned to the National Credit Qualification Framework (NCQF) in December 2018. The institute also has to meet the Quality Assurance Standards 1 & 2 by December 2019. Failure to comply renders the risk of the Institute's closure.



#### 6.1.4 FINDINGS (BWTI)

- 6.1.4(a) BWTI has serviced mainly a small consumer market (clientele) in the form of DWNP in-service trainees to date. This makes it expensive to operate the institute. It may be logical therefore to broaden the clientele base to break-even. *There is demand for training citizens to develop competencies in eco-technology and skills to enable them to participate profitably in business ventures in sustainable environment, natural resources extraction and conservation and eco-tourism. Therefore, apart from maintaining the current course beneficial to DWNP only, the BWTI should be capacitated to expand its curriculum to include programmes that will attract the public and private sector demand in environment, natural resources utilization and conservation as well as in wilderness and adventure tourism* (BWTI Acting Principal - Sept 2019).

Currently BWTI rolls out on average 100 – 120 trainees per year. The Human Resources Development Council (HRDC) recommends a trainee capacity of 500 for operational cost effectiveness at tertiary level.

There is a backlog of training requirements within DWNP and as such the in-service trainees take a long time before they could be selected for enrolment. This means that with only an induction course or none in some cases, they are invariably employed and deployed to their various units with little or no skills and knowledge training. They are therefore expected to learn on-the-job until such time as they would be eligible for selection to the respective courses.

- 6.1.4(b) The selection criteria is haphazard, not necessarily based on seniority, aptitude nor merit.
- 6.1.4(c) Both the curricula have not been reviewed over a long period (last review - Diploma 2003; Certificate 2009) and this has rendered BWTI's compliance status questionable by the Botswana Qualifications Authority (BQA).
- 6.1.4(d) There are no teaching aids/equipment/camping equipment (very little if any) for the practical subjects like first aid; weapons training; field craft & survival skills; patrol planning & execution; radio communication skills.
- 6.1.4(e) The computer lab and internet access are very limited in terms of computer stations and reliable fast network connectivity.
- 6.1.4(f) Although the entry requirements are specific on maths and science pre-qualifications, most trainees find the natural sciences modules very difficult to comprehend because they lack those pre-qualifications.
- 6.1.4(g) Some Diploma modules are a repeat of the Certificate modules without any extra depth in content.

- 6.1.4(h) A successful completion of the courses does not guarantee any promotional incentives afterwards. This tends to demoralise the trainees.

#### **6.1.5 RECOMMENDATIONS - (BWTI)**

- 6.1.5(a) A strategic consideration should be advanced for BWTI to be a semi-autonomous institute in order for it to be cost effective. A semi-autonomous BWTI would leverage an independent organisational structure from the mainstream DWNP to attract external lecturers; by the same vein assuring those from DWNP a defined career progression path.
- The Director, DWNP should motivate this subject for recommendation to the Permanent Secretary at Ministry HQ who in turn will make an informed proposal to the Minister for a Cabinet decision. This is the normal process within the civil service for seeking policy approvals.
- 6.1.5(b) BWTI must comply with the BQA regulatory requirements at the earliest opportunity. This would create an enhanced platform for the review of the curricula.
- 6.1.5(c) A special fund through the acceptable vote virements as per the Botswana Government Financial Regulations is required for the purchase of all the much-needed practical tools/equipment, including First Aid kits and camping equipment (*Budget Note Ref. 2.1 A & D*).
- 6.1.5(d) A joint Training Task Team drawn from multi stakeholders such as but not limited to BPS, BDF, DISS, DWNP and Botswana Tourism Organisation to be set up in order to propose a relevant field oriented joint training manual for adoption by BWTI.
- 6.1.5(e) The computer lab and the library have to be modernised and fast network connectivity put in place to cater for a large sized student body (*Budget Note Ref. 2.1I*).
- 6.1.5(f) The unserviceable vehicles to be boarded and replaced accordingly. A school bus (retrofitted truck) is required for students' transportation in the harsh and difficult terrain for field exercises (see Annex 1.1) – (*Budget Note Ref. 2.1 B*)
- 6.1.5(g) The old field kitchen to be replaced, including cooking utensils (pots and pans) – (*Budget Note Ref. 2.1 B*).
- 6.1.5(h) A mobile refrigerator is required for field trips (*Budget Note Ref. 2.1 B*).
- 6.1.5(i) ICT office equipment upgrade or replacement required (*Budget Note Ref. 2.1 C*).

## 6.2 CAPACITY NEEDS ASSESSMENT – GANTSI DISTRICT

The Gantsi District Wildlife Office is made up of the following functional sections: - Problem Animal Control (PAC); Licencing & Utilisation; Community Support & Outreach (CSO); Law Enforcement with specialised units of Anti-Poaching; Investigations and Intelligence; and Administration. The total staff complement of all these elements stands at 110. The minimum required strength is estimated at 160 if their presence could be guaranteed all the time.

The manpower distribution covers the Charleshill sub-district with an office at Ncojane; the Central Kgalagadi Game Reserve (CKGR); Lone Tree; and Gantsi township. These areas of responsibility are wide apart in a harsh sandy terrain. The manpower strength is overstretched in the execution of their demanding mandate to cover all their areas of operation.

### 6.2.1 Knowledge

The knowledge base of the DWNP mandate across all the functional sections is very high. In general, all the employees know the mandate, processes and practical requirements of their respective core functions; not only that but indeed all the other units' functions. It appears this is derived from the resultant multi-tasking due to manpower shortages in all of these sections.

The institutional memory is cascaded down from the staff who have been in service for a long time to the fairly new entrants. The Wildlife Conservation and National Parks Act (CAP 38:01) is the cornerstone from which most of the policy direction is derived – e.g.: Anti-Poaching Unit Operations Manual (2012); DWNP Law Enforcement Operation Mission Plan for Kgalagadi District (2013); Licencing either for hunting or game farming; problem animal control; landholder's privileges etc. The knowledge base is further reinforced through the various scheduled courses conducted at BWTI in Maun.

Apart from the policy documents noted above for each of the core functions, there are also some promotional materials in the form of leaflets and brochures for public dissemination. This initiative could have been effective in raising public awareness and indeed instructive on the value of wildlife if the materials were regularly updated and written in both English and Setswana.

It is worth noting that the knowledge by DWNP staff is shared with other stakeholders in the district such as Community based entities and the District Commissioner's office. This helps with the inter-agency collaboration to devise some plans for fighting the IWT and poaching in the district.

The multi sectoral approach is evidenced by the District Commissioner led committees such as the Law Enforcement Committee comprising the District Officer Development (DOD), Police Station Commander (Chairperson), Botswana Defence Force (BDF), Botswana Prison Service (BPS), DWNP, Botswana Customs & Immigration, Botswana Unified Revenue Services (BURS). This Committee is active in the Gantsi East sub district but a similar committee has been newly formed for the Charleshill sub district.

A Technical Advisory Committee (TAC) made up of representatives of the above-mentioned stakeholders is instrumental in the community outreach campaigns. The TAC works closely with the Community Trusts to assist them in operationalising their respective projects. This is intended to “create space for civil society and communities to join the fight against wildlife crime”.

There is also a Justice Forum which meets from time to time to discuss issues of wildlife crimes as well as investigations, prosecutions and judgements arising thereof. Despite the existence of this forum, the wildlife crime cases continue to take too long before they could be heard and sometimes evidence and witnesses become compromised with passage of time. The above **Knowledge** narrative also holds true for the Kgalagadi District.

### 6.2.2 **Operations**

The PAC Operational Tasking is done on a monthly basis to go out on field trips to check and attend to problem animal control queries.

They are also always on standby for any emergency calls from the community but in most cases from game farms. The law enforcement activities that ought to be actioned are severely hampered by lack of readily available transport.

Although the relationship between DWNP and farmers is described as cordial, there are some reported incidents of lack of cooperation by certain game farmers in particular. This sorry state of affairs jeopardises the effectiveness of operations such as the regular checking of the game inventories. It is therefore highly likely that some criminal activities may go unnoticed inside the said farms.

The operational readiness in the district is at a low ebb due to several factors and key amongst these are: - staff shortages; transport shortage; no camping equipment or where available very old. E.g.: worn out (torn) tents; no first aid kits, no ration packs etc. Some of the staff have even resorted to buying their own camping equipment. These shortages are attributed to insufficient funding from the DWNP HQ who in turn submit that they never get close to what they budget for from the central government.

### 6.2.3 **Stores**

A stores/supplies holding inspection showed that there were some camping equipment donations received in September 2019 but they are not enough. A total of 55 tents were received for a staff complement of close to 110, but did not come with the support poles and so they are useless for now. The other items received are as follows: -

- Empty LPG 5kg gas cylinder – 55; shortfall 55
- Outdoor gas lamp – 55; shortfall 55
- Portable Gas cooker – 55; shortfall 55
- Bed Stretchers – 55; shortfall 55
- Military flash lights – 33; shortfall 77
- Water purifiers – 25; shortfall 85
- GPS – 13; shortfall 12
- Gas cartridges – 55; shortfall 55

#### 6.2.4 **Armoury**

The armoury inspection showed that there are no standard operations procedures in place to regulate the withdrawal and return of weapons. The officer in charge has not received any formal training as an armourer.

The strong room (with poor air circulation) where weapons are kept doubles up as a trophy storage and this compromises the cleanliness of the room.

The weapons are serialised and coded by district for ease of identification. It is reported that the chief armourer from DWNP HQ comes for inspections on a quarterly basis.

The weapons inventory is as follows: -

- Rifles:
  - .3006 (qty 7); no ammunition; all at HQ workshop
  - .375 (qty 2) 1 available; 1 at workshop; ammunition qty 12
  - .22 (qty 1) available; no ammunition
  - .243 (qty 1) ammunition qty 163
  - 458 not available (at workshop); ammunition qty 175
  - 300 (qty 3); ammunition qty 163 (1 loaned out to Xade and 2 to Xau in the CKGR)
- Shotguns:
  - 4 available; 1 on loan to Xau Wildlife Camp; 1 at HQ workshop

#### 6.2.5 **Operational Hardships**

The vehicle inventory shows a total fleet of 54 different types of vehicles with varying serviceability status. Only 30 are reflected as active but these are not all operational vehicles. The allocation by station/location reflects which areas are hard hit by the serviceability status of their operational vehicles.

The operational hardships are exacerbated by the recent migration of elephants into the district. This calls for extra resources which are hard to come by. A case in point is at the CKGR (Matswere area) where the elephants have broken the perimeter fence and this has resulted in the movement of lions out of the park to attack and kill livestock in the nearby communal farms.

Scheduled Joint Operations by a mix of the stakeholders are conducted on a quarterly basis at the liberty of the District Commissioner's Office. Sometimes these could include border patrols (NAMBOT) at a bilateral level with our neighbours, Namibia.

#### 6.2.6 **FINDINGS (Gantsi)**

- 6.2.6(a) It appears there are some organisational structure deficiencies within DWNP that must be addressed at the earliest opportunity. Some staff members have been at one salary scale for a long time with no prospects for promotion. The department is wholly dependent on the Department of Public Service Management (DPSM) for filling up vacancies and they never get what they would have asked for at any point in time. More often than not, the department finds themselves

in an unsavoury situation of trading off a given number of lower grade posts for perhaps only one high grade post. Unfortunately, this does not solve the organisation's structure but has caused a "bloated" middle management structure which compromises command and control.

- 6.2.6(b) There is a serious shortage of manpower for all the units. This is exacerbated by the fact that the staff is not always all available due to e.g.; offs, leaves, training, transfers (with no replacements) etc. At least 50 more people are required to have a reasonable staff compliment.
- 6.2.6(c) Some of the multi-tasking of staff compromises laid down civil service regulations e.g.: collection of revenue by untrained staff is not in line with the government's Financial Regulations.
- 6.2.6(d) The Licencing Office does not have the requisite safety features for handling cash e.g.: no security alarm installed, no strong room for cashboxes, no burglar bar partitions between staff and customers.
- 6.2.6(e) Regular patrols by law enforcement sections at the respective stations is almost none existent due to shortage of manpower, transport and camping equipment.
- 6.2.6(f) There is no reliable communication for patrols within and out of the remote operation areas e.g.: at CKGR and Matlhoaphuduhudu ranch (Ncojane).
- 6.2.6(g) The inspection of licencing records at the game ranches is irregular and could lead to manipulation by the farmers.
- 6.2.6(h) Some of the vehicles in the fleet are not suitable for the harsh sandy terrain.
- 6.2.6(i) There are some refurbished vehicles (SAMIL 20) which are not operational and are proving costly to maintain, may very well have gone past their point of diminishing returns.
- 6.2.6(j) The Kuke gate is a strategic check point but is not adequately catered for: the wooden hut accommodation for DWNP employees is worn out and termite infested, therefore unfit for human habitation; the checkpoint area is out in the open to the scorching heat and rainy weather conditions.
- 6.2.6(k) The two available generators (owned by Police and Veterinary Dept) at Kuke have been unserviceable for a long time, rendering the place a dark city.
- 6.2.6(l) The inspections at the check point are only with the aid of a naked eye and not really effective.
- 6.2.6(m) There is no coordination amongst the stakeholders with regards to reporting of incidents as a collective.

- 6.2.6(n) The water at the CKGR is salty and not palatable for human beings. The water also causes pipe blockages and sedimentation.
- 6.2.6(o) The inadequacies indicated above have led to a state of very low morale amongst employees.

### **6.2.7 RECOMMENDATIONS (Gantsi)**

- 6.2.7(a) A special dispensation must be sought at the strategic level (Ministry HQ) for the restructuring of DWNP as a stand-alone para-military entity. The department's structure is currently conflicted whereby the operations are para-military in nature but subjected to the civil service scheme of service. The Director, DWNP could motivate this subject for recommendation to the Permanent Secretary at Ministry HQ who in turn will make an informed proposal to the Minister for a Cabinet decision. This is the normal process within the civil service for seeking policy approvals. This needs to be given priority if the fight against IWT and poaching is to be won.
- 6.2.7(b) Shaded checkpoints to be constructed at both Kuke Gate and Lone Tree (*Budget Note Ref. 2.1 E*).
- 6.2.7(c) Solar Lights to be installed at Kuke Gate (*Budget Note Ref. 2.1 F*).
- 6.2.7(d) Purchase and install some desalination equipment at the CKGR.
- 6.2.7(e) Provide portable water purification equipment for all operational areas (*Budget Note Ref. 2.1 A*).
- 6.2.7(f) Ivory scanners/sensors and trained sniffer dogs required for search purposes at both Kuke and Lone Tree (*Budget Note Ref. 2.1 G*).
- 6.2.7(g) Satellite hand phones to be purchased for remote operations (Matswere; Xau; Xade; Kuke; Matlhoaphuduhudu) - (*Budget Note Ref. 2.1 A*).
- 6.2.7(h) Provide some porta cabin accommodation at Kuke (2 x 2 bed roomed self-contained cabins – i.e.: with kitchenette, toilet and shower) - (*Budget Note Ref. 2.1 H*).
- 6.2.7(i) Establish a Rapid Reaction Force comprising DWNP and Police Service units for field operations, to be capacitated with the requisite equipment (e.g.: hand held DNA sensors) - (*Budget Note Ref. 2.1 A*).
- 6.2.7(j) Engage the Justice Forum for consideration and facilitation of policy and legislation review on IWT and Poaching crimes; to establish "Green Courts" that could facilitate all environmental crimes including IWT.
- 6.2.7(k) Purchase extra vehicles suitable for operations in the Gantsi terrain; at least one dedicated vehicle to be allocated for use at Kuke (see Annexure 1.2) - (*Budget Note Ref. 2.1 B*).

- 6.2.7(l) Capacitate DWNP officers in wildlife crime scene investigations, forensics and prosecution to international standards and review legislation to recognise same.
- The Botswana Police College offers specialised courses through its International Law Enforcement Academy programmes.
- 6.2.7(m) A select team from the NAPCC to review the Draft National Anti-Poaching Strategy by mid-year 2020 and submit for approval in order to have a formal document that guides the stakeholder collaboration to combat IWT and Poaching.
- 6.2.7(n) Purchase enough patrol equipment as per DWNP specifications for not only APU but also other units for law enforcement duties (*Budget Note Ref. 2.1 A*).
- 6.2.7(p) ICT office equipment upgrade or replacement required (*Budget Note Ref. 2.1 C*).
- 6.2.7(q) Establish a JOC in Gaborone
- 6.2.7(r) Establish a Diffusion Centre in Gantsi township.

### **6.3 CAPACITY NEEDS ASSESSMENT – K GALAGADI DISTRICT**

The DWNP HQ administration is at Tsabong in Kgalagadi South and Kgalagadi North sub-administered from Hukuntsi, a distance of 540 km away from Tsabong (on tarred road). Although sharing similar knowledge base and challenges like the Gantsi District, Kgalagadi is exceptional in a number of areas viz; a long porous border with both Namibia and South Africa, the border fence of which has long been neglected and could do with some serious rehabilitation; Kgalagadi South has about 6 official border posts which invariably stretch out the human resource capital of the law enforcement agencies in the execution of their routine duties; The KTP and Mabuasehube National Parks' delapidated fences can only exacerbate the wildlife management chaos existing in the district.

The DWNP has a staff complement of 114 inclusive of 27 general administration staff, former industrial class and "building crew". This staff complement is telling and painting a gloomy picture of the manpower shortage that the district has to contend with.

#### **6.3.1 Knowledge**

The knowledge base of the DWNP mandate across all the functional sections is very high. In general, all the employees know the mandate, processes and practical requirements of their respective core functions; not only that but indeed all the other units' functions. It appears this is derived from the resultant multi-tasking due to manpower shortages in all of these sections.

The institutional memory is cascaded down from the staff who have been in service for a long time to the fairly new entrants. The Wildlife Conservation and National Parks Act (CAP 38:01) is the cornerstone from which most of the



policy direction is derived – e.g.: Anti-Poaching Operations Manual (2012); Licencing either for hunting or game farming; problem animal control; landholder's privileges etc.

The knowledge base is further reinforced through the various scheduled courses conducted at BWTI in Maun.

With the knowledge base the staff has they are able to multi task for the various work requirements ranging from licencing to law enforcement.

### **6.3.2 Operations**

The district operations are run from Two Rivers and Khaa Pans stations for KTP; Mabuasehube Park; Khawa and Tshane APU FOBs with APU Operations Base at Lone Tree. This notwithstanding the other core duties of PAC, CSO and Licencing are managed from Tsabong, Hukuntsi and Kang offices. It is thus of no surprise at all that for operational expediency, the staff is multi tasked across the spectrum of all the units. However, this set-up compromises efficiency but the management has no choice but to try and maximise on the little at their disposal.

The relentlessly unforgiving terrain adds to the logistical myriad of nightmares with regards to serviceable vehicle availability. The vehicle inventory reflects a sorry state of affairs with quite a number of vehicles down for repairs or unscheduled service. Lack of enough readily available vehicles has impacted negatively on the operational patrols that could otherwise have been undertaken. Thus, IWT and poaching continues unabated in the district; it is like the poachers have been inadvertently given an open cheque book to cash at their own free will and pleasure.

The undulating landscape interspersed with sand dunes has taken a toll on the predator proof fence which was erected between Two Rivers and Khawa village. Consequently, this has created free flow paths for wildlife to traverse the area and end up crossing the border into South Africa. It is common knowledge in the district that the winter moist air from the Molopo river escarpment is cause for the annual migration of elands in particular, crossing into RSA and never migrating back, having found themselves channelled into open farm gates across the border.

The predators also find easy prey of livestock in the communal areas and the PAC unit find themselves hamstrung by lack of readily available transport to attend to reported cases expeditiously. It appears this has led to a relatively new phenomenon of trade in lion bones across the border. This is purportedly evidenced by lack of or very little incident reports of lion attacks in the farms. It is a fair assumption that the lions are killed for their bones which have a lucrative market overseas and sold to middle men in RSA.

The factors affecting operational readiness observed for Gantsi still run true for Kgalagadi i.e.: manpower shortage; transport shortage; no camping equipment or where available very old. E.g.: worn out (torn) tents; no first aid kits, no ration packs etc.

The district is in a state of operational paralysis and any effort at capacity building must have the Kgalagadi District as its first port of call.

### 6.3.3 Stores

Some camping equipment was received in September 2019 and all issued though not enough for all the staff. The equipment received as follows: -

- 5 kg gas cylinders = 50; shortfall = 64
- Gas lamps = 50; shortfall = 64
- Gas cookers = 50; shortfall = 64
- Stretchers = 50; shortfall = 64
- 2 men tents – 50; shortfall = 64
- Military flashlights = 33; shortfall = 81
- Water purifiers = 25; shortfall = 89
- GPS = 13; shortfall = 12
- Lampstands = 50; shortfall = 64
- Gas cartridges = 50; shortfall = 64

There is a serious condemnation of the new tents received in that they are not to the required specifications i.e.: the material is not to the usual canvass specifications and they don't have support poles; and no zip fly to close.

### 6.3.4 Armoury

The Armourer has some basic training in weapons handling and maintenance of weapons; the training was imparted a long time ago during his induction course at BWTI. The weapons are kept in 2 small arms safes. The weapons inventory was found as dilapidated follows: -

- Rifle 3006 = qty 5 (2 sent for repairs); no ammunition
- Rifle .375 = qty 2 (1 sent for repairs); ammunition held = 90.
- Shotgun = qty 3 (1 sent for repairs); ammunition held = 115
- .22 = qty 3; ammunition held = 35

The security of the "armoury" room was found wanting with no burglar door and windows secured with light steel burglar bars. The cleaning materials were not sufficient and some cleaning kit is not compatible for old type weapons. There are no Standard operating Procedures (SOP) for the armourers in both the districts.

### 6.3.5 FINDINGS (Kgalagadi)

There are a lot of similarities with respect to findings for Gantsi and Kgalagadi.

Therefore, most of the findings under paragraph 6.2.6 and the corresponding recommendations under paragraph 6.2.7 are replicated hereunder:

- 6.3.5(a) It appears there are some organisational structure deficiencies within DWNP that must be addressed at the earliest opportunity. Some staff members have been at one salary scale for a long time with no prospects for promotion.

The department is wholly dependent on the Department of Public Service Management (DPSM) for filling up vacancies and they never get what they would have asked for at any point in time.

More often than not, the department finds themselves in an unsavoury situation of trading off a given number of lower grade posts for perhaps only one high grade post. Unfortunately, this does not solve the organisation's structure but has caused a "bloated" middle management structure which compromises command and control.

- 6.3.5(b) There is a serious shortage of manpower for all the units. This is exacerbated by the fact that the staff is not always all available due to e.g.; offs, leaves, training, transfers (with no replacements) etc. At least 66 more people are required to have a reasonable staff compliment.
- 6.3.5(c) Some of the multi-tasking of staff compromises laid down civil service regulations e.g.: collection of revenue by untrained staff is not in line with the government's Financial Regulations.
- 6..3.5(d) The Licencing Office does not have the requisite security/safety features for handling cash e.g.: no security alarm installed, no strong room for cashboxes, no burglar bar partitions between staff and customers.
- 6.3.5(e) Regular patrols by law enforcement sections at the respective stations is almost none existent due to shortage of manpower, transport and camping equipment.
- 6..3.5(f) There is no reliable communication for patrols within and out of the remote operation areas e.g.: at KTP and Mabuasehube.
- 6..3.5(g) The inspection of licencing records at the game ranches is irregular and could lead to manipulation by the farmers.
- 6..3.5(h) Some of the vehicles in the fleet are not suitable for the harsh sandy terrain.
- 6.3.5(i) There are some refurbished vehicles (SAMIL 20) which are not operational and are proving costly to maintain, may very well have gone past their point of diminishing returns.
- 6.3.5(j) There are a lot (6) of border posts in Kgalagadi South which call for a lot of manpower for routine checks. DWNP is failing in this regard due to manpower shortages.
- 6.3.5(k) The Solar power installed at Mabuasehube has been unserviceable for a long time, but apparently only needs battery replacement.
- 6.3.5(l) The inspections at the Lone Tree check point are only with the aid of a naked eye and not really effective; the checkpoint area is out in the open to the scorching heat and rainy weather conditions.

- 6.3.5(m) There is no coordination amongst the stakeholders with regards to reporting of incidents as a collective.
- 6.3.5(n) The water at Mabuasehube and Khaa Pans is salty and not palatable for human consumption. The water also causes pipe blockages and sedimentation.
- 6.3.5(o) The inadequacies indicated above have led to a state of very low morale amongst employees.

### **6.3.6 RECOMMENDATIONS (Kgalagadi)**

- 6.3.6(a) A special dispensation must be sought at the strategic level (Ministry HQ) for the restructuring of DWNP as a stand-alone para-military entity. The department's structure is currently conflicted whereby the operations are para-military in nature but subjected to the civil service scheme of service. The Director, DWNP could motivate this subject for recommendation to the Permanent Secretary at Ministry HQ who in turn will make an informed proposal to the Minister for a Cabinet decision. This is the normal process within the civil service for seeking policy approvals. This needs to be given priority if the fight against IWT and poaching is to be won.
- 6.3.6(b) Shaded checkpoints to be constructed at strategic locations between Werda and Bokspits (*Budget Note Ref. 2.1 E*).
- 6.3.6(c) Solar Power to be installed at Khaa Pans (*Budget Note Ref. 2.1 F*).
- 6.3.6(d) Purchase and install some desalination equipment at the Mabuasehube and Khaa Pans.
- 6.3.6(e) Provide portable water purification equipment for all operational areas.
- 6.3.6(f) Ivory scanners/sensors and trained sniffer dogs required for search purposes at all border posts and checkpoints along Werda – Bokspits road (*Budget Note Ref. 2.1 G*).
- 6.3.6(g) Satellite hand phones to be purchased for remote operations.
- 6.3.6(h) Establish two new FOBs at or near Kokotsha and Middlepits.
- 6.3.6(i) Establish a joint information sharing/intelligence cell (Diffusion Centre) in Kang and Tsabong to produce uniform reports to the stakeholders.
- 6.3.6(j) Establish a Rapid Reaction Force comprising DWNP and Police Service units for field operations, to be capacitated with the requisite equipment (e.g.: hand held DNA sensors).
- 6.3.6(k) DWNP should continue to engage the Justice Forum through their regular meetings for consideration and facilitation of policy and legislation review on IWT and Poaching crimes; also, appropriate courts to try such crimes. This could further be escalated to inter-agency discussions at Ministerial level.

- 6.3.6(l) Purchase extra vehicles suitable for operations in the Kgalagadi terrain (see Annexure 1.3) - (*Budget Note Ref. 2.1 B*).
- 6.3.6(m) Provide dry toilets (Biodegrading) and dry toilet shelters for all camp sites at both Mabuasehube and KTP (*Budget Note Ref. 2.1 H*).
- 6.3.6(n) Purchase enough patrol equipment as per DWNP specifications for not only APU but also other units for law enforcement duties (*Budget Note Ref. 2.1 A*).
- 6.3.6 (p) ICT office equipment upgrade or replacement required (*Budget Note Ref. 2.1 C*).
- 6.3.6(q) Establish a JOC in Gaborone.

## 6.4 THE AIR WING

The DWNP HQ boasts of an air asset which was established with very good intentions for aerial support (troops & equipment drop; aerial patrols; animal counts & movement tracking etc) to the operational ground units. Aviation is by its nature, a very costly industry. For all intents and purpose, it does not appear that the DWNP Air Wing is achieving its mandate.

Several factors which appear to be counter to the good intentions are as follows: -

- The fleet comprises different types of aircraft (1 Bell Ranger Helicopters; 3 Agusta helicopters; 1 Cessna 206; 1 Kodiak; 6 Jabiru 430; and 1 King Air 350) and therefore require different maintenance schedules and spare parts.
- The fuel and lubricant prices are always increasing.
- There are only 2 engineers for the entire fleet. This means that most of the service is outsourced in RSA.
- The crew for the above-mentioned fleet comprises 3 pilots for the rotor and 6 for the fixed wing aircraft.
- A cursory glance at these figures suggests that the aircraft crew ratio is acutely non-proportional. Thus, it does not make any operational sense in either or both of two ways: -
  - That the pilots are not employed to the fullest of their desired output
  - The aircrafts are under-utilised but the aviation imperative is that an aircraft that is not flying is money down the drain!
- Most of the fleet is currently out of service for over a year due to a range of reasons such as outstanding service fees and insurance payments.
- The maintenance budget for Financial Year 2019/20 is at BWP 10 million compared to the Gantsi vote of BWP 1.45 million and Kgalagadi at BWP 950 thousand only.

Consequently, there are no aerial support operations yet the air wing consumes a big chunk of the DWNP recurrent budget.

#### **6.4.1 Recommendations (Air Wing)**

- 6.4.1(a) A complete overhaul of the unit is required by way of selling most of the aircraft and a thorough needs assessment of type of aircraft suitable for anti-poaching and other aerial support requirements to be carried out. In the past the Bell Ranger Helicopter and the Cessna 206 have performed reasonably well and could be retained.
- 6.4.1(b) Retrench the pilots in the interim period.
- 6.4.1(c) Through the collaboration mechanisms in place, the supporting agencies (BDF and BPS) could provide aerial support as and when required e.g.: DWNP could only pay for fuel for the operations as it is the norm where other government agencies are assisted by the BDF.

#### **6.5 CSO & COMMUNITY TRUSTS**

The relationship between the CSO and Community Trusts is briefly discussed herein as a cross cutting issue, given that CBNRM is detailed under component 2 of the project.

The CSO is the mouthpiece of DWNP for reaching out to the communities under which they operate. The outreach programmes involve kgotla forums, schools for advice on environmental education; community environmental clubs, educational tours to National Parks etc. This is in an effort to raise public awareness about the value of wildlife and natural resources to these communities and the nation at large.

The CSO works closely with the District Commissioner's office through the Technical Advisory Committees to assist the Community Trusts. The Community Trusts are seen as the vehicles of change for empowerment. A number of meetings with various Community Trusts Board members were carried out in order to appreciate the level of assistance they get from CSOs.

In this regard, the following Trusts were visited: - AU. SHEXLAULU (Bere-Ranyane); XWISKURUSA (Kacgae, East & West Hanahai); QHAA-QHING (Zutshwa); and KOINAPHU (Kokotsha, Inalegolo and Phuduhudu).

A common denominator for the choice of these Trusts amongst the many is their existence in the poaching hotspot areas. The Trusts that were found seemingly wanting were Aushexlaulu and Xwiskurusa in the Gantsi district. A range of problems were noted comprising old constitutions that needed some reviews; board members who have been sitting for more than the stipulated tenure of office; no active projects in place; and cases of missing funds from previous office bearers.

The common challenges amongst them include lack of transport, insufficient managerial skills and lack of self-discipline to stay committed to the execution of their mandate. It appears they had been heavily reliant on hunting quotas and have since had little to do after the hunting ban was effected.

Koinaphu is somewhat better with new projects in sight e.g.: Tannery. However, they also decried the misappropriation of funds by the previous office bearers and the purported lack of support from the Kang CSO office.

Qhaa-Qhing in Zutshwa is arguably an exception with its running projects like the salt factory, guest house and camp sites. Perhaps this Trust could be used for benchmarking by the others, hopefully it could motivate them to introspect and strive for a better running of their trusts into the future.

#### **6.5.1 Recommendations (CSO & Community Trusts)**

An ongoing parallel operation to capacitate the Trusts through Component 2 of the project should be able to address the following recommendations.

- 6.5.1(a) The TACs to liaise with each other and find a common Law Firm/Conveyancer to assist with the renewal of constitutions and title deeds where appropriate. This would be purely a facilitation exercise on the part of the TACs and each Community Trust would bear their own costs.
- 6.5.1(b) The board members to be trained on managerial skills and entrepreneurship. This should be funded through Component 2 budget, if not already addressed.
- 6.5.1(c) The Trusts should have separate management teams to run their projects in order to cultivate a sense of accountability and checks and balances.
- 6.5.1(d) Promotional materials depicting wildlife value themes that the public could relate to within their areas should be supplied to help raise more public awareness.
- 6.5.1(e) Identify possible sponsors for conditional capital injection to resuscitate some of the Trusts.

#### **6.6 ASSESSMENT OF EXISTING PLATFORMS FOR SHARING INTELLIGENCE ACROSS RELEVANT STAKEHOLDERS TO PREVENT WILDLIFE CRIME**

This is an area which was not easy to lay hands on, whether by design or not but it was clear that there is no visible space for intelligence sharing. Each of the stakeholder entities at district level appear to be comfortable in their own cocoons and report independently of each other to their institutional representatives in the National Anti-Poaching Coordination Committee. It is only at the NACC that the information and intelligence get shared by the members.

It was also reported that even the DWNP internal intelligence cells do not readily share their intelligence with the operatives. Ordinarily, it would be expected that there should be some intelligence officers deployed alongside the APU at the FOBs for operational effectiveness but inexplicably, this does not always materialise. The debilitating secrecy syndrome seems to be much cherished by the intelligence units in the districts.

### **6.6.1 RECOMMENDATIONS (Existing Platforms for sharing Intelligence)**

- 6.6.1.(a) Establish a joint intelligence sharing platform at Gantsi township, Kang and Tsabong. This requires some subject matter experts from the NAPCC to define the modalities and consequent implementation of same.
- 6.6.1(b) The NAPCC to establish a common training/refresher platform for all stakeholder intelligence officers and the investigation units in order to build a sense of belongingness and transparency amongst themselves.

### **6.7 RECOMMENDATIONS - Process & Inputs:**

All the consultancy recommendations have to be discussed, agreed and prioritised by the Client (DWNP) and the Sponsor (UNDP) for funding and implementation. They are derived from a sincere assessment of what obtains on the ground at the respective project areas as well as at DWNP HQ. It is particularly important that the following officers are taken on board with regards to the discussions and priorities for the implementation of the recommendations: -

- Director, DWNP
- DWNP Human Resources Officer
- DWNP Finance Officer
- DWNP Logistics Officer
- BWTI Principal
- Gantsi/Kgalagadi Regional Wildlife Officer
- Gantsi District Wildlife Officer
- Kgalagadi District Wildlife Officer
- Principal Wildlife Officer 1 - APU
- Chairperson – NAPCC
- UNDP Gantsi/Kgalagadi Drylands Project Manager

Some of the recommendations are not in themselves conclusive for implementation but would need further development at DWNP HQ by subject matter experts to assess the merits and/or demerits thereof (e.g.: Restructuring of DWNP; Establishment of JOC; FOBs; Joint Intelligence Platforms). This is because some of them would involve a wide range of considerations such as inter-agency consultations, assessment of infrastructure development, technical equipment and in some cases environmental impact assessment. A Project Implementation Team/Unit may be set up from the above-mentioned officers or their representatives to facilitate further assessment and approval of the said recommendations.

## **7. CONCLUSION**

The consultancy was carried out to assess the capacity needs of DWNP and other law enforcement agencies in order to weigh out the existing capacity against the desired capacities to combat IWT and poaching in general. In the process it became evident and confirmed that the other law enforcement agencies (BDF and BPS) who play the major supporting roles are fairly resourced than DWNP. This however does not take away the recognition that DWNP is the lead agency by virtue of its mandate.



It is therefore imperative that any effort towards capacitating the agencies must have DWNP as the first port of call. The recommendations of this consultancy are thus informed by this realisation.

DWNP has been found wanting in many respects, ranging from basic office equipment to transport and manpower shortages. Superficially, these may be addressed by new acquisitions and more personnel recruitment. Unfortunately, there is a serious underlying problem that came to light in the course of the consultancy – the DWNP organisational structure.

DWNP is structurally paralysed with very few openings for personal progression, thus creating a lot of bloated areas within the respective scales especially the C scale. This has led to low morale amongst the employees who still take it in their stride to deliver on the mandate. Therefore, a concerted effort must be made for the restructuring of DWNP. It would be expected that such an undertaking could open up for an increased strength/establishment. It would be a futile exercise if the material resources needs are met at the exclusion of the human resource capital.

A review of the Draft National Anti-Poaching Strategy is required at the earliest opportunity in order to provide formal guidelines for the stakeholder collaboration which is currently not well articulated. The review may go a long way in determining the operational posture of DWNP which to all intents and purpose is para military and should be recognised accordingly.

A budget of around BWP 90 MILLION is found necessary to address most of the existing gaps. A Project Implementation Unit comprising subject matter experts would be desirable to further assess and prioritise the recommendations for the earliest implementation for areas such as JOC; FOBs and shared Intelligence Platforms.

