



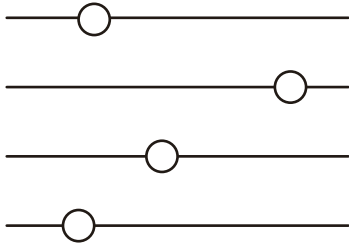
Report of a Community
Trust Workshop

2nd – 6th March, 2020

Maun Lodge
Maun, Botswana



**Becoming
shareholders
(not
stakeholders)
in a dynamic
and
sustainable
wildlife
economy**



“Becoming shareholders (not stakeholders) in a dynamic and sustainable wildlife economy”

The headline quote is taken from the statement tabled by communities at the African Wildlife Economy Summit held in Victoria Falls in July, 2019 and attended by four presidents from SADC countries.

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1. INTRODUCTION

1.1 These proceedings provide a summary of the views and opinions of Community Based Organizations (CBO) in relation to Community Based Natural Resources Management (CBNRM) in Botswana. This workshop was organised to coincide with the Ministry of Environment, Natural Resources Conservation and Tourism (MENT) issuing hunting quotas for 2020 and prior to the release of the proposed CBNRM Bill.

1.2 Through these proceedings, CBO's workshopped their positions, and hopes, for an improved and inclusive CBNRM program for Botswana: the proceedings augment some of the introspections, reinforcement intentions and commitments made by different CBOs representatives during the CBNRM workshop.

1.3 The workshop was officially opened with a pre-recorded video by Honourable Minister of Environment, Natural Resource Conservation and Tourism (MENT); she referenced another video / documentary produced by The Conservation Coalition Botswana (TCCB) entitled "Voices from the Frontline: Communities & Livelihoods in Botswana" during which H.E Dr. Mokgweetsi Eric Keabetswe Masisi, The President of The Republic of Botswana spoke of the urgency to ensure environmental sustainability and ensure the inclusion rural communities as custodians and beneficiaries of land and wildlife resources.

The Hon. Minister apologised for not being able to attend the workshop personally due to other work commitments. She welcomed everyone to the workshop and encouraged them to have a productive learning session. She appreciated that this workshop comes at a critical time when the 2014 hunting moratorium had been lifted in November, 2018, further understanding the importance for CBO's to be able to make business decisions and increase sustainable incomes. The Hon. Minister also encouraged Trusts to learn to diversify their investments considering that some Trusts collapsed when hunting was stopped: she re-iterated the need for her Ministry to support empowerment and capacity building of CBOs and facilitate Trusts to follow good governance.

Poor governance and financial mismanagement should be a thing of the past she said, asking workshop participants to learn from each other and address matters of governance, marketing, monitoring and evaluation as well as legal matters. She appreciated that there is human-wildlife conflict, and made it clear that the Ministry regards the lives of both animals and people as important and wishes to create a safe environment for both.



2.1 The Community Based Organization (CBO) Consultative workshop was held at Maun Lodge (Botswana) on the 2nd to 6th March 2020. The Meeting was organized and hosted by Ngamiland Council of Non-Governmental Organizations (NCONGO).

The following practitioners presented at the workshop:

- Prof. Brian Child, Florida University and University of Stellenbosch (workshop facilitator)
- Mr. Innocent Magole , CBNRM Consultant (workshop facilitator)

- Dr, Lapologang Magole, Senior Lecturer, University of Botswana
- Prof Joseph E Mbaiwa, Director - Okavango Research Institute, University of Botswana
- Ms. Tachinya Johnson, TAC Co-ordinator, Department of Wildlife & National Parks, Maun
- Mrs. Lydia Magamo, Manager, Botswana Unified Revenues Services (BURS)
- Ms. Robyn Tompkins, Senior Water, Sanitation & Hygiene (WASH) Advisor, USAID Resilient Waters Programme
- Mrs. Josephine Makoba, Finance Department, University of Botswana
- Mr Gakemotho Satau, representing rural communities at CITES CoP17 in Geneva, 2019
- Mr Utlwanang Mononga, Tawana Land Board



2.2 A total of 75 representatives from Community Trusts from Kgalagadi, Ngamiland and Chobe Districts were in attendance, along with Government Technical Advisory Committee (TAC) members, Traditional Leaders (village chiefs from- Sankoyo, Phuduhudu, Mababe and Xai Xai villages).

16 community trusts were represented with a minimum of 3 per CBO attending the workshop. This included the chairperson, secretary, trust managers and other representatives.

3. RATIONALE & OBJECTIVE OF THE WORKSHOP

3.1

Main Objectives

The objective of this workshop was for CBNRM communities in Botswana to share district and local experiences working towards a more sustainable, equitable, profitable and better-governed wildlife economy.

3.2.1

Governing for success

This section intended to answer a number of questions:

- How do communities ensure that women and marginalised groups participate in CBNRM in an informed way and share benefits and responsibilities equitably?
- How do communities avoid elite capture?
- How are communities empowered locally and globally?

The focus was on within-community governance to provide advice for designing trusts as “village companies.” The discussion also covered how communities become organised, with necessary tools and knowledge to lobby for a progressive legal framework to restore decision making to communities, become representative and accountable units, and to ensure equitable benefit sharing of natural resources.

3.2.3

Building an inclusive wildlife economy

This section discussed the emergence of the wildlife economy in southern Africa, and tools that enable communities to become equal shareholders in this economy”, with special focus on the planning and marketing of hunting and ecotourism opportunities, joint venture partnerships and impact investing.

3.2

Specific objectives

- Participants received technical information / tools on rights, wildlife economy, governance, and sustainable wildlife management.
- Participants discussed how to apply these principles in their own context in Botswana.

3.2.2

CBNRM as a rights based economic

This section discussed the concept of property rights, the history of property rights as the foundation of economic development and inclusive governance, trust board functions and responsibilities, and the role CBNRM can play in reversing the inequities of history in rural communities in Africa.

3.2.4

Sustainable wildlife management strategy

If communities receive benefits, they need to take up responsibility for protecting, monitoring and managing their resources. The discussion considered regional experiences in anti-poaching, quota setting and management, and environmental monitoring. Even though the discussion was guided by the above questions, it was however, not limited to them. Communities were free to suggest any other ideas which they may have had at the workshop. These proceedings will describe what was discussed and adopted by communities at the workshop as a means for going forward and informing CBNRM legislators.

4. DATA COLLECTION



Data and information resulting in the production of this report was obtained from communities and CBO representatives who attended the workshop on the 2nd to 6th March 2020 at Maun Lodge, Botswana.

The information used to produce these proceedings was collected through the use of the following tools and techniques:

- Pre-set guiding Questions - The workshop presentations were guided by the four technical aspects (pillars) mentioned under the objectives
- Workshops - A large part of the discussion (estimated at 60%) involved participants as one large group.
- Group Discussions - Another part of the discussion, estimated at 40% involved dividing workshop participants into small group discussions where further presentations were made by the group representatives.



5. Deliberations of the CBNRM Workshop as per the specific objectives

Deliberations from the workshop are presented here using the Braun and Clarke (2006) thematic analysis method of reporting qualitative data. The participants quoted in this report have been assigned pseudonyms for the purpose of anonymity and protection of identity.



5.1 Governing for success

The deliberations on this component of CBNRM led to the emergence of four themes with 8 sub-themes, some extracts from the participants' comments are also shared here to illustrate discussions:

Table 1: Governing for success, themes and sub-themes

THEME	SUB- THEME
Trust Leadership	Board vs Management
	Leadership strengthening
Kgosi (Chief)	The role of Kgosi (Chief)
Accountability	Reporting
	Financial Management
Government Processes	Support Turnaround time
	Multiple processes
	Communication and community involvement

5.1.1 Trust leadership

Discussions focussed on issues of board members vs. management, and the way in which the leadership can strengthen governance strategies.



5.1.1.1 Board vs Management vs Community

Under this sub-theme it was observed and expressed with concern by different trust members that there are sometimes conflicts of roles between the trust board members and trust management/employees. In other cases, community impressions of Trust ownership may conflict with Trust intentions.

Participant B: *“Our Trust car is often used to transport community members as transportation is a bit of a challenge in our village. At a particular meeting, the community complained that their car is over-used and should be parked, we parked the car. There was then a case of a sick member of the community and the family could not find transport to take the ill member to hospital, they came to request for the car, we reminded them that a decision was taken by the whole community to park the car.....although they were eventually assisted these are some of the conflicting powers of decision making.”*

It was acknowledged that such conflict of roles have led to poor performance of some trusts, and even loss of valuable managers/employees. It was agreed that trust leaders should abide by their stipulated roles as defined by the trusts' Constitution. Clarity of roles between board members, management and community need to be explored under each Constitution, perhaps with each Trust establishing Terms of Reference (ToR) for employee positions and Trust board member positions.



5.1.1.2 Leadership Strengthening

It was also noted that Trust leadership (both board trustees and managers) tend to find themselves in vulnerable circumstances because they lacked expert advice on a specific issue. It was shared that the leadership should strengthen themselves and their strategies by consulting relevant and qualified practitioners for specific matters. This was also emphasised during the workshop - a comment from the facilitator was as follows:

“If you need advice on legal issues do not just consult anybody, go to a lawyer.

If you need advice on CBNRM, go to the trained personnel.

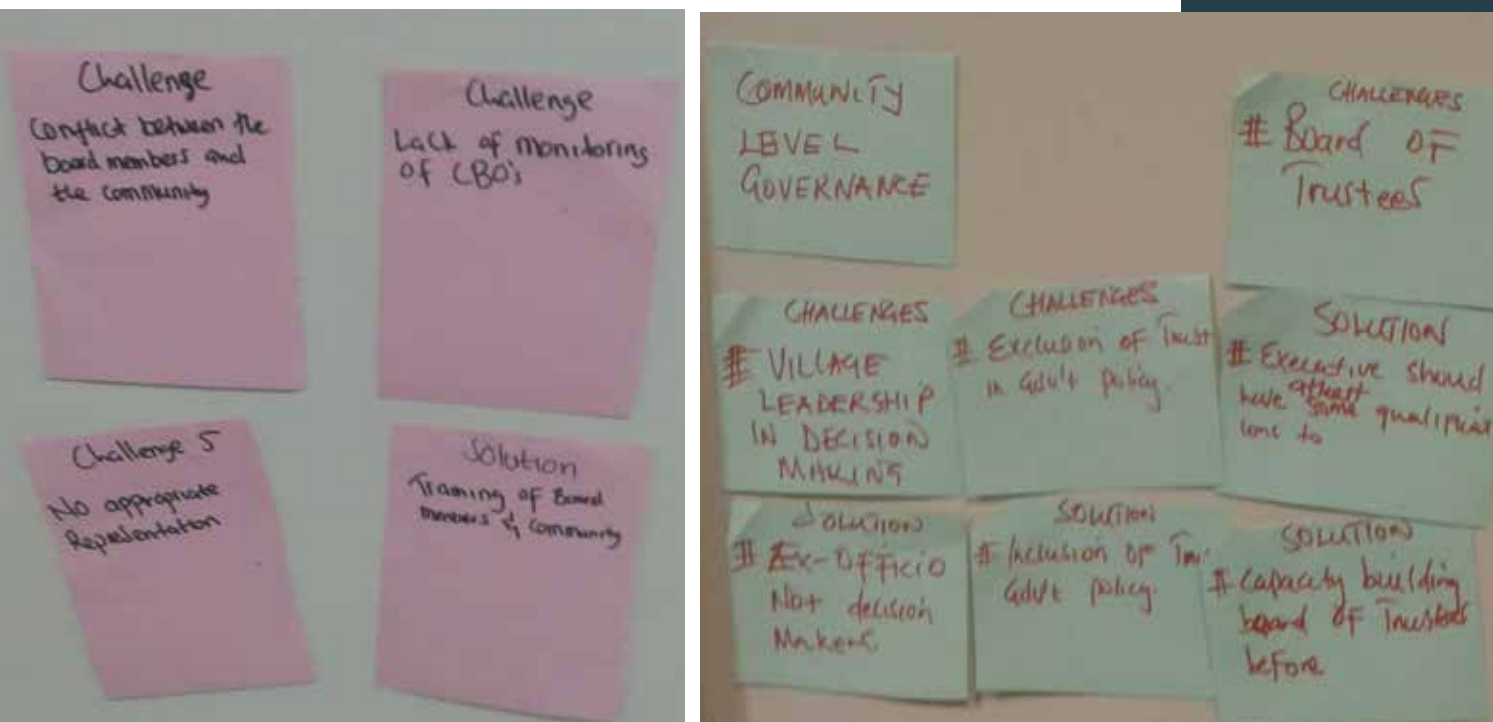
If you need financial advice, go to an accountant.

With a well informed perspective you can further consult the Technical Advisory Committee”

Within the point of leadership strengthening also lies the feature of compliance in terms of governance. It was agreed that for trusts to govern for success, they need to achieve certain requirements such as fulfillment of Constitutional Compliance, Re-registration of Trusts at the High Court, together with Visioning & Goal setting.

Other challenges experienced in governance were shared and solutions proposed: Figure 1 below show challenges and proposed solutions, including possible literacy/ qualification of nominated board members.

Figure 1: group presentations on governance challenges and solutions



From the above pictures it is evident that participants believe board members should have some level of literacy, appropriate representation of different community groups should be exercised and board members should be trained before occupying the office.

5.1.2 Kgosi

Kgosi refers to the village chief whose role is the overseer of the village administration resources and developments; he/she is also the reconciler of community members in conflict and the convener of the community for major community issues and events. The chief's contribution/role in CBOs/Trusts is an ex-officio member of the board - whose role is to provide advice and share key components of the community vision.

5.1.2.1 The role of Kgosi

During discussions, it was evident that the role of a village chief as an ex-officio board member to the Trust holds different meaning amongst different members of the community, including the Chiefs' themselves.

A number of sentiments were shared in the workshop in this regard:

Community trust participant A: *"The Chief as an ex-officio member is just an advisor but does not have a say in the final decision taken by the board."*

Community trust participant B: *"What will then be the point of the chief sitting on the board if board members can choose to ignore his/her advice?"*

Kgosi A response: *"I believe as a Chief I am responsible for the developments of the village and its tranquility, therefore, if/when I realize that the Trust is losing track in my village, I call them to order"*

Kgosi B: *"I believe as Chiefs, we cannot force the Trust board members to take our advice; rather, if we feel they are taking a wrong decision, the matter should be taken to a community discussion and let the community decide if the chief's advice is wrong or right."*





5.1.3 Accountability

This thematic area of the workshop discussed issues of reporting and financial management.



5.1.3.1 Reporting

The workshop participants reminded each other that they are accountable to the communities they serve, hence should report to the community as frequently as possible. It was evident that some CBO's adhere to the scheduled reporting timelines while a few are still lagging behind. It was however agreed that reporting to the community is one strategy that helps monitor progress and show integrity and accountability. The integrity of board members was emphasized and was mutually agreed. It was also agreed by all members/participants that going forward trust management should frequently consult and report to the community at least on a quarterly basis.



5.1.3.2 Financial Management

Financial management and accountability was regarded as a paramount point of discussion. It was strongly emphasised that EVERYONE who uses community as a description for a group, or the organisation's resources, should exercise accountability. This accountability can be in the form of proper accounting procedures (ie: invoices and receipts) and producing financial reports. It was also explained that expenses should adhere to the agreed budget and budget lines. It was further clarified that the High Court has the right to hold individual(s) accountable for misappropriation of public funds, even when the community members refuse to hold them accountable.

It was explained by the Facilitator that *"Even if you as the community say, because this person is our own child and we do not want them to go to jail, the High Court has the right to hold that person accountable for mis-appropriation of public resources"*

Another point of discussion within this theme was on board members allowance; it was deliberated that a "sitting" allowance should be considered as a "performance" allowance." There were different opinions regarding this issue:

A question was asked *"Why not turn sitting allowance into performance allowance: why do you pay people for sitting instead of paying them upon reporting what they have done?"*

Followed by *"How do you measure performance of additional board members as they do not have clearly defined roles as the executive members?"*

Explanation: *"Every board should consist of sub-committees and additional members make up these committees, hence their performance can be based on their assigned committee roles"*

Another community Trust representative cautioned *"We should not say that additional members just sit in the boards, we should remember that they contribute to decision making"*

The last aspect of financial management was tax: CBO's learnt that, although they are paying tax, they need to explain and prove that the profit made goes back to public benefit, and then the CBO's can be exempted from paying tax. It is however expected that every employee earning above P3,000.00 should pay PAYE (Pay As You Earn) tax.



5.1.4 Government Processes

There were complaints raised on a number of processes that interfere with CBOs governance efforts.



5.1.4.1 Support Turnaround time

Participants raised a concern regarding the responses they receive specifically from government offices. They expressed that it takes a long time for their requests to be processed and some aspects are delayed even if they are matters of survival. To mention a few is the allocation of land head leases, allocation of quotas, responses to other applications etc. It was expressed the hunting quotas this year were allocated very late which makes communities vulnerable to selling their products at a cheaper price. In another observation, it was realized that the CBNRM coordinating office is stationed in Gaborone and is rarely in attendance of CRNRM forums, this workshop being one of such forum that are vital in the coordination of CBNRM.

One of the community trust representatives expressed displeasure: *“I think the coordinator does not take us serious</y> I don’t know if it is a matter of race or what. All these people (Ministers and Private Secretaries, etc) never have excuses for non- attendance and they never miss HATAB conferences, why, is it an issue of race?”*

Initially the participants demanded the presence of the national CBNRM coordinator in vain. It was then suggested that the coordinator should revise the system of support offered to the communities.

5.1.4.2 Multiple Processes

Another issue of concern was multiple processes in the government systems which are also not well communicated.

One of the community Trust representative commented *“if one intends to apply for a particular tourism enterprise license, there are diverse expectations from the Department of Environmental Affairs (DEA), LandBoard, Water Utilities, etc; however these expectations are not communicated from the onset, one will only learn about a particular requirement at a certain point of submission and then you are told something is missing.”*

Another Community Trust representative said *“We long applied for a head lease (approximately a year now), we later learnt that it has been moved from the Department of Lands to DEA. Now it seems there is confusion with regards to where our application is”.*

It was emphasised by the community trusts representatives that these multiple and complex processes of servicing them tend to hinder the progress of CBO activities.

5.1.4.3 Communication and Community Involvement

A burning issue amongst CBOs was community involvement and communication with regards to decisions taken by government. The concern amongst participants is that Government has been and continues to take decisions about issues that affect communities and the CBNRM program but does not involve communities in this decision making process.

An example was given by one of the community trusts representatives saying: *“Currently, we hear that there is a CBNRM Bill to be passed, but we have never contributed towards that bill, we are not even aware of the contents of that bill, we wonder who was consulted in the compilation of the bill, yet at the end of the day we are the implementers of CBNRM. We demand that the Bill should be reviewed for community scrutiny before it is passed”*

It was also expressed that other decisions communities want to be involved in planning of land uses, quota setting, selection of their own JVP partners and the use of wildlife income. The communities’ perception is that these decisions are made independently by government, but later dictated to them.

5.2 CBNRM as a rights based economic strategy

This section discussed the concept of property rights, the history of property rights as the foundation of economic development and inclusive governance, trust board functions and responsibilities, and the role CBNRM can play in reversing the inequities of history in rural communities in Africa. The deliberations on this component of CBNRM led to the emergence of two themes with sub-themes; some of the participants’ comments are also shared here.

Table 2: CBNRM as a rights based economic strategy; themes and sub-themes

THEMES	SUB-THEMES
Property Rights	Land rights
	Rights to wildlife
Community benefits sharing	

5.2.1 Property rights

The participants advocated for their property rights to be observed and fulfilled as communities of Botswana who live daily with the spectacular wildlife of Botswana. Such rights include land rights and rights to wildlife.

5.2.1.1 Land rights

It was argued that the land and land use control used to be the responsibility of the Dikgosi where most of the land was tribal land belonging to the tribes of Botswana. Today it seems most of the land belongs to the state and land use control is the responsibility of the Landboards. With this development, it has been observed that communities are struggling to acquire land for beneficial use, be it residential or commercial. This has further exacerbated rural poverty regardless of the government's efforts to eradicate poverty. It has also been observed that trusts are issued 15 years head leases; a very short term considering the lengthy and complex government processes and requirements for establishment of developments. Moreover, the delayed Land Board processes deny Botswana timely opportunities.

A community trust representative emphasised *“Even if you were to be given poverty eradication project, you cannot establish such a project without land”*

Another community trust representative said *“Some of these land denials to the community has been exercised by certain leaders for their self-centred benefits, and this elite capture has not only pushed communities into poverty but also exacerbated the human-wildlife conflict as now animals are roaming in areas which they traditionally never did and in which human livelihoods were carried out.”*

One community trust representative suggested: *“Maybe it is time the government returns land responsibilities to the communities through the Tribal Administration”*

Noting these observations, the participants concurred that Botswana's objectives of sustainable economic development can be achieved if the government devolves the full and just rights to use and benefit from the land they live in to the community. CBO's agree that they should be issued long-term (30-99 years) head leases, with authority to do economic planning.

5.2.1.2 Rights to wildlife

The communities in attendance argued that since they are in direct contact with wildlife, they suffer the consequences of human-animal conflict (such as losing loved ones every year to animal killings): some CBO's have acquired the expertise to co-exist with the wildlife and therefore the rights to use, benefit from and protect the wildlife they live with should be fully devolved.

Another community trust representative voiced: *“People are just speaking from the comfort and safety of their homes saying animals should not be hunted, and we should co-exist with animals, yet none of them is saying bring some to my home so I can co-exist with them. But at the end of the day the revenue from wildlife benefits other regions more than us. We want to benefit from our struggles”*

5.2.2 Community Benefits Sharing

Another point of concern raised by the community trust representatives pointed to the existing government system in which there is no clear structure or process of how community households benefit from the wildlife revenue.

One Community Trusts representative said: *“When we talk about ownership and benefitting from wildlife, my curiosity is in the sharing of revenue to benefit individual families. How do animals put food on the table of individual families in our community who cannot even plough because the same animals harvest before the crops yield. At the moment there is no such protocol, the only thing we are told is that revenue goes to our hospitals, schools etc. But we remain hungry.”*

Another participant emphasised: *“Yes it is important for communities to get individual benefits from wildlife.”*

Another community trust representative cautioned; *“It will be difficult to allocate benefits according to individuals but it would work if benefits were allocated per household”*

Considering allocation of revenue from wildlife, it further presented that CBO's are the entities who should facilitate the allocation of revenue per household, also ensuring that tax is deducted from the relevant amounts. Research from the local Okavango Research Institute (ORI) shows that various developments have emerged in communities where there are community trusts and the aspirations of the trusts included developing the village. Sankuyo village has power in government offices installed by the trust. The interest now is to further the aspirations into benefiting households.

The issue of centralizing wildlife revenue generated from the sale / auction of hunting quota into the Conservation Trust Fund (CTF) was raised, with concern.

It was agreed that:

- Access to CTF by communities is cumbersome, and fails to directly benefit communities;
- The process fails to return income to the people living with and bearing the costs of wildlife ;
- The link between wildlife costs and benefits is broken;
- The process disempowers communities in terms of income, discretionary choice in use of income, and re-building social and managerial capital;
- The process does not meet household needs;
- Development of management plans is expensive and restrictive in that only registered EIA practitioners are permitted / licenced to submit plans to the CTF

5.3 Building an inclusive wildlife economy

This section discussed the emergence of the wildlife economy in southern Africa, and tools that enable communities to become equal shareholders in this economy. The section focused on the planning and marketing of hunting and ecotourism opportunities, including joint venture partnerships and impact investing. The deliberations on this component of CBNRM led to the emergence of two themes.

Table 3: Building an inclusive wildlife economy - themes and sub-themes

THEMES
Planning and marketing of hunting
Joint venture partnerships

5.3.1 Planning and marketing of hunting

The participants expressed concern that they are not involved with or consulted by DWNP with regards to setting/allocation of hunting quotas and deciding how to use the quotas. In this case CBO's concur that they deserve the right to set quotas in their area, deciding on how to use them, as well as the right to design and negotiate commercial partnerships for hunting.

5.3.2 Joint venture partnerships

CBO's argued they are denied the right to choose and negotiate with commercial/economic partners. An aspect that they believe sometimes limits the potential economic benefit they could gain.

A workshop participant related: "The was a time when we wanted to rent out two lodge areas, and an employee from a certain government department wanted us to propose a lesser fee from what we were requesting - we dispersed from that meeting without an agreement only for the amount we were proposing to be approved later. To our surprise, all the potential buyers' offers were even beyond what we proposed".

Discussions ensued during which participants agreed that there should be much more transparency between the seller (of the quota - the trust) and the buyer <the safari operator> recognising the importance of information sharing and negotiation skills .It is along this basis that CBO's advocate for a platform where they will have an opportunity to negotiate with their potential partners as equal partners, removing the reliance on Government doing it on their behalf.

5.4 Sustainable wildlife management

If communities receive benefits, they need to take up responsibility for protecting, monitoring and managing their resources. The discussion focused on regional experiences in anti-poaching, quota setting and management. The deliberations on this component of CBNRM led to the emergence of two themes. It was acknowledged that in Botswana hunting has a deep history, and human-animal co-existence is not a new phenomenon.

It was shared during the workshop that: “From way back, hunting was managed by our communities with the guidance of Dikgosi. There were institutions for wildlife management. The hunting season was declared open and closed by the chief and only the chosen people would go for hunting with specific rules and instructions from the chief. The remaining community residents also maintained certain kind of conduct as per the traditions of that tribe”

General consensus from participants confirmed that CBO’s should be more involved in monitoring activities of wildlife and anti-poaching efforts, There was wide acknowledgement amongst the group that the knowledge and capacity within CBO’s is available (citizen science) that is currently under-utilised.

Table 3: Building an inclusive wildlife economy

THEMES
Anti-poaching
Quota setting & monitoring

5.4.1 Anti-poaching

There is ample evidence available (current and historically) that communities managed illegal resource use within traditional structures.. As CBO’s became legally instituted entities, they were required to employ Community Escort Guides to accompany hunting safaris and carry out monitoring exercises/patrols.

The facilitator recalls: “There used to be informants to the chief; these informants policed the village and its surrounding to ensure that there were no intruders.” (Case from Zimbabwe)

In all these scenarios, it is apparent that once communities assume wildlife ownership, they should automatically initiate measures of protecting and managing their wildlife. It was further suggested that instead of Government excluding communities, Government should allocate communities ownership of their wildlife resources, appreciate indigenous knowledge on poaching and augment it with training and adoption of modern environmental monitoring techniques.

5.4.2 Quota setting and monitoring

The central argument around quota setting is that the communities feel excluded in the quota setting/allocation process - more often than not, local communities know and understand animal populations and movements in their area, the rate of reproduction for specific species and the carrying capacity of their land - more so than visitors from the city.

Community comment: “Quotas are set wherever; we do not know what informs the setting of quotas by someone in Gaborone. You will find that the probability of a person being given a monkey in an area where there are no monkeys is high. Or a quota of 2 elephants in an area that has thousands of them, then a quota of 20 in an area that has 15 of them can be issued.”

The scenarios explained imply that sustainable wildlife management implementation excludes communities in quota setting. Also, allocated quotas do not always benefit the communities as they should.

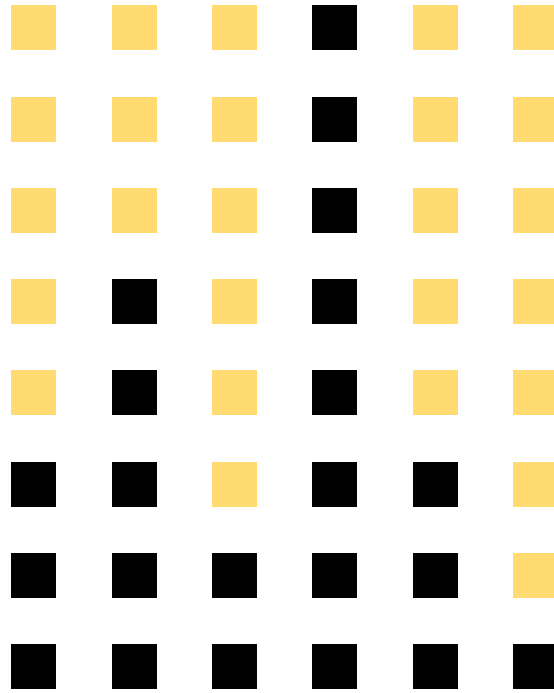
Monitoring and data collection: communities were encouraged to adopt evidence-based management based on data. Significant progress had been made on introducing MOMS, and additional systems have been developed for community-level governance and financial management. Following the New Deal for Communities approach, it was now necessary to strengthen the abilities of CBOs to implement a range of MOMS modules relating to wildlife, wildlife management, governance, and finances, to build their capacity to use these for management, and also to analyse their performance to report to DWNP and other interested parties. It was also noted that enhancement and non-detriment findings for importation of wildlife trophies into the USA (and perhaps even Europe) would increasingly depend on data relating to the sustainable management of wildlife and the use of money paid for wildlife, especially equitable benefit sharing in communities (as noted in the Convention for Biological diversity, 1992).

Presentation by Ms Robyn Tompkins (Senior Water, Sanitation & Hygiene (WASH) Advisor) USAID Resilient Waters Program

GAME: BUILDING BLOCKS

The purpose of the game, Building Blocks, was to demonstrate to workshop participants how “The Product” is conveyed by means of communication from “The Director” via “The Runner” to the community “The Observers” and “The Builder” the community trust. The idea of the game is to interrogate the players on clarity on what they’re selling and if all members are working towards the same goal. Questions asked are whether community standards are different / conflicting, encouraging agreement on set standards. Evaluation of the supply (product) chain needs reviewing, along with questioning of market values and levels of expectation of income / benefits resulting in a transparent valuation system. Workshop participants broke up in 4 groups, following game rules producing some interesting and innovative “buildings”. A highly interactive process, displaying competitive edges amongst each group.





6. CONCLUSION

In conclusion, the CBOs used this workshop to introspect and identify challenges within their trust structures, providing possible solutions to consider. Consequently, the attendees concluded with recommendations for key actions to be embarked on by different community stakeholders. At the end of the workshop, participants also produced a list of resolutions to facilitate the way forward in engaging with Government, and to inform legislators and the forthcoming legislation.

7. WORKSHOP RECOMMENDATIONS

Workshop attendees made recommendations for key actions by different community stakeholders.

Table 1: Challenges and Key Actions

Challenges	Desired Future State	Who does it, and how?
<p>1. How do we ensure that communities have strong rights to land, own land or have long-term leases to their land?</p> <ul style="list-style-type: none"> • 99 year leases may not work? • If trust collapses? • Ownership should be with the community in line with the Tribal Land Act - land board is holding the land in TRUST for the tribe • User rights is different • Revise the statute - land in hands of foreigners • Sound land use management plan - with zoning • Govt will not do anything • Rights are being truncated without talking to communities 	<p>All communities with wild-life have 30-99 year land lease agreements (title deeds) by 2021 that support viable, multiuse wild-life businesses</p>	<ul style="list-style-type: none"> • Complicated issue - need to engage with Land Board to resolve the issue of land/ user rights. • Constructive dialogue is important. <p>ACTION:</p> <ol style="list-style-type: none"> 1. Start on land use with Trust /VDC. 2. Communities must take charge. 3. Strong rights (ownership and tenure) must be vested to communities and then develop sub leases for specific rights.
<p>2. Quotas are not set optimally</p>	<p>Communities recommend/get quotas, (and take responsibility for tracking and analyzing off take and participatory quota setting processes)</p>	<p>ACTION:</p> <ol style="list-style-type: none"> 1. Advocate for community quota setting 2. Take statement to MPs/Minister / President
<p>3.What happens to the money from wildlife and hunting? (Conservation Trust Fund - funds from Special elephant quota)</p> <ul style="list-style-type: none"> • Why is it so difficult to get money? • Need for personnel within CTF available to help develop the proposal • Windfall ZW 1970 • Guidelines from CTF to develop a proposal - then send to the TAC - then TAC approve / panel need to submit to CTF BUT long delays due to no elephant management plan component • Need strong rep on CTF board to lobby for communities 	<p>Communities retain 100% of wildlife income (trophy fees) by August, 2020</p> <p>All communities must benefit. Some trusts suffer because they cannot access funds. NDF /EMP to be in Maun</p> <p>NG8 is a registered trust - need to explore</p>	<p>ACTION:</p> <ol style="list-style-type: none"> 1. Follow up with the Ministry for procedural processes - advise communities of system 2. Subjective - need for feedback to facilitate development 3. Need more communities on Board 4. Need to ensure money goes back to communities where animal is shot e.g. NG11/NG14 (new arrangements)

7. WORKSHOP RECOMMENDATIONS

<p>4. How should we organise communities, bringing chiefs, Trusts, and people into alignment?</p>	<p>By mid/late 2020, new constitutions in place that:</p> <ul style="list-style-type: none"> • ensure all people affected by decisions participate in them, • benefits at household level • define appropriate procedures, • monitor and ensure compliance with the principles • (including chief's role to ensure compliance with constitution) 	<p>ACTION:</p> <ol style="list-style-type: none"> 1. Continued capacity building and empowerment by NCONGO 2. Timely and organized reporting to the communities by Trusts.
<p>5. How do we organise ourselves to lobby for rights, and improve the performance of CBNRM in Botswana?</p>	<ul style="list-style-type: none"> • Agree what type of organization will be the lead agency for CBNRM in short-term and long-term. • Establish organization. • Raise funds • Establish capacity for lobbying, compliance/performance monitoring, etc. 	<p>ACTION SHORT TERM: -</p> <ol style="list-style-type: none"> 1. Strengthen NCONGO with more additional members and paying a CBO subscription of P2,500 per annum - to be agreed based on consensus at AGM 2. Revive the Natl & District CBNRM Forum part of NCONGO? <p>ACTION LONG TERM:</p> <ol style="list-style-type: none"> 1. Explore other options and / or establish another entity
<p>6. How do we influence the policy process?</p>	<p>A "New Deal" statement on CBNRM policy/legislation this week</p>	<p>ACTION: organise communities to:</p> <ol style="list-style-type: none"> 1. Advocate for their requirements in the short term, 2. Manage them responsibly in the long term 3. Take statement to MPs/Minister / President

8. STATEMENT

On conclusion of the workshop, participants produced a statement on the current challenges for communities and their intended responsibilities to curb the noted challenges.

Statement
COMMUNITY TRUSTS WORKSHOP – MAUN, BOTSWANA
MARCH 2020

Becoming shareholders (not stakeholders) in a dynamic and sustainable wildlife economy

Noting:

- Persistent rural poverty in rural communities in Botswana;
- The economic opportunities offered by an expanding elephant and wildlife population;
- Issues of human-wildlife conflict and habitat loss;
- The injustice that we have limited rights to the land we live on and the wildlife we live with;
- That others are benefiting far more than us from the wildlife we live with and that income earned from our wildlife is not returned directly to us;
- The lack of inclusion of communities in decision-making that affects us, including the right to plan our land uses, recommend quotas, choose economic partners, and decide how to use wildlife income - these issues are dictated to us;
- That people are highly unlikely to accept the wildlife economy as an alternative land use unless they have strong rights, including direct benefits at household level;
- That the current land leases and plans are out of date and exclude many communities with wildlife or historical claim to wildlife areas.

With consideration of the above challenges and constraints, we the communities of Botswana who live daily with the spectacular wildlife of Botswana, propose the following as the way forward to achieve a New Deal for wildlife producer communities. Botswana's objectives of sustainable economic development will be achieved by devolving to us the full and just rights to use, benefit from and protect the wildlife on our land including:

- Long-term head leases for land on which we live, with authority to do economic planning ourselves;
 - The right to play a major part in setting quotas for our areas, and deciding how to use them;
 - The right to retain 100% of the income from wildlife in our areas, as we do for livestock and crops;
- and
- The right to design and negotiate commercial partnerships for hunting, tourism and other uses;

In turn, we will take responsibility for:

- Ensuring that all communities are well governed and prioritizing the livelihoods of households through their full, informed participation in all decisions. We will substantially reduce administrative costs to increase community incentives for wildlife;
- Holding member communities accountable for:
 - o non-compliance in terms of governance, and
 - o poor performance in terms of wildlife management and protection;
- Managing our wildlife sustainably and effectively, including
 - o Monitoring and protecting our wildlife using modern techniques;
 - o Managing problem animals and taking responsibility for compensation in our areas;
- Establishing databases to adaptively management and improve governance, commercial operations, wildlife offtake (including problem animals) and reporting on performance to government.

We request that we, the communities of Botswana with wildlife on our land, are fully involved in the process to modify the CBNRM Policy of 2002 and any related legislation, that our concerns and suggestions as noted above are fully included, and also Government facilitates an annual CBNRM PITSO to discuss such issues.

9.MP's POSITION ON CBNRM

As the first action of advocating for change and dissemination of the agreed intentions by the CBOs, a summary of the workshop and the statement were presented to the Ngamiland Members of Parliament (MPs) so that MP's could appreciate community efforts and also present their position on CBNRM.



Hon. Carter K. Hikuama

- Our quest should be to satisfy and serve our communities;
- If that is our quest, we would not exploit and corrupt our resources;
- Our common agenda is to see an improvement in the lives of our people;
- NGOs /CBO partnerships with Government should be promoted more than private partnership as the mutual interest is to serve and empower communities;
- However, as Trust representatives, we should introspect and think of our responsibility and honesty in managing our resources;
- I agree with Kgosi Ngwengare that we have the ability to create jobs, provided we take ourselves and reputation seriously as CBOs;
- We (as MPs) are prepared to work with Trusts as we do not consider each other as competition but complementary to each other;
- As leaders, people should appreciate a period in which we live and change a certain aspects of their lives during our tenure. When we are no more we should be remember on the impact we made in our people's lives.



Hon. Goretetse Kekgonegile

- Appreciated the hosting of this kind of a workshop;
- "Holding communities responsible and accountable" is an issue of concern and if this is corrected we will speak the same language;
- Frequent change of employees denies institutional memories; employees should not be treated like the board members. As communities that serve as employers, we should be considerate of the fact that long serving employees serve as pillars of guidance with reference to the past organizational memories. We do not deny the fact that employees can be dismissed due to various reasons of incompetence; however it is advisable to preserve institutional memories;
- Lastly, Corona Virus, a number of tourists are affected and we need to consider our preparedness; what if the government bans tourism due to this virus?

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We (as MPs) are prepared to work with Trusts as we do not consider each other as competition but complementary to each other;

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Hon.Kenny Kapinga

I would like all of us to learn a new phrase “Unberrimae Fidei.” This is a Latin phrase that refers to Utmost Trust or Utmost Good Faith. As a leader, you have been given utmost trust by the community and you must serve them with utmost good faith.

- This means the trust must not be betrayed, or exploited;

- Stewardship - when given responsibility, you should understand you are temporarily there for the best interest of the people and for the glory of God. When you start being self-centred and mismanage resources, not only are you dragging your name in the mud but of your people and God.

- When you are in a Trust you should be anti-party, but there are tendencies of going into community organizations with party agendas - we must refrain from doing that;

- I am a bit skeptical about 100% retaining of funds from wildlife, because it might deny you the opportunity to benefit from the other government revenue;



Hon. Dumelang Saleshando

- “We have been given the Garden of Eden and we should manage it;

- “Nothing for us without us” I agree that we should be part of the decisions taken. We are not begging but demanding to be stakeholders in decision making;

- Responsibility - have peer mechanism;

- We should have targets, we should demand our needs, not beg;

- I understand you are asking for a PITSO: do not ask, inform the government that you have the intention to have a gathering and if the Government is willing to be a partner. If not, you will invite the Government. You should also come up with a region specific name for such gathering. If there are any limitations we should be informed so we can assist;

- Unity is paramount in achieving goals and conquering challenges; as Trusts, you should benchmark from each other and assist each other given your experience differences.

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“We have been given the Garden of Eden and we should manage it

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