
Appendix 1

Country Report Botswana

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List of Acronyms

ARB	Agricultural Resources Board
ADF	African Development Foundation
AEET	Action for Economic Empowerment Trust
Basarwa	A collective term for the various tribes of the San
BOCOBONET	Botswana Community Based Organization Network
BwP	Botswana Pula
CBNRM	Community Based Natural Resources Management
CBMIF	Community Based Management of Indigenous Forests
CBO	Community Based Organisation
COMBIO	Communicating Biodiversity
FSTCU	Forestry Sector Technical Co-ordination Unit of SADC; Stationed in
GoB	Government of Botswana
GTZ	German Agency for Technical Co-operation
IFTRP	Indigenous Fruit Tree Research Program (of VPR&D),
IRDP	Integrated Rural Development Programme (Kellogg Initiative)
M&E	Monitoring and Evaluation
MPD	Marketing and Product Development Department (of VPR&D)
NGO	Non Governmental Organization
PRA	Participatory Rural Appraisal
SADC	Southern African Development Community
S&CD	Social and Community Development Department (of GoB)
TL	Thusano Lefatsheng
VBOs	Village Based Officers
VPR&D	Veld Products Research & Development

Executive Summary

The Botswana *Community Based Management of Indigenous Forests* (CBMIF) project was initiated through a Financing Agreement with the Netherlands Development Agency (SNV), the Veld Products Research NGO and GTZ in the September 1996. It was based in the Kweneng West Sub-District in central Botswana, and encompassed the villages of Motokwe, Khekhenye, Tshwaane, Tsetseng and Dutlwe.

The project started as a collaborative effort of SNV Botswana and the Veld Product Research and Development organisation, a national NGO specialising in research and development related to veld products (or non-timber forest product). The project was managed through a Steering Committee under the auspices of its major national and international stakeholders: the SADC (Forestry Sector Technical Coordination Unit – FSTCU); the Government of Botswana Department of Agriculture, GTZ as the major funding agency; SNV Netherlands; DANCED; the Botswana National Conservation Strategy Agency (NCSA) and the relevant local government District Office.

The Project Area was part of the semi-arid Kalahari sandveld, a semi-arid ecological zone which covers 70% percent of Botswana's 582,000 sq. km. The land is flat and sandy, covered with grass, clusters of hardy bushes and occasional thorn trees. This region is only marginally suitable for agriculture as rainfall is minimal and unpredictable and the fertility of the soils is low. This vegetation type is not the classic type of forest that is generally defined in moister more temperate areas, but is rather a sparsely treed arid savannah with some areas where trees of medium height are encountered. This type of arid-land forest does not have the usual element of 'non-timber products' found in forests from more temperate zones, but rather has a number of so-called 'veld-products' – plant and in some cases animal products that are linked to the local type of vegetation or veld.

The tribal groups included in the project included the Bakgalagadi and the Basarwa. The Bakgalagadi are sedentary pastoralists who also engage in agriculture in years of good rain. They are the major tribe in Kweneng West and tend to live in larger settlements. The Basarwa form a minority group in the Kalahari and live in smaller settlements.

The project was implemented in various phases from September 1996 through to December 2006 when GTZ funding for the identified activities was phased out and selected activities were taken on by other funding agencies, such as the W.K. Kellogg Foundation. A GTZ evaluation mission carried out in 2006 recommended that a downscaled continuation of the project through to December 2008 should be implemented in order to facilitate the findings and lessons learned from the four national components could be collated and aggregated to a regional SADC level.

The regional CBMIF project was evaluated in terms of a common structure as agreed to at a meeting of the SADC CBMIF partner countries (Botswana, Mozambique, Namibia and Malawi) in Maputo, Mozambique in late 2008. The results are presented in this report against the agreed format, indicating the success or failure of national projects in terms of contributing to a regional perspective.

The field survey element of the evaluation of the Botswana component was carried out between 11 and 16 November 2008. Analysis of the results showed that the VPR&D did not choose to develop an overarching Management Plan but rather worked with groups of people interested in particular veld products ie. Grapple, to develop harvesting strategies, systems and processes that could be construed to be mini Management Plans. The major activities undertaken in the project included:

- Harvesting and sale of thatching grass;
- Harvesting and sale of grapple;
- Harvesting of truffles and production of canned soup;
- Harvesting, processing and sale of herbal tea plants;

- Cultivation and propagation of indigenous fruit trees;
- Keeping of bees and collection and sale of honey;
- Farming guinea fowls

The results also indicated that in terms of including any marginalised groups in the activities, the project was very successful in including women and Basarwa people in the activities overall. The sustainability of the activities carried out was also shown to be high, with many people still continuing to continue with the activities, and that new donors and marketing chains had been developed.

The categories against which the project was evaluated showed that it performed well in most areas, as shown in the following:

- *Relevance*: the pilot is rated 3 (Satisfactory rating, falling short of expectations but with positive results dominant);
- *Effectiveness*: scored 2 on the scale of 1 to 6 (Good rating);
- *Efficiency*: good - sourced significant levels of alternative funding from other donors or development agencies such as Kelloggs Foundation, African Development Foundation etc.
- *Impact*: rated 2 - "Good - fully in line with expectations, no significant defect;
- *Sustainability*: rating of 2 (good rating, fully in line with expectations, no significant defect);
- *Coordination*: rated as 2 - good rating, fully in line with expectations, no significant defect.

The overall picture that emerges of the CBMIF is that it has, in most cases achieved the expected results that it set in the original Financing Agreement. When looking at the project from the perspective of its original objectives it is clear that these have been achieved:

- Sustainable management of veld resources in a selected area,
- Domestication and propagation of veld resources,
- Development of techniques for processing and preserving veld products,
- Marketing of veld products,
- Development of community awareness on the equitable and sustainable management and utilisation of veld resources,
- Integration of women into resource management and utilisation processes,
- Project Management.

The only significant area of weakness may be found in the area of domestication and propagation of veld resources, and this only in the scale of the outcome. Many participants in the programme have successfully set up nurseries and have participated in training exercises in this regard. It would not appear that this has led to any examples of the veld product plants being grown large scale within the community confines or fields. However the production of honey from the new beekeeping initiative shows great promise with over 18 productive hives being managed by the communities. The verdict on the potential of the guinea fowl farming initiative is still awaited.

In all the other objectives significant achievements have been made – although the success of the grapple harvesting and marketing could be considered as outstanding – however it would appear that the current NGO that is assisting the interest groups to market grapple products are not as effective as VPR&D was in supporting the communities in their endeavours.

1 Introduction

This document contains the result of an ex-post evaluation (EPE) of the Community Forestry Pilot component in Mozambique, which is part of the project SADC - Sustainable Forest Management and Conservation (PN: 2006-2075.7). The objective of the EPE is to evaluate the success and sustainability of the development measures in the pilot component on the basis of clearly defined evaluation criteria and a standardised success assessment grid.

The original project is based on the assumption that rural poverty and forest degradation in the SADC region are inseparably linked. Sustainable, community based, participatory forest management is considered a key instrument to break this circle, offering the rural population prospects of enhanced livelihood conditions and income generation at the same time. The original project started in 1996 in the villages of Motokwe, Khekhenye and Tshwaane, Western Kweneng Sub-District, with the objective of „improving the living standard of rural communities in Botswana through sustainable and equitable utilisation of veld products."

The ex post evaluation assesses the economic and ecological results and impacts and the institutional changes and ownership achieved at the community and local government level after eight years of funding support from GTZ in moving the project forward. It identifies what approaches, instruments, methods or concepts are lastingly used, institutionalised or further developed by the target groups, partner institutions or other actors, and how the impacts for these groups will continue beyond the end of assistance as well as identify key risk factors for longer-term sustainability of the results.

2 Description of the Pilot Area and the Pilot Measure

2.1 The Project Area

The Botswana *Community Based Management of Indigenous Forests* (CBMIF) project was initiated in the Kweneng West Sub-District in central Botswana, in the villages of Motokwe, Khekhenye and Tshwaane as planned in the September 1996 Financing Agreement with the Netherlands Development Agency (SNV), the Veld Products Research NGO and GTZ under Phase I. As planned for Phase II the project was expanded to include the villages of Tsetseng and Dutlwe (See Figure 1).

Kweneng West is part of the semi-arid Kalahari sandveld, a semi-arid ecological zone which covers 70% percent of Botswana's 582,000 sq. km. The land is flat and sandy, covered with grass, clusters of hardy bushes and occasional thorn trees. This region is only marginally suitable for agriculture as rainfall is minimal and unpredictable (250 mm annually) and the fertility of the soils is low. This vegetation type is not the classic type of forest that is generally defined in moister more temperate areas, but is rather a sparsely treed arid savannah with some areas where clumps of medium height (3-4 m) acacia species are encountered. This type of arid-land forest does not have the usual element of 'non-timber products' found in forests from more temperate zones.

The word 'veld' is a term used in southern and eastern Africa to describe areas of open, grassy country, with low, woody plants called 'shrubs' where few bushes and trees occur and which typically form an intermediate community between grass and forest areas. Such areas of 'veld' contain a range of small forbes, herbs, grasses and related products that generally grow in the more open 'non-treed' areas. It is these veld products that are traditionally harvested by the residents of such areas to supplement livelihoods and are also used for medicinal purposes.

The major tribal groups in West Kweneng district are the Bakgalagadi and the Basarwa. The Bakgalagadi are sedentary pastoralists who also engage in agriculture in years of good rain. They are the major tribe in Kweneng West and tend to live in larger settlements. The Basarwa form a minority group in the Kalahari. Originally, they were nomadic gatherer-

hunters, living in small groups. They have been resettled by the government into satellite communities close to the larger Bakgalagadi villages to give them access to social services such as clinics and schools. Due to government regulations, hunting is restricted, thus removing one traditional aspect of Basarwa livelihood.

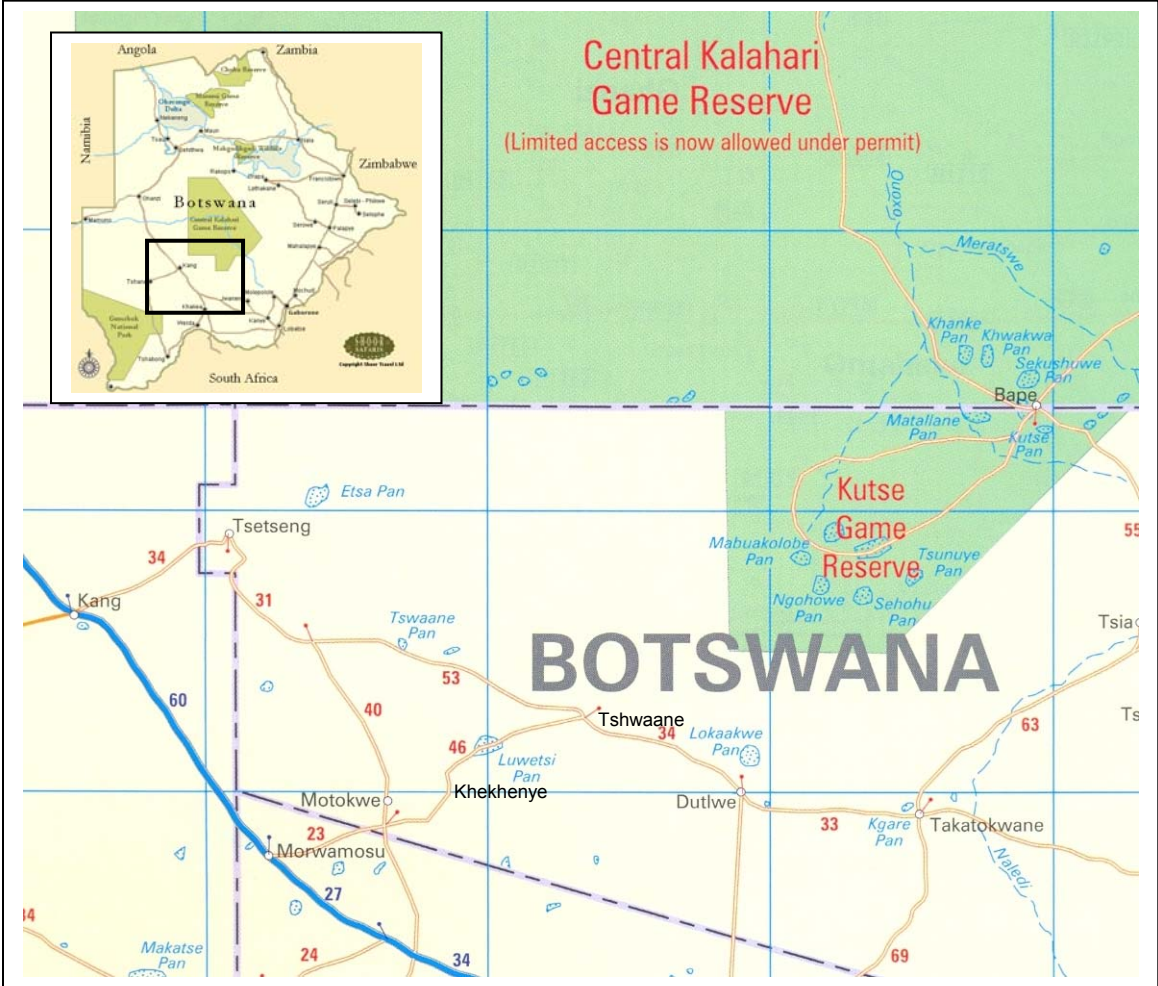


Figure 1: Map of Botswana and Project Area

Basarwa in Western Kweneng still gather veld resources for a living, but many are dependent on casual employment provided by Bakgalagadi cattle owners or drought relief food provided by government. Over the past decade the Basarwa have turned increasingly to arable agriculture and some animal husbandry, thus becoming competitors for space and water with the Bakgalagadi instead of merely being the cheap source of labour they have been in the past.

Motokwe is a Bakgalagadi village of 1479 people approximately 80 km south-east of Kang. Khekhenye, 10 km from Motokwe, is the nearest Basarwa settlement, with 250 inhabitants. Tswaane is a mixed community of Bakgalagadi and Basarwa situated 30 km north of Motokwe on the main road between Letlhakeng and Motokwe and has a population of 349 people, whilst Dutlwe lies 34 km further along the same road towards Letlhakeng and has a population of 1017. Tsetseng is situated 34km north-east of Kang.

Most areas around the villages are communal land, where people have user-rights to cultivated fields and communal access to the natural resources. A Wildlife Management Area

has also been demarcated in the vicinity of these communities, where land use is far more restricted. Animal husbandry has in the recent past been the only occupation which provided people in the Kalahari sandveld with a relatively secure income. Since people value security over productivity, off-take and production are marginal compared to the extensive grazing land that is utilized.

The extensive nature of both arable agriculture and animal husbandry pose a serious threat to the natural vegetation of the veld. From time immemorial, people have utilized these open lands for the harvesting of veld resources. The veld resources most widely exploited in the area are the medicinal grapple root, also known as 'Devil's Claw' (*Harpagophytum procumbens*), thatching grass, firewood, Kalahari truffle (*Terfezia pfeilit*) and wild raisin (*Grewia flava*). Because of over utilization and the destructive influence of extensive agriculture and animal husbandry, these products were becoming less readily available, especially near the settlements.

Native to southern Africa, Devil's Claw (*Harpagophytum procumbens*) is named for the miniature hooks that cover its fruit. For thousands of years, the Khoisan peoples of the Kalahari Desert have used devil's claw root in remedies to treat pain and complications of pregnancy and in topical ointments to heal sores, boils, and other skin problems. Since its introduction to Europe from Africa in the early 1900s, dried roots have been used to restore appetite, relieve heartburn, and reduce pain and inflammation. Today, devil's claw is used for degenerative joint diseases such as arthritis, for low back pain, and as an appetite stimulant and digestive tonic. Scientific evidence supports the use of devil's claw root to help relieve pain and inflammation in people with arthritis and other painful disorders. (AltMD website, 2008).

Thatching grass, as its name implies is grass that is used to make roofs of dwellings or houses. A number of different grass species are used for this purpose, as they have a long stem, are hardy and long lasting, which means that houses do not have to be re-thatched as often.

Firewood or fuel wood can be obtained from any of a number of the hardwood species of trees that grow in the pilot area. In most cases the acacia species are preferred as firewood as these are the trees that proliferate in the area. Although firewood is generally collected for home or subsistence consumption, there is a growing trend to collect it commercially to meet a growing demand from the larger urban areas such as Gaborone, Khanye and Jwaneng.

The Kalahari truffle (*Terfezia pfeilit*) and the wild raisin (*Grewia flava*) are species that have been traditionally collected by the residents in the pilot area for home consumption and have been tested to see if there is any wider potential commercial demand for such products.

2.2 The Pilot Measure

2.2.1 The expected outcome of the pilot measure

The pilot measure in Botswana has the following objectives and expected outcomes:

Development goal: To improve the living standard of rural communities in Botswana through sustainable and equitable utilization of natural resources.

Project objective: Veld resources are efficiently utilized for securing subsistence and income generation.

Project results:

1. Sustainable management of indigenous veld resources in selected areas has been initiated and is being implemented.
2. Domestication of veld resources has been initiated and is being implemented

3. Techniques for processing and preserving veld resources have been developed and are being applied.
4. Strategies for marketing of veld products have been developed and are being implemented.
5. Community awareness on the equitable and sustainable management of veld resources has developed.
6. Plans for the integration of women in veld resource management have been developed.

2.2.2 Project Approach

The project is implemented by a Botswana-based Non-Governmental Organisation (NGO), called Veld Products Research and Development (VPR&D) (Dibapalwa Nageng), established in 1981 to research and develop a wide range of veld products and to investigate suitable management systems for natural resources in order to ensure sustainable utilisation.

VPR&D's main research sites and nursery facilities are located in Gabane, a village 18 kms west of Gaborone. A Board of Directors comprised of individuals who are farmers in the Gabane community as well as senior people in Government and in other NGOs governs VPR&D. In addition to its nursery-based research, VPR&D undertakes field activities throughout Botswana and the Southern Africa region. These activities include community-based project activities as well work on indigenous fruit tree planting trials and agroforestry trial plots located throughout Botswana. The potential for significant impact from VPR&D's programmes, in economic development as well as environmental protection, was realised by a diverse group of stakeholder institutions, including the former Forestry and Range Ecology Department of the Ministry of Agriculture (now the Department of Forestry and Range Resources in the Ministry of Environment, Wildlife and Tourism) which took a major interest in the organisation's outputs and used them as a resource organisation in its meetings with communities around the country. The findings of their research activities as well as the results of the development activities have had an impact and informs current and future policy development with regard to veld product use and management.

The CBMIF project started in 1996 as a collaborative effort of SNV Botswana and the Veld Product Research and Development organisation, a national NGO specialising in research and development related to veld products (or non-timber forest product). The intention was to develop a project to disseminate and modify VPR research findings and to develop systems together with communities to manage their veld resources sustainably and equitably. At a later stage contacts were established with GTZ through the Forestry Sector Technical Co-ordination Unit (FSCTU) - a joint venture with SADC, which was stationed in Malawi at the time. In a tri-partite agreement SNV, VPR&D and the SADC Forestry Sector decided to jointly prepare a project document, with a clear description of contributions and responsibilities of all parties involved. Formulation of the project was partly re-arranged in 1996, in collaboration with a number of related NGO's and GoB Departments. A two year project work plan and budget was ready by the end of November 1996 and approved in January 1997.

The institutional structure of the project had SADC (Forestry Sector Technical Coordination Unit - FSTCU) and the Government of Botswana Department of Agriculture, as the Managing Agencies with GTZ as the funding agencies providing overall management direction and accountability. Assisting in this process were SNV Netherlands, DANCED the Botswana National Conservation Strategy Agency (NCSA) and the relevant local government District Office. The Project Steering Committee was overall advisory or guiding body, with VPR&D as the implementation organisation and its CBMIF staff under it as the field implementers. The various Village Groups linked into the process through the CBMIF Project staff. The organigram is shown in Diagram 2.

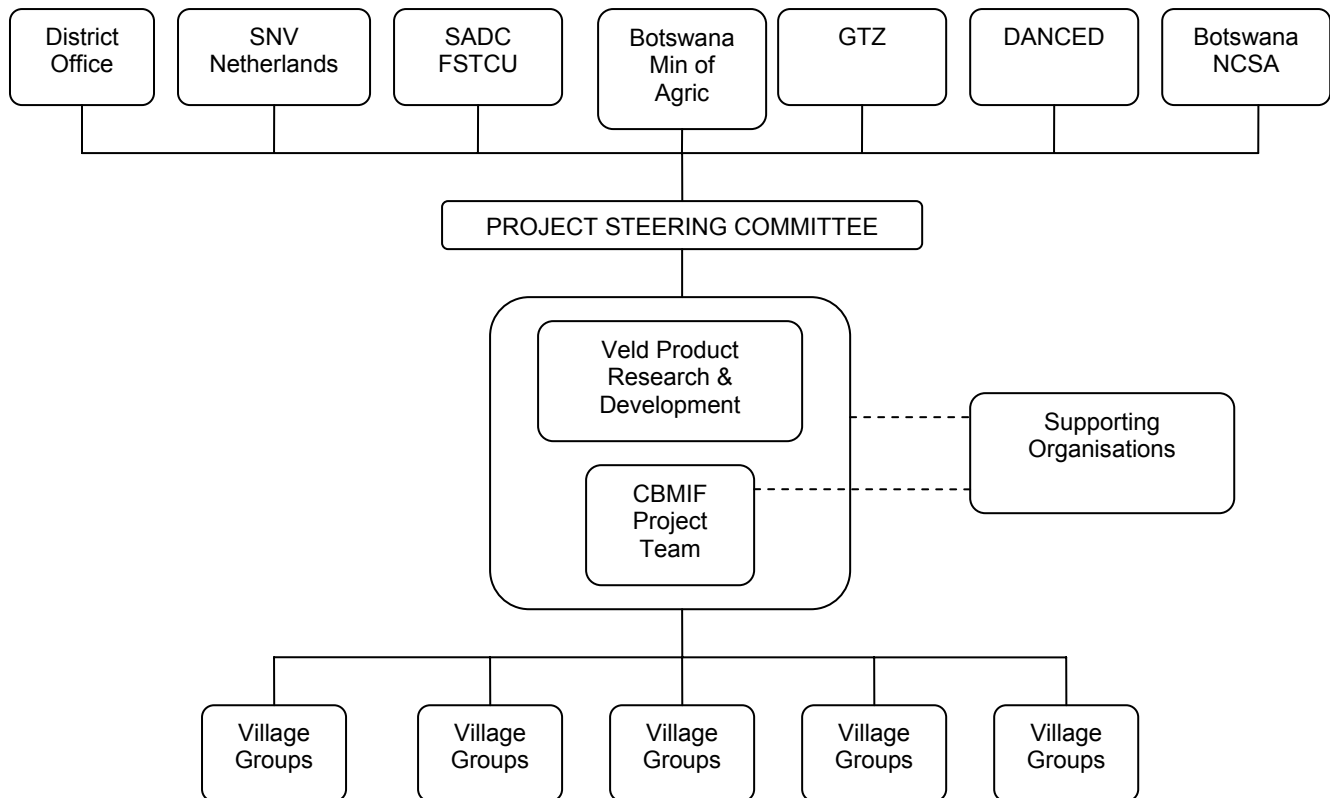


Figure 2: Organigram of the CBMIF Project.

The end of the first phase of the CBMIF project was in 1999, and the project Steering Committee commissioned an evaluation which concluded that (1) the project activities had resulted in increased awareness among communities about the limitations and potential of their natural resources, (2) that this awareness had resulted in commendable participation levels in most project activities, but (3) resulting benefits for the target groups had been limited. In response the project chose to identify additional natural resource based income generating activities to pursue and after analysis, selected beekeeping, rearing of guinea fowls and cultivation of traditional teas as having the most potential.

A plan was made to use the remainder of the second phase to develop these into sustainable, profitable and appropriate enterprises with optimal community ownership, participation and control. Activities in relation to the harvesting of grapple and thatching grass, fruit tree planting and agro-forestry were continued as well. Also the project decided to move into two new villages, i.e. Tsetseng and Dutlwe.

Analysing the project's finances and budget's, the typical budget in 2000/2001 was US\$ 22,500 per trimester – of which the Financing Agreement contributed about US\$16,000, and the balance was obtained from other funding sources. The trimester rate rose to about US\$45,000 in 2002 as the project scope expanded and included more villages and communities. The author only had access to a limited amount of financial detail from project archives, but the funds provided by GTZ over the first and second Phases were as outlined in Table 1:

Table 1: Project Budget over the First and Second Phases.

1st Phase				
Advances	Dates	DM	Pula	Ex Rate
1st Advance	Feb 1998	125,000.00	248,459.55	0.5031
Advances	Dates	Euros	Pula	Ex Rate
2nd Advance	21 Sep 2000	48,290.00	214,431.62	0.2252
3rd Advance	13 Mar 2001	79,225.00	357,997.00	0.2213
4th Advance	07 Mar 2002	20,000.00	96,987.00	0.2062
5th Advance	27 Nov 2002	19,991.12	102,962.00	0.1942
6th Advance	06 May 2003	15,379.73	113,374.00	0.1357
Total for Phase 1		182,885.85	1,134,211.17	
2nd Phase				
Advances	Dates	Euros	Pula	Ex Rate
1st Advance	21 Dec 1999	62,500.00	287,629.48	0.2173
2nd Advance	21 Sep 2000	40,869.05	181,472.40	0.2252
3rd Advance	13 Mar 2001	79,000.00	393,844.61	0.2006
Return funds to GTZ	02 May 2001	19,000.00	-93,293.54	0.2037
Emergency Deposit	23 Nov 2001	5,000.00	27,548.97	0.1815
4th Advance	07 Mar 2002	20,000.00	114,365.76	0.1749
5th Advance	27 Nov 2002	19,991.12	112,350.09	0.1779
6th Advance	06 May 2003	15,379.73	82,686.69	0.186
Total for Phase 2		261,739.90	1,106,604.46	

2.2.3 Factors affecting the status of the outcome

This project was originally initiated in a period that promoted CBNRM as a consequence of the USAID funded Natural Resources Management Programme that ran from 1989 to 1999. This essentially provided an empowering environment for communities to manage and use their natural resources in favourable conditions. Generally it enabled communities to access and use wildlife once they had formed formally registered community trusts, developed constitutions for their trusts, developed management plans for the hunting quotas or area concessions they obtained and developed benefit sharing schemes. However, the question of requiring quotas for the commercial access and use of veld products was not addressed or required.

A key factor that has affected all natural resource use in Botswana has been the basic legislation governing land tenure generally – effectively making all natural resources assets of the state and requiring permits for their use. Whilst this has been relatively easy to govern where large charismatic wild animals¹ are concerned this has proved to be much more complex when it comes to dispersed small populations of localised natural resources such as phane worm, veld products, fuel wood and similar resources. The Wildlife Conservation and National Parks Act (1992) governs the management and use of wild animals but legislation concerning the management and use of veld products was only developed and promulgated during the tenure of the CBMIF project.

A further factor contributing to the success or failure of the project is the management of livestock grazing in the area. The Tribal Grazing Policy (1975) effectively enables cattle owners to graze their cattle over extensive areas of the country, thus complicating measures to attempt to manage grazing and veld products. Invariably this practice leads to levels of over-grazing in many areas – and the consequential loss of veld products where livestock

¹ Charismatic species are usually understood to be elephants, buffalo, giraffe, lions, leopard, rhino, hippo etc.

are forced to eat veld product species to survive. In a more natural system where wildlife was the predominant user of the veld, the particular feeding regimes of the diverse species would create a more balanced use of the plant species available.

Generally the Agricultural policies of the country have favoured the more intensive and extensive sectors such as cattle, small-stock, dryland arable cropping and have not paid a great deal of attention to 'peripheral' agricultural activities such as veld product harvesting and beneficiation. This historical lack of attention has resulted in the sector having been given no support from extension services and consequently it has been slow to emerge as an acceptable form of livelihood strategy.

3 Methodological Approach

In order to guarantee comparability of the four country assessments a workshop was organized during which assessment objectives and procedures were established. During the same workshop, a questionnaire was designed for key informants and for community members, to be used in all four countries. The questionnaires can be found in Annex I.

Due to personal constraints experienced by the consultant, the Botswana component of the four-country study was only initiated in November 2008. Field work in Botswana took place between 11 and 16 November 2008. The team based themselves out of Kang and operated into the five communities from there. A former member of the Veld Products Research & Development was provided by them to accompany the enumerator and to provide valuable background information into community dynamics and processes.

Initial contacts with Veld Product Research & Development showed that the former Manager of VPR&D, Mr Douglas Thamage was no longer working for the organisation, and that a new Manager, Mr Bernard Lesolame was in charge. Although Mr Lesolame was a former field officer of VPR&D, he was unfamiliar with the office and its material, and so little documentation on the project was obtained to start with, beside on large level arch file with the financing Agreement and an Annual Report together with a large amount of correspondence on financial matters. Later contact with Dr Thies and Douglas Thamage produced some of the Annual Reports available on the project, together with the 2006 Report on Progress Review.

The assessment is therefore based on a restricted amount of information on the project. (See Annex III for complete list of consulted documents). However it is understood that further reports and material should be available as it is usual that Annual Reports are required for contractual purposes. It is possible that a complete set of these documents might be collated from all stakeholders combined. Moreover, various project outputs were made available, including intermediate evaluations and an impact assessment. It should be stressed that most information dated from after 2002. These documents were however insufficient for a complete reconstruction of the key decisions with regard to the selection of the location and the build up of relations with the local community.

Due to the largely homogenous nature of the tribal groups in the communities, it was decided that the number of each sample taken from each village could be reduced without significantly affecting the reliability of the data collected. It was estimated that a minimum sample of 10% of the households in each community would provide a reliable result. In some cases due to logistics, larger samples were taken as a means of improving the quality of the data. Motokwe and Dutlwe are primarily Bakgalagadi whilst the three small settlements are primarily San.

Table 2: Number of households, planned sample size and implemented sample size for the five communities covered by the project.

Community	Nr. of households	Planned sample		Implemented sample	
	N	Number	Proportion	Number	Proportion
Motokwe	148	15	10%	16	11%
Dutlwe	101	12	12%	12	12%
Khekhenye	25	5	20%	10	40%
Tshwane	34	5	15%	8	24%
Tsetseng	40	6	15%	8	20%
All	348			54	15%

The interviews were carried out in the local language (Sekgalakgadi and San) by two enumerators, one of whom was female. Generally interviews were carried out in or near the respondents' residences where possible. However due to the fact that many of the female residents were attending sessions at the local clinics, a number of respondents were interviewed as they completed their business at the clinics.

Field work was seriously constrained by the fact that many of the residents of the villages were out in the fields cultivating due to the early onset of the rains and the need to plant crops in time to take advantage of the moisture content in the soil.

4 Findings

4.1. Contribution to the outcome through outputs

4.1.1 Forest Management Plans

No formal Forest Management Plan was developed although a workshop was held at one Kgotla meeting and the framework of a management plan developed. This however was never concluded or developed into a full blown plan that was ever used by the communities. 68.5% of the respondents indicated that they knew of a plan – obviously the exercise carried out in the Kgotla, with 40.7% showing that they knew the objectives of the plan very well, and 55.6% indicating that they did not know or could not remember the objectives of the plan.

Only 29.6% of the respondents were involved in the drafting of the objectives, with 64.8% responding that they were not involved or only marginally involved. This seems to be borne out by only 24.1% feeling that they contributed to developing the scope of the plan and 31.5% being involved in allocating the responsibilities of the plan.

What would appear happened that might have 'taken the place' of the formal plan was the emergence of informal interest groups, centred around particular harvesting or livelihood activities such as the collection of grapple, truffles and thatching grass – real, live ongoing actions that represented the economic focus of members of the community. Veld Product Research & Development saw merit in this existing collection of interest and decided to build upon this rather than for new 'artificial' institutions – a principle that the southern African regional CBNRM practitioners had always promoted.

Facilitating these interest groups' capacity to responsibly manage their natural veld products and forest products became an issue due to the disparate nature and extent of their interests, and VPR&D decided to employ a series of Village Based Officers (VBOs) to reside in each of the project villages and to provide ongoing daily support to the communities in an attempt to build capacity and to guide their decision making in an adaptive management sense.

A number of formal and informal workshops were held with the communities, building capacity and providing some framework for their activities along more responsible lines of management – especially with regard to levels of harvesting etc.

In reality this might have formed a number of smaller, informal 'management plans' focused upon particular resource uses. In some sense this process could be construed as a 'living' Management Plan – using the principles of adaptive management, and not constraining ongoing livelihood strategies with formal rules, regulations and procedures which in many cases have been the death-knoll of many development projects. From a rural development context the formation of an overarching, single Management Plan could appear to be very daunting to a rural dweller whose livelihood strategies could possibly have traditionally focused on a simple 'hunter-gatherer' approach to subsistence. Many of the inhabitants of the pilot area are illiterate or only have a very basic level of literacy. In order to be effective an overarching Master Management Plan would need to encompass a wide range of natural resources and their respective management needs – making it a complex and formidable document or approach. Invariably many of the 'management aspects' would only apply in specific conditions or contexts – creating confusion and apprehension. This in itself would result in the Management Plan being disregarded as irrelevant or viewed with some degree of scepticism.

Given the more diverse or heterogeneous nature of 'usage' in this particular project and the fact that the bio-mass available for harvesting for many of the natural resources was limited due to the arid nature of the geo-morphology, the creation of a single overarching management plan would have been inappropriate. However, in moister more temperate areas with a much higher level of bio-mass productivity per hectare, and a more limited set of 'high-value' natural resource species that are focused upon for harvesting it may be easier to develop an overarching master plan to manage use and off-take. For example, it is widely recognised amongst southern African sustainable use practitioners that the emergence of CBNRM in the region has been based upon the use and focus upon high-value charismatic wildlife species such as elephants, lion, leopard, buffalo, rhino, zebra etc. The high return on investment in using such species meant that there were much smaller transaction costs compared to other forms of livelihoods. However due to this high value there was a temptation to optimise these returns or gains in as short a space of time as possible – often for personal or individual gain above that of the communal interests. This resulted in the need for the development of management plans – to manage the individual interest in favour of the 'collective good'. Where high-value species of forest products such as large trees are harvested for fuel wood or charcoal making, with a potential for high levels of personal gain then there may be an argument for the development of a community wide management plan.

In the case of the Botswana project, where the value of individual species components is low, requiring extensive effort to collect relatively moderate amounts of resources or produce, and the beneficiation system is based upon a collective marketing approach then the opportunity for individual gain over-riding the collective good is significantly minimised, – peer-based sanctions become effective and the need for an overarching management plan is reduced.

Monitoring and evaluation of particular interest or use areas has been a key component of this project, as indicated in the early 1997 Annual Report: "This makes regular review of project activities and sharing of experience crucial. For this purpose it was planned to organise briefing sessions with the communities to share experiences and plans of the participating individuals and groups. However, for practical reasons it was decided to rather welcome whoever would be interested to the respective planning and evaluation sessions in each of the settlements." Two such evaluation and planning sessions were held in 1997.

4.1.2 Empowerment of local communities

During its approximately ten years of operation the project undertook a significant number of activities to strengthen the community's organisational structure for natural resource management. This included the creation of a limited set of institutional structures, including the establishment of loose informal 'interest groups' in each community to facilitate communication, coordination and empowerment, whilst a Village Based Officer was employed into the three original communities. A Project Steering Committee was established through VPR&D to guide the implementation of the project – largely from a donor perspective.

The survey contains several questions that provide indications with regard to the level of acceptance of the interest group committees. These data show:

- Most community members (77.8%) are aware that 'a' Forest Management Committee exists, although the only committees that exist are the informal 'interest groups' that are active in the five communities. It is possible that the respondents automatically assume that the 'Forest Management Committee' is their local group committee?
- The majority indicate that they are involved in the local development committees (59.3%);
- Only a small minority (9.3%) do not attend meetings organized by the committees and a large group of those involved (48.5%) claim to attend all of them;
- The majority of those involved in the committees (90.9%) are somewhat or very satisfied with the way in which the committees conduct these meetings;
- The majority of those involved in the committees (93.9%) are generally satisfied or totally satisfied with the way in which the committees have resolved conflicts; and
- Again a minority of respondents involved in the development committees (87.9%) feel adequately or well represented by the committees;
- Most community members involved in the development committees feel that the committees' decisions have a large (48.5%) or at least some (42.4%) impact on their lives; only 9.0% believes that their decisions are irrelevant.

A further indicator of empowerment in the project was that by the end of 2002 the communities were requesting that they be given an update on the trends in international markets as to what is required in terms of productions to avoid a problem of stock piling of products.

4.1.3 Capacities of local people

The capacities of people in the pilot sites have been significantly improved in a number of ways. A key area in which capacity has been developed has been in the management of their veld product based natural resources. A further key area has been in developing and enhancing their institutional capacity and decision making capacity. Much of this has been achieved through the provision of specific training programs to the community members. These courses have been directly linked to improving productivity, knowledge about markets, knowledge and skills about beneficiation, and storage and distribution.

According to the data of the survey, over 48.1% of the respondents attended at least one of the specific training courses offered by the project. Trainings mentioned by these respondents include:

- Participatory Rural Appraisal (31.0%)
- Horticulture – indigenous fruit tree planting (24.1%)
- Rearing of guinea fowl (20.7%)
- Veld product utilisation (assessment etc.) (10.3%)
- Herbal tea planting (6.9%)
- Management & Administration (31.0%)

- Dryland farming (3.4%)
- Grapple harvesting & utilisation (13.8%)
- Beekeeping (37.5%)

Of those who attended any form of training, 45.2% use their acquired skill on a regular basis, 25.8% never use the knowledge they acquired and 29.0% sometimes. In the case of beekeeping it is interesting to note that of the two beekeeping training courses reported on in the 2002 Annual Report, 62 of the 69 participants were female and 15 of these were Basarwa.

By the end of 2000 a significant number of training courses had been completed, including the those indicated in Table 2:

Table 3: Training Courses Carried out in 2000.

Month	Description of training trips and subjects	# of days	#of staff	# of participants	% women	%Basarwa
February	PRAs in Dutlwe and Tsetseng; Follow-up planning in Motokwe, Khekhenye and Tshwaane	20	6	120	75%	20%
March	Rerun PRA Dutlwe	4	3	34	80%	0%
April	Training on assessment method for grapple	3	4	23	90%	10%
June	Ecology and management of teas, fruit trees, bees and guinea fowls	5	4	98	85%	33%
June	Ecological studies on thatching grass and teas	3	3	26	85%	15%
July	Training bee catching	3	3	13	100%	0%
August	Training bee-keeping; stocking of hives	5	2	12	90%	10%
September	Group organization	3	5	24	80%	20%
October	Beekeeping follow-up	3	2	11	100%	0%
October	Selection of VBO Dutlwe; ecology and management of teas, fruit trees, bees and guinea fowls	2	3	65	90%	10%
November	Group organization; tea buying	3	4	87	85%	25%
December	Group organization; grapple buying; mixed cropping	3	3	422	80%	23%
Totals		57	42	935		
Ave. %s					86.6%	13.8%
Analysis						
			Planned	Actual		
	# of field trips		12	11		
	# of community training sessions in Gaborone		1	1		
	average length of trips		10	4.7		
	average # of staff present on trips		2	3.8		

The guinea fowl were acquired by a number of community members through the assistance of VPR&D, and after the successful rearing of chicks were seen to be an interesting project to undertake. The members with guinea fowl applied to the DWNP for permits to breed and farm them, but permits were delayed for unknown reasons for an extensive period of time.

From the onset of the project, indigenous fruit trees were distributed to members of the three pilot communities and in the first years showed a 60% success rate. Several training courses were carried out in horticulture techniques and developing nurseries. All these activities were highly appreciated by the communities and were carried through into the expansion of the programme in Phase II.

Beekeeping was a further successful activity introduced to the five communities, with a high degree of residual practice within the five villages. Likewise the production of truffle-soup and herbal teas.

The greatest level of capacity was possibly demonstrated in the harvesting of grape, where the people involved were able to carry out population assessments to determine acceptable harvest levels, how to process the grape to market requirements, instituted quality control mechanisms (5 people chosen to grade the grape and ensure quality of product). They also played an active role in determining marketing processes, including pricing, and distribution channels.

Generally the capacity building and training given to the participants in the five villages was effective and has had a lasting effect in the communities. The survey shows that these skills have been internalised and are being used:

- The capacity to assess the existing forest resource and the impact of exploitation:
 - The majority of the respondents indicated that they understand the concept of an inventory or can explain how this is done [Very knowledgeable = 52.9%; Somewhat Knowledgeable 19.6%];
 - 62.3% of the respondents felt that they had a good knowledge of establishing sustainable harvest levels; and
 - 56.6% were able to determine acceptable extraction levels;
- The capacity to assess the economic viability of community activities:
 - Many people were involved in discussions and decisions relating to setting prices and felt that they were able to determine fair sales prices [Very knowledgeable = 50.9%; Somewhat Knowledgeable 18.9%];
 - The community generally seemed to be aware of systems of profit and loss, and indicated that they were able to jointly determine negative and positive situations [Very knowledgeable = 34.6%; Somewhat Knowledgeable 26.9%];
- Traditionally the communities have had strict local mores on what trees and plants may or not be harvested. However the VPR&D has reinforced this indigenous knowledge and provided more scientific understanding of what veld product or tree species may be harvested [Very knowledgeable = 34.0%; Somewhat Knowledgeable 24.5%];
- Due to previous experiences with outsiders entering their areas and harvesting veld products excessively, and having been involved with the VPR&D in resolving such practices, the respondents indicated that they knew the circumstances under which such practices could take place [Very knowledgeable = 35.8%; Somewhat Knowledgeable 24.5%];
- Despite extensive participation in workshops on product harvesting, development and marketing few of the people are aware of the benefit sharing processes that are used and implemented in the five communities [Very knowledgeable = 22.6%; Somewhat Knowledgeable 42.4%].

A key area commonly forgotten in development projects is that of monitoring and evaluation. In the CBMIF however, this was seen to be a fundamental process of all harvesting

processes, and was built into the project from the onset. In February 2002 an 8 day training course was carried out in 'Evaluation, planning and effective monitoring' where 180 people attended of which 132 were women and 58 were Basarwa.

In 2001 two German students undertook studies of the fuel wood situation in the project area and produced a report. This was used as a basis for members of the CBMIF project team to initiate discussions with the community in 2002. This resulted in a PRA exercise being carried out with the Dutilwe community in September to verify some of the information coming out of the report and develop a tentative community plan based on the outcomes of the discussions. The PRA exercise attracted participation of between 20-30 community members. There was a general feeling that veld fires are major contributing factors to the dryland forest degradation. However human population growth, drought and decline of certain species were also seen to be contributing factors. During the exercise community members together with the project team visited areas where harvesting of wood-poles occurs and discussed issues on the ground. An action plan was discussed and options for a way forward were discussed in terms of feasibility, costs and management. This resulted in the communities approaching the CBMIF project for advice about developing a woodlot, although it was understood that the real intention of this support was to get the project to pay community members to manage the woodlot. With the project phasing out, there is no provision for extra funding of such activities. However, the project felt that this could be a separate project to be implemented with funds from new donors that had emerged.

Analysis of the above data would appear to show that the CBMIF project has had a significant influence upon the five communities' capacity to manage and benefit their local veld products.

4.1.4 Income generation

The key income generating activities promoted through the CBMIF were:

- Harvesting and sale of thatching grass;
- Harvesting and sale of grapple;
- Harvesting of truffles and production of canned soup;
- Harvesting, processing and sale of herbal tea plants;
- Cultivation and propagation of indigenous fruit trees;
- Keeping of bees and collection and sale of honey;
- Farming guinea fowls

About 66% of the population stated that at least one member participated in at least one of these activities. The activities that respondents mentioned are:

- Planting of maize (35.2%)
- Growing fruit trees (35.2%)
- Guinea fowl farming (18.5%)
- Harvesting medicinal plants and herbal teas (44.4%)
- Beekeeping and production of honey (27.8%)
- Managing nurseries (18.5%)
- Thatching grass (20.4%)

Over the timeframe of the various phases of the CBMIF, the activities indicated above have shown to be successful in that there was capacity developed, and the activities are being perpetuated. Despite setbacks with the sale of thatch, the marketing of grapple and obtaining permits to farm guinea fowl, there appears to have been resilience in the community and a determination to overcome adversity.

The main success story of the project has been the harvesting of grapple. In 2000, 8 tons of grapple were produced creating an additional income of P 45,000 (US\$ 8,578) for 300

people (US\$ 29 per person). 90% of these benefited people were women and 20% belonged to the under-privileged group of Basarwa. The interest in this activity grew significantly from 2000 to 2002 that a further five villages were included in the harvesting programme involving 1079 people. An increase in interest of over 360%.

In 2002, a total of 12 tons was harvested in the project area with 603 people benefiting – showing an increase of beneficiaries of over 100%. The higher harvesting level and production rate in 2002 created an increase in demand, which in turn increased the prices for this product. The income from the harvest increased by 22% to US\$ 34 per person (a total of P106,000 or US\$ 20,212).

A traditional means of income in the community was the harvesting of thatching grass, and low levels of harvest had occurred generally, although some people had seen the potential in a more commercial approach. In the early years of the project, a trial harvest of a large amount of thatch was attempted with negative consequences, in that the market for thatch in that year was non-existent, and the whole crop had to be stored by VPR&D. The key result of this was that the harvesters did not receive any immediate benefits – resulting in some degree of disappointment and disillusionment. The crop was however sold or used over the following year, providing the project with a valuable lesson in marketing. Thatching grass is still harvested, although as a reduced level and in response to demand.

Although the planting of indigenous fruit trees has been a success within the communities, showing very good survival rates, the fruit is not commercially harvested but rather used within the homesteads to supplement local livelihood strategies. The economic value of this is therefore hard to quantify.

Guinea Fowl farming only came to the project in its later stages of the project (last quarter of 2002) through the provision of funding from Kelloggs Foundation and the Action for Economic Empowerment Trust (AEET/ADF). Although only ten farmers obtained breeding stock through the programme, interest in the activity is high. Experiences in Malawi however show that the economic nature of guinea fowl farming was localised, and scaling up the operation needs to be carefully guided to access the specialised markets that could make this a more profitable enterprise. This activity has yet to truly realise any significant level of benefit to the producers or farmers. However if managed properly it could develop into a profitable activity feeding into the special niche market of supplying restaurants and hotels.

An area of activity that many community members became interested in due to its economic potential was the harvesting medicinal plants and herbal teas where 44.4% of the respondents indicated being active.

In collaboration with the IFTRP unit of VPR&D, beehives and other equipment were supplied to groups and individuals, colonies were captured and a series of hands-on training sessions were organized. These efforts paid off: By the end of 2001 eight hives were stocked and producing honey. A target has been set of having 20 producing hives by the end of 2001. The produce of these hives was intended to be sold locally. By end of 2002, 18 hives were operational & marketing the honey at local level. It would appear that this activity has not however taken off commercially as expected, but has rather remained an activity of a small number of interested people.

4.1.5 Documentation of experiences and development of toolkits

During the various capacity building exercises and training courses a number of sets of training material were produced. In some cases material or toolkits from other projects were used and modified to suite local conditions. The use of the term 'toolkit' (in this author's experience) however is rather tenuous, as they booklets or pamphlets produced are more promotional or informational than skills transfer related. A toolkit is usually understood to be

just that, a series of different separate 'tools' – for example a toolkit on guinea fowl rearing would include:

- a series of information sheets on acquiring and transporting breeding stock, with some information on importation regulations etc. if necessary
- a handbook of detailed steps in constructing and maintaining an enclosure and bird-housing, and breeding units - complete with drawings, sizes etc.
- a handbook on hygiene, diseases

The main 'toolkits' that were produced included booklets on:

- Technical Handbook on Experiences with Guinea fowl Rearing
- Harvesting grapple plants
- Setting up harvester groups
- Working with Village Based Officers (Animators)
- Marketing of Non-timber Forest Products
- Beekeeping
- Questions and answers about; how to grow Mmilo (Wild Medlar – *vangueria infausta*)
- Questions and answers about; how to grow indigenous and exotic fruit trees
- Questions and answers about; how to grow Morojwa (African Chewing gum – *azanza garckeana*)
- Questions and answers about; how to grow Mogorogorwane (Wild Orange – *strychnos cocculoides*)
- Questions and answers about; how to grow Morula

These toolkits were made available to communities in the pilot areas and to other people through displays at natural resource related conferences and workshops in Botswana. Some of the toolkits were translated into Setswana. It would appear that these handbooks have not lead to any dramatic uptake in the indicated activities around the country.

4.1.6 Marginalized Groups

As mentioned above, the project area included three villages that were predominantly made of Basarwa people. The two larger villages were made up of Bakgalagadi people. It is generally felt that the Basarwa are marginalised and in this case it is stated that the three villages were placed close to the two larger villages to provide labour and for them to access social infrastructure such as clinics, shops schools etc. In addition women, especially single women, orphans, and diseased, disabled and elderly people are also marginalised.

The CBMIF project specifically targeted women as a marginalised group. Over the timeframe of the project, it would appear that the issue of gender was addressed significantly – to the extent that in many activities women are in the majority. Women are also freely represented on the group management systems and play a significant role in decision making. This approach was clearly spelt out in the 1997 Annual Plan: "It has been decided to integrate this component into all other project activities, rather than organising specific "women activities". In order to safeguard participation of women and minority groups, a monitoring tool was developed. First results are promising. In line with existing roles patterns, in all villages women have taken a leading role in all project related activities and are actively involved in decision making as well as activities."

The data collected from the survey indicates that 85.2% of the respondents felt that the marginalised groups were better off than before the project started – remembering that 77.8% of the respondents were female and that 33% of them were older than 50 years of age. Of the respondents that answered this question, 95.6% felt that the CBMIF either contributed or contributed directly to this improvement.

4.1.7 Sustainability

In the case of the Botswana CBMIF the continuity of the project measures after the cessation of support has largely been tested since the winding down of the project since 2006. It is seen that the strength of this sustainability is related to:

- the strength of the interest groups that have emerged over the past ten years;
- the receipt of benefits;
- the capacity of the interest groups to be able to continue practicing what they were trained to do;
- the continued support (albeit small) from Veld Product Research & Development.

As explained in section 4.1.2 the interest groups are functioning well and have been harvesting veld products, processing them and producing secondary goods where applicable. Their individual markets have been identified and tested over the years since project inception. Where possible the interest groups have been involved in the marketing processes and understand pricing and distribution requirements.

In the case of the thatch harvesters, they have learned that the wholesale harvest of grass and storage of it does not automatically produce a market, and therefore thatch is harvested more on a demand basis.

Grapple is a well established product and large amounts of it are harvested annually (up to 8 tonnes in 2000 and 12 tonnes in 2002) and sold successfully through established channels. In this case the success of this venture has even led to the production rate influencing the price received for the product, increasing its base price to the communities by 22% from 2000 to 2002. A good indication of the sustainability of this activity is the fact that whilst 300 people were involved and benefited from the 2000 harvest (US\$29 received per person), in 2002 there were 603 people benefited where involved people received US\$34 each. This was an increase of over 100% in benefits shared – indicating that the community had seen benefit in it and were becoming increasingly aware of its benefits, and were in turn willing to become involved in the process. In addition the interest in the activity has grown over the years and by 2002 five additional villages (a total of 1079 harvesters) had become involved in the harvesting of grapple overall, showing an increase of over 360% in interest and involvement (see 2002 Annual Report page 5). The target for harvesting of grapple in 2002 had been 20 tonnes but the Agricultural Resources Board (ARB) had run out of permit books at a critical time and this constrained the further harvest to just 12 tonnes.

Another very successful venture has been the harvesting of wild herbal tea plant material, the cultivating of these same species, the processing of the harvest and the production of a saleable product to the market.

4.1.8 Project Approach

According to the background material on the overall SADC-FSTCU project the project approach is based on three key elements:

- The decision to work in a low-rainfall area;
- Use of a local NGO instead of international organizations or the government; and
- The conviction that forest degradation is based on lack of environmental awareness and ownership and on poverty.

During the design phase, the decision at SADC level was to opt for low-rainfall areas. This decision brings specific additional challenges. In these areas forest growth is slow and its productive capacity low, which implies that even relatively low levels of extraction may not be sustainable. Moreover, the capacity to develop alternative income sources such as farming is

also heavily constrained, which means that in many cases forest exploitation remains a key livelihood strategy, although any single element of use of such forest products is not sufficient on its own. A variety of harvesting strategies combined constitute the overall livelihood picture.

The project appears to be based on the conviction that unsustainable use of veld products is the result of lack of environmental awareness, ownership and economic alternatives. Therefore if communities could be made aware of the impact their harvesting practices were having on the natural resource base, it would be likely that they could be convinced to adopt more sustainable harvesting systems. In addition, if they were afforded better access to natural resources they would be more inclined to assume a greater ownership or custodial role over the management and welfare of such resources. Lastly if they were shown or exposed to alternative economic enterprise opportunities then they would have the choice to diversify their livelihoods and reduce pressure on existing unsustainable activities.

The activities designed for the Botswana based CBMIF project worked according to these assumptions and structured their interventions accordingly.

4.1.9 Project Management and Coordination

Project management and coordination was in the hands of the VPR&D office in Gaborone with a Village Based Officers in the pilot villages. Communication and management of these VBOs was adequate, given the progress made in the project. The role of GTZ in the project was largely backstopping, with the provision of some technical assistance in the form of training courses and research into specific areas of production need.

Management has suffered from discontinuities in staff at times although it did not appear to cause undue problems to the implementation schedule. Examination of the reports and correspondence did not reveal many complications or problems from the VPR&D management point of view. This appears to have been well handled by the Project Steering Committee.

4.2 Assessment according to international evaluation criteria

4.2.1 General remarks

The pilot had six expected outcomes (see section 2.2.1): Sustainable management of indigenous veld resources in selected areas has been initiated and is being implemented; Domestication of veld resources has been initiated and is being implemented; Techniques for processing and preserving veld resources have been developed and are being applied; Strategies for marketing of veld products have been developed and are being implemented; Community awareness on the equitable and sustainable management of veld resources has developed; Plans for the integration of women in veld resource management have been developed.

This evaluation maps the achievements of the pilot as expressed by its expected outcomes against the five main international evaluation criteria:

- **Relevance:** The extent to which the intervention is suited to the priorities and policies of the target group, partner country and donor;
- **Effectiveness:** The extent to which an intervention attains its objectives;
- **Efficiency:** The relationship between the inputs and outputs, mostly evaluated by comparing alternative approaches to achieving the same outputs;
- **Impact:** The positive and negative changes produced by an intervention, directly or indirectly, intended or unintended;

- **Sustainability:** The extent to which the benefits of an intervention are likely to continue after donor funding has been withdrawn.

As an analysis of the expenditures was not part of the Terms of Reference and as at this stage it is impossible to compare approaches efficiency is not really measured but only briefly discussed.

Table 3: The relation between expected results and relevance, effectiveness, impact and sustainability.

Output	Relevance	Effectiveness	Impact	Sustainability
Sustainable management	●●●	●●●	●●●	●●
Domestication of veld resources	●	●	●●	●●
Processing veld resources	●●●	●●●	●●●	●●
Marketing of veld products	●●●	●●	●●●	●●●
Community awareness	●●	●●●	●●	●●●
Integration of women	●	●●●	●●●	●●●

●●● = output highly relevant for the analysis of the evaluation criterion; ●● = outputs is relevant for the analysis of the evaluation criterion; ● = output less relevant; blank = output may still be relevant, but in a less significant way

Table 3 provides a summary of the relation between expected results and these four evaluation criteria. The pilot's relevance is mainly determined by the possibility of replication. For effectiveness, i.e., the extent to which the project achieved its objectives, core expected results such as empowerment by the creation of community institutions, the formulation and implementation of a management plan, income generating activities, and to a less extent, training are the key factors. The impact of the project is mainly the result of the extent to which empowerment has been achieved, income generated and the target group has acquired new relevant knowledge, skills and capacities. The pilot's effect on the position of marginalized groups - in the case of the Botswana pilot, women, is highlighted as well. The sustainability of the project's benefits depends on a broad range of almost all expected results except for the effects on marginalized groups and replication.

For each item an assessment will be made according to the standardized scale maintained by the OECD's DAC:

- 1 Very good rating, significantly better than expected
- 2 Good rating, fully in line with expectations, no significant defect
- 3 Satisfactory rating, falling short of expectations but with positive results dominant
- 4 Unsatisfactory rating, significantly below expectations, and negative results dominate despite identifiable positive results
- 5 Clearly inadequate rating: despite several positive partial results, the negative results clearly dominate;
- 6 The project is useless, or the situation has deteriorated on balance.

Ratings 1-3 show a positive or successful rating, 4-6 a rating which is neither positive nor successful.

4.2.2 Relevance

The project's development goal to improve the living standard of rural communities in Botswana through sustainable and equitable utilization of natural resources. The project definitely contributed to an improvement of living standards, mainly by assisting the communities in producing and marketing veld products such as grapple, planting of indigenous fruit trees and being able to assess sustainable harvesting levels. It also achieved empowerment by facilitating the building of a local institutional capacity which enables the communities to better manage their veld products resources on a sustainable basis. The pilot has been successful in building significant local capacity. A weakness (but possibly at the same time strength in some areas) has been the fact the project did not facilitate the development of formalised community management committees but rather localised 'interest group' committees or groupings.

The relevance of a project is largely the result of possibility of replication, which depends on the one hand on the quality of the undertaken activities and on the other on the quality of the documentation of the experience. This documentation should not only address success stories that can be copied as best practices but also highlight the failures and mistakes from which future projects can learn. In the Botswana case project management reporting provided valuable insights into the projects 'adaptive management' approach. Using these it is possible to extract clear trails of problems encountered, the solutions sought and corrective action taken. This enhances the project's potential to be used as a model approach.

The ongoing activities that are taking place in the five communities and the possibility of tracking the route taken to achieve this sustainability allows the project to be useful for up-scaling. The experience with allowing the communities to develop 'interest groups' rather than formalising larger community committees and working at a more localised level of management units rather than producing an overall management plan for an indigenous forest is seen to be an area that should be further analysed. Classic CBNRM theory and principles four and five of the so-called Marshall Murphree Principles of CBNRM (Murphree, 1993) confirm this approach:

Principle 4: The unit of proprietorship (ie. who decides) should be the same as the unit of production, management and benefit - the group which manages the resource should also form the local management institution.

Principle 5: The unit of proprietorship should be as small as practicable, within ecological and socio-political constraints - smaller social groups are better at managing themselves and the resource than large anonymous institutions.

However, although the Botswana project produced some toolkits they appear to have not been used optimally to pass on information to a wider base of people than those in the project pilot sites. These documents are however available for use in the future should the need arise. And so, despite these positive results, the pilot is rated 3 (Satisfactory rating, falling short of expectations but with positive results dominant) with regard to relevance.

4.2.3 Effectiveness

The project's objective is: Veld resources are efficiently utilized for securing subsistence and income generation. This objective has been generally achieved. Without the project being in place, management of the natural veld product resources would be non-existent and be open abuse and over harvesting – especially from outsiders. Community benefits would be greatly reduced and even non-existent in some cases.

Table 2: Achievements by outcome and expected result.

Outcomes	Expected results	Achievements
Empowerment	R1: Sustainable management of indigenous veld resources in selected areas has been initiated and is being implemented.	Interest group exist and are effective in implementing management processes and systems such as assessments and establishing harvest levels. Sanctions applied to offenders.
Natural Resources Beneficiation capacity	R2: Domestication of veld resources has been initiated and is being implemented	Indigenous fruit trees planted reasonably successfully; nurseries developed and operational; beekeeping practiced successfully; herbal teas planted and propogated.
	R3: Techniques for processing and preserving veld resources have been developed and are being applied	Testing of preservation processes completed and various products produced and marketed ie. Truffle soup, herbal teas, grapple, thatching grass etc.
Marketing and income generation	R4: Strategies for marketing of veld products have been developed and are being implemented.	Groups have been assisted with marketing, and products sold in bulk and in processed form though it is possibly one of the areas of weakness in sustainability.
Community awareness	R5: Community awareness on the equitable and sustainable management of veld resources has developed	Levels of community awareness about the management, beneficiation, marketing and receipt of benefits generally high.
Gender Sensitivity	R6: Plans for the integration of women in veld resource management have been developed	Women are included significantly in all institutional structures, groups and processes ie. Training courses etc.

Training is seen as a cross cutting technical support function.

Table 2 oben provides an overview of the extent to which the project was able to achieve its expected outcomes. The table shows that the project developed significant levels of capacity and empowerment for the activities to be successfully carried on after project conclusion. The table confirms that pilot's performance realised its expectations, and positive results predominate. Therefore a score of 2 on the scale of 1 to 6 (Good rating) is allocated.

4.2.4 Efficiency

The project has been particularly efficient in managing its finances and resources in the early stages with the of administration, salaries, transport, etc. being kept to about 25% of the GTZ Financing Agreement budget, although the project has been very efficient in sourcing significant levels of alternative funding from other donors or development agencies such a Kelloggs Foundation, African Development Foundation etc. Early delays in the disbursement of funds were slightly problematic but resolved and did not appear to be a problem in the later stages of the programme. The capacity of the technical advisor or Project Manager from Veld Product Research & Development was seen to be good and he worked well with his team. The overall Project Steering Committee was also found to be efficient and kept the project well directed throughout.

4.2.5 Impact

The Project has developed the capacity of a significant number of people within the five villages, ensuring high levels of sustainability after project termination. The success of the first phase is evident in the expansion of the project to include a further two communities in the programme.

45.2% of respondents use the skills obtained through regular training. A strong focus was placed on training and rigorous statistics kept of training sessions held (see 4.1.3 above for example of 2002). Events such as the Farmer-to-Farmer workshop for over 100 people produced a great demand for further training and assistance with putting into practice the new products and processes they were exposed to.

The harvesting of grapple has had a particular impact financially throughout, leading to the mobilisation of a further five neighbouring villages in 2002 (Takatokwane, Magakabe, Maboane, Seseng and Ditshegwane). Grapple is a well established product and large amounts of it are harvested annually (see 4.1.4 and 4.1.7 above) A good indication of the impact of the project is the fact that in 2000 alone 300 people benefited from harvest of grapple (US\$29 received per person), and in 2002 over 600 people benefited with each person receiving US\$34 each. This showed that the impact of the project activities was being felt and people were becoming increasingly aware of its benefits, and were in turn willing to become involved in the process. Interest in the activity has grown over the years and by 2002 five additional villages (a total of 1079 harvesters) had become involved in the harvesting of grapple overall, showing an increase of over 360% in interest and involvement (see 2002 Annual Report page 5).

Training in a diversity of activities allowed the communities to explore the livelihood opportunities that suited them best, allowing them to focus their attention on these. The impact of this was such that the success rate of the various activities shows in the fact that there was a high survival rate of the indigenous fruit trees planted from the onset of the project, and that the people who planted them were interested enough to tend to the trees and ensure that they survived.

Likewise the communities were enthusiastic enough to collaborate with the VPR&D in exploring new opportunities such as attempting to beneficiate truffles and make soup, picking up on lessons learned from exchange visits to Malawi and introducing guinea fowl farming and beekeeping as additional activities. The impact of the project can be evidenced in the fact that despite constraints in adopting these new activities (ie. Delays in obtaining permits to farm guinea fowls) they persevered and are now continuing to farm guinea fowl successfully.

The project has successfully enabled the communities to develop alternative income generating activities, and through this to empower people to be confident enough to experiment and explore uncharted waters – something that seemed to be missing in the communities until the CBMIF came into being. The fact that five new villages engaged with the project in harvesting and marketing grapple also shows how the CBMIF activities had created awareness in neighbouring areas and influenced residents there to adopt these new livelihood opportunities.

A key area of impact has been the impact that the project has had on marginal groups – especially women and the San people. All the CBMIF Annual Reports show that women predominate in the activities and that there are significant numbers of San people involved in all activities from harvesting, beneficiation, production, marketing and in all training courses.

On the basis of this information, one has to conclude that there are numerous positive results, and that the pilot should be rated "Good - fully in line with expectations, no significant defect (2) as to its impact.

4.2.6 Sustainability

Although CBMIF has been operation for over ten years, the project approach has from the beginning stressed the need to drive towards sustainability. Hence, the methodology of rather working with interest groups over a centralised, formal committee institution – effectively allowing people the 'space' to focus on the areas of activity that best suited their own livelihood strategies. This possibly, from the beginning tied an element of sustainability into the project outcomes – building on an existing foundation that was part of their worldview.

All activities were approached in a manner that made options available to interested parties, and involved them in the planning stages, in the product development and storage stages, as well as in the marketing and distribution stages. The village survey showed that people had gained significant knowledge of their chosen activities and of those who attended any form of training, 45.2% use their acquired skill on a regular basis, and 29.0% sometimes (see section 4.1.3).

Early on in the inception of the project, VPR&D and the CBMIF committee encouraged collaboration with, other agencies as shown in a continuous interaction with the private sector (Geoflux), the government (Department of Agriculture, Department of Forestry etc.) and with the donor community (Kellogg Foundation and the AEET/ADF). This open and accepting approach has encouraged new funding to be made available as the GTZ funded component of the CBMIF winds down and has enabled these new agencies to step in to support the communities to develop in new directions. The Kellogg Foundation has expressed interest in supporting beekeeping and guinea fowl farming through the IRDP.

It would appear that all of the groups activated in the five communities are continuing with their activities to varying degrees and are using the ecological assessment tools when harvesting grapple and other veld products. In addition it is apparent that many of the people who were active in project activities gained some level of empowerment - 51.9% of respondents to the survey indicated that the project had allowed them to become significantly more involved in decision making with regard to the management and use of natural resources, and 48.1% said that it had helped them to become more involved in the sharing of benefits from the use and beneficiation of veld products. This alone would indicate that they would use these new skills and a new found confidence to make informed decisions about their livelihood choices. It needs to be accepted however that there will logically be some level of 'fall-out' and that some of the less motivated participants will go back to their old livelihood strategies.

One very encouraging benchmark of sustainability is the fact that five new villages were attracted to become involved in grapple harvesting processes during the latter stages of the project – giving it impetus and hopefully enough momentum to form a 'critical-mass' to ensure that the good-practice methodologies and approaches to harvesting will be sustained.

The project's achievements as to sustainability based upon the above observations and rationale – especially the acquisition of new donor support - shows that there is a good likelihood of sustainability of continued activity. However one disquieting trend in the marketing of the grapple is that although VPR&D made arrangements for another NGO – Thusano Lefatsheng (TL) to take over the marketing and sale of grapple on behalf of the communities, it would appear that TL have not really performed well in selling the 2008 year's crop, leaving many producers with stockpiles in their backyards. In addition TL have not paid the producers a good rate for grapple sold, claiming that their (TL's) overheads are high and so a greater percentage of profits have been withheld to cover these costs. Despite this, it is felt that the project warrants a rating of 2 (good rating, fully in line with expectations, no significant defect).

4.2.7 Coordination

Examination of the projects records and Annual Reports show that from the beginning VPR&D and the CBMIF Steering Committee demonstrated sound management practices, ensuring that reporting and communicating was kept to a high standard. This, together with a willingness to collaborate with other groups and bodies made it possible for other agencies to engage with the project and share information.

Besides the various SADC related meetings and workshops to share information across the four countries involved in the regional initiative, there are numerous other meetings with third parties documented in the reports.

It would appear that in its latter stages the success of the activities and reputation of the project resulted in the Project Manager being invited to give presentations to a great many workshops being held by other CBNRM programmes, projects and organisations within Botswana and in the region. This exposure may have encouraged other donor agencies and development organisations to engage with CBMIF and explore possible joint ventures.

The community exchange visit to Malawi organised by the project appears to have been particularly successful in that two new veld product related activities were brought back to the project and introduced into the programme. Although the guinea fowl farming initiative started off slowly it is nevertheless growing and expanding, whilst the beekeeping activity has shown exciting promise, with numerous training courses having been held and supported by the Kellogg Foundation's Integrated Rural Development Foundation as well as with the ADF's Action for Economic Empowerment Trust (AEET).

Linked to the above coordination was the hosting of a very successful Farmer to Farmer workshop in Motokwe in July 2002 with an emphasis on promoting beekeeping and related by-products. The event attracted 100 farmers from all the project area, farmers from Gabane, representatives from the Ministry of Agriculture, the Integrated Rural Development Programme (IRDP/Kellogg) as well as students from the local primary school. The activity was hosted by the CBMIF project and supported by another project, Communicating Biodiversity (COMBIO). During the training the farmers were exposed to different methods of extracting honey and making lip balm and candles from beeswax.

As mentioned elsewhere other donor support from the Kellogg Foundation has been provided for follow on activities as a directly result of the efforts of the VPR&D and CBMIF Committee to ensure that there is some level of sustainability.

Given the above high level of coordination and the successful results the project is rated as 2 - good rating, fully in line with expectations, no significant defect.

4.2.8 Overall rating of the pilot measure

The analyses of the pilot measure's performance with regard to relevance (score 3), effectiveness (score 2), impact (score 2) and sustainability (score 2), shows that the project has performed relatively well across the board showing some significant achievements (e.g., diversity of ongoing activities beyond the original activities identified, increasing economic benefits from grapple harvesting, strong commitment to good natural resources and sustainable use practices). The few 'failures' such as the lack of progress with beneficiating truffles and inability to sell the one crop of thatching grass that was harvested may be merely ascribed to adaptive management in experimenting with production and marketing. These do not however overshadow the positive elements achieved through the project – especially that of empowerment, the inclusion of women and marginalised groups in all activities.

When looking at the project the perspective of its original objectives it is clear that these have been achieved:

- Sustainable management of veld resources in a selected area
- Domestication and propagation of veld resources
- Development of techniques for processing and preserving veld products

- Marketing of veld products
- Development of community awareness on the equitable and sustainable management and utilisation of veld resources
- Integration of women into resource management and utilisation processes
- Project Management.

The only significant area of weakness may be found in the area of domestication and propagation of veld resources, and this only in the scale of the outcome. Many participants in the programme have successfully set up nurseries and have participated in training exercises in this regard. It would not appear that this has led to any examples of the veld product plants being grown large scale within the community confines or fields. However the production of honey from the new beekeeping initiative shows great promise with over 18 productive hives being managed by the communities. The verdict on the potential of the guinea fowl farming initiative is still awaited.

In all the other objectives significant achievements have been made – although the success of the grapple harvesting and marketing could be considered as outstanding – however the failure of the ARB to produce enough permits in 2002 detracted from its potential. This was however outside of the projects control.

Another key to the success of the overall project was the assignment of the VBOs to each of the villages, effectively providing a direct daily connection between the CBMIF management processes and the community activities. This possibly enabled the project to operate at a higher level of productivity and output, given the immediate feedback processes that were created.

The overall picture that emerges of the CBMIF is that it has, in most cases achieved the expected results that it set in the original Financing Agreement. Although the one negative aspect is the lack of capacity development (training) material that is available to be used in attempting to replicate the project successes in other areas. The livelihoods of those involved in the activities of the project were improved economically and socially whilst also achieving the goal of initiating and implementing the sustainable management of veld products. The pilot measure's achievement is in most cases positive, with few negative results. The overall assessment is therefore 2 – a good rating, fully in line with expectations, no significant defect.

5 Conclusions and Outlook

The above evaluation is based on an assessment of reports made available by VPR&D and GTZ, a field visit to the area which included the implementation of a survey of a representative sample of the local population, and discussions with key informants. The unavailability of some reports and documentation did in some way hamper the ability of the researcher to carry out an absolutely thorough evaluation – however the material available and the survey in the communities concerned enabled one to establish that the project has been managed and carried out well. This together with the researchers own in-depth knowledge of CBNRM processes within Botswana over the past fifteen years, and its knowledge of the VPR&D organisation and its activities, have enabled him to understand the implementation of the project from a professional point of view.

Firstly, the VPR&D organisation has a very good track record of approaching its projects and activities systematically and logically. This project was in fact the 'brain-child' of Veld Product Research & Development through its interaction with SNV in 1995-96. They together saw the need for such a project to explore the issues of unsustainable harvesting of veld products in many areas of the kalahari thornveld in Botswana after it was noted that the commercial demand for some veld products such as grapple had possibly lead to unsustainable levels of harvesting. This conceptual framework that was established was obviously further

interrogated further when GTZ became involved in the process, leading to a sound project rationale and approach from the beginning. This lays a good, solid foundation for the project.

Secondly, VPR&D are recognised for associating themselves with sound professional associates and it would appear that the Steering Committee of the CBMIF was composed of people who were specifically chosen for their ability to guide the project professionally and assertively.

Thirdly, a review of the material and documentation made available shows that the Steering Committee played a significant role in managing the project, holding regular meetings and providing an analytical basis for the adaptive management of the activities.

Fourthly, analysis of the documentation shows that VPR&D managed the project professionally and efficiently – ensuring that the appropriate working environment existed for staff to do their jobs well, unfettered by personal problems or issues of employment. IN particular the financial aspects of the project, in terms of accessing, managing and using GTZ funds were relatively problem free.

Fifthly, the introduction of the VBOs into the communities provided a necessary linkage between the ongoing activities and the project management structures – effectively ensuring that the problems, constraints and weaknesses that emerged from time to time were able to be addressed in a timely manner, and also that any strengths and opportunities that were identified were able to be acted upon immediately.

The sixth aspect that is seen to have contributed to the project having operated well is the transparent, participative and 'democratic' manner in which it was carried out. The project implementers allowed the participants 'space' to weave in the project activities with their ongoing livelihood activities, and through this were able to slowly, incrementally facilitate an improvement in the livelihoods of the participants. The perspective gained is that project activities were not viewed as an external intervention but rather as an expanding reality.

A further point is that with the strong focus on including marginalised groups, there was a corresponding response from those people which appears to have had a self-reinforcing effect of creating cohesion and harmony. The eagerness to engage with new activities (ie. Guinea fowl farming and beekeeping) is not often seen in a lot of remote communities who are often distrustful of new ideas and outside interventions.

The fact that participants in the project so willingly engaged in new activities offered to them, or indeed identified themselves, showed that the programme was obviously providing them with options and alternatives that they wanted or needed. The rate at which they participated in the training courses offered is also an indicator of the relevance of the interventions the project provided. This is also borne out by the huge expansion in 'uptake' of harvesting grapple – increasing from 300 participants in the year 2000 to over 1,000 participants in 2002 and the later inclusion of a further five villages (500 more people) in the activity.

A process that would have assisted the project to have achieved greater results would have been the holding of systematic, regular analytical sessions either with the communities, or at least with the project implementers. This technique was the single factor that enabled the Zimbabwean Campfire Programme to become so robust and successful. Its Campfire Collaborative Committee made up of central government, local government, NGOs, academia, community and donor representatives, met twice annually and interrogated the implementation of CBNRM in the related communities. This largely academic analysis of the conservation and development processes allowed the project to document its successes, failures, constraints etc. and to use these in an adaptive management style to direct the course of the programme over its implementation life.

Finally, inherent in the picture that emerges of the CBMIF is the realisation that the project implementers truly worked with a 'light touch' when dealing with the community groups – coaching, suggesting, encouraging, nudging and generally playing a facilitative role, rather than applying a top down approach that would invariably have produced more problems than solutions.

Statistical data

Demographic and Socio-Economic Status Questions

Sex

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	12	22.2	22.2	22.2
Female	42	77.8	77.8	100.0
Total	54	100.0	100.0	

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 22	1	1.9	1.9	1.9
23	1	1.9	1.9	3.7
24	1	1.9	1.9	5.6
26	1	1.9	1.9	7.4
27	3	5.6	5.6	13.0
28	1	1.9	1.9	14.8
29	1	1.9	1.9	16.7
31	1	1.9	1.9	18.5
32	1	1.9	1.9	20.4
34	1	1.9	1.9	22.2
35	1	1.9	1.9	24.1
40	5	9.3	9.3	33.3
42	2	3.7	3.7	37.0
43	2	3.7	3.7	40.7
44	2	3.7	3.7	44.4
45	2	3.7	3.7	48.1
46	4	7.4	7.4	55.6
48	2	3.7	3.7	59.3
49	4	7.4	7.4	66.7
54	1	1.9	1.9	68.5
55	1	1.9	1.9	70.4
56	2	3.7	3.7	74.1
60	2	3.7	3.7	77.8
61	1	1.9	1.9	79.6
62	1	1.9	1.9	81.5
64	2	3.7	3.7	85.2
68	3	5.6	5.6	90.7
69	2	3.7	3.7	94.4
71	1	1.9	1.9	96.3
73	2	3.7	3.7	100.0
Total	54	100.0	100.0	

People per household

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	1	1.9	1.9	1.9
2	2	3.7	3.7	5.6

3	3	5.6	5.6	11.1
4	4	7.4	7.4	18.5
5	10	18.5	18.5	37.0
6	9	16.7	16.7	53.7
7	4	7.4	7.4	61.1
8	5	9.3	9.3	70.4
9	2	3.7	3.7	74.1
10	2	3.7	3.7	77.8
11	1	1.9	1.9	79.6
12	1	1.9	1.9	81.5
13	3	5.6	5.6	87.0
14	1	1.9	1.9	88.9
15	4	7.4	7.4	96.3
17	1	1.9	1.9	98.1
18	1	1.9	1.9	100.0
Total	54	100.0	100.0	

Language spoken

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Sekgalagadi	48	88.9	88.9	88.9
San	6	11.1	11.1	100.0
Total	54	100.0	100.0	

Name Of Village

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid motokwe	16	29.6	29.6	29.6
dutlwe	12	22.2	22.2	51.9
tshwane	10	18.5	18.5	70.4
kekhenye	8	14.8	14.8	85.2
tsetseng	8	14.8	14.8	100.0
Total	54	100.0	100.0	

Aged 0-17

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	3	5.6	5.6	5.6
2	11	20.4	20.4	25.9
3	12	22.2	22.2	48.1
4	7	13.0	13.0	61.1
5	3	5.6	5.6	66.7
6	3	5.6	5.6	72.2
7	6	11.1	11.1	83.3
8	3	5.6	5.6	88.9
9	2	3.7	3.7	92.6
10	2	3.7	3.7	96.3
12	1	1.9	1.9	98.1
14	1	1.9	1.9	100.0
Total	54	100.0	100.0	

Aged 18 over

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	2	3.7	3.8	3.8
	1	6	11.1	11.3	15.1
	2	18	33.3	34.0	49.1
	3	13	24.1	24.5	73.6
	4	3	5.6	5.7	79.2
	5	7	13.0	13.2	92.5
	6	1	1.9	1.9	94.3
	8	1	1.9	1.9	96.2
	9	1	1.9	1.9	98.1
	10	1	1.9	1.9	100.0
	Total	53	98.1	100.0	
Missing	System	1	1.9		
Total		54	100.0		

People contributing to regular cash income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	6	11.1	11.1	11.1
	1	34	63.0	63.0	74.1
	2	9	16.7	16.7	90.7
	3	5	9.3	9.3	100.0
	Total	54	100.0	100.0	

Anyone receiving remittances from someone living away

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	14	25.9	25.9	25.9
	no	40	74.1	74.1	100.0
	Total	54	100.0	100.0	

The average monthly income for the this household

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BWP 100	4	7.4	7.4	7.4
	BWP 101 -200	6	11.1	11.1	18.5
	BWP 201 -300	5	9.3	9.3	27.8
	BWP 301-500	9	16.7	16.7	44.4
	BWP 501-750	13	24.1	24.1	68.5
	751-1000	6	11.1	11.1	79.6
	BWP1000-2000	7	13.0	13.0	92.6
	BWP2001-5000	3	5.6	5.6	98.1
	BWP5001+	1	1.9	1.9	100.0
	Total	54	100.0	100.0	

General Questions

Increase in forest resources - before and after project?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes very much	19	35.2	35.2	35.2

yes somewhat	14	25.9	25.9	61.1
not very likely	5	9.3	9.3	70.4
not at all	13	24.1	24.1	94.4
dont know	3	5.6	5.6	100.0
Total	54	100.0	100.0	

Did the forestry project help improve your living standards

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes very much	22	40.7	40.7	40.7
yes somewhat	12	22.2	22.2	63.0
not very likely	4	7.4	7.4	70.4
not at all	12	22.2	22.2	92.6
do not know	4	7.4	7.4	100.0
Total	54	100.0	100.0	

Did the forestry project help you be more involved in decision making on natural resource management ?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes very much	28	51.9	51.9	51.9
yes somewhat	7	13.0	13.0	64.8
not very likely	7	13.0	13.0	77.8
not at all	9	16.7	16.7	94.4
do not know	3	5.6	5.6	100.0
Total	54	100.0	100.0	

Did the forestry project help you be more involved in the sharing of benefits from forest resources?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes very much	26	48.1	48.1	48.1
yes somewhat	6	11.1	11.1	59.3
not very likely	7	13.0	13.0	72.2
not at all	11	20.4	20.4	92.6
do not know	4	7.4	7.4	100.0
Total	54	100.0	100.0	

Forest Management Plans

14. How long have you lived in these community

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	1	1.9	1.9	1.9
2	2	3.7	3.7	5.6
7	1	1.9	1.9	7.4
10	1	1.9	1.9	9.3
14	1	1.9	1.9	11.1
17	2	3.7	3.7	14.8
18	3	5.6	5.6	20.4
23	1	1.9	1.9	22.2
25	1	1.9	1.9	24.1
26	2	3.7	3.7	27.8

28	2	3.7	3.7	31.5
30	1	1.9	1.9	33.3
31	1	1.9	1.9	35.2
32	1	1.9	1.9	37.0
34	2	3.7	3.7	40.7
88	32	59.3	59.3	100.0
Total	54	100.0	100.0	

15. Knowledge of existence of forest management committee

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	42	77.8	77.8	77.8
no	7	13.0	13.0	90.7
do not know	5	9.3	9.3	100.0
Total	54	100.0	100.0	

16. Knowledge of existence of a forest management plan

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	37	68.5	68.5	68.5
no	7	13.0	13.0	81.5
do not know	10	18.5	18.5	100.0
Total	54	100.0	100.0	

17. Extent of knowledge of objectives of the plan

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	1	1.9	1.9	1.9
very well	22	40.7	41.5	43.4
cannot remember	9	16.7	17.0	60.4
precisely				
do not know at all	21	38.9	39.6	100.0
Total	53	98.1	100.0	
Missing System	1	1.9		
Total	54	100.0		

18A. Extent of involvement in defining the objectives of the plan

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	2	3.7	3.8	3.8
yes very much	16	29.6	30.2	34.0
yes somewhat	14	25.9	26.4	60.4
not very likely	5	9.3	9.4	69.8
not at all	5	9.3	9.4	79.2
dont know	11	20.4	20.8	100.0
Total	53	98.1	100.0	
Missing System	1	1.9		
Total	54	100.0		

18B. Extent of involvement in defining the scope of the plan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	2	3.7	3.8	3.8
	yes very much	13	24.1	24.5	28.3
	yes somewhat	11	20.4	20.8	49.1
	not very likely	10	18.5	18.9	67.9
	not at all	5	9.3	9.4	77.4
	do not know	12	22.2	22.6	100.0
	Total	53	98.1	100.0	
Missing	System	1	1.9		
Total		54	100.0		

18C.Extent of involvement in decision making on the allocation of responsibilities for the plan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	2	3.7	3.8	3.8
	yes very much	17	31.5	32.1	35.8
	yes somewhat	10	18.5	18.9	54.7
	not very likely	5	9.3	9.4	64.2
	not at all	8	14.8	15.1	79.2
	do not know	11	20.4	20.8	100.0
	Total	53	98.1	100.0	
Missing	System	1	1.9		
Total		54	100.0		

18D.Ablity and capacity for carrying out resource assessments

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	2	3.7	3.8	3.8
	yes very much	18	33.3	34.6	38.5
	yes somewhat	6	11.1	11.5	50.0
	not very likely	3	5.6	5.8	55.8
	not at all	11	20.4	21.2	76.9
	do not know	12	22.2	23.1	100.0
	Total	52	96.3	100.0	
Missing	System	2	3.7		
Total		54	100.0		

18E. Extent of involvement in decision making on resource use management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	2	3.7	3.8	3.8
	yes very much	19	35.2	35.8	39.6
	yes somewhat	7	13.0	13.2	52.8
	not very likely	5	9.3	9.4	62.3
	not at all	7	13.0	13.2	75.5
	do not know	11	20.4	20.8	96.2
	44	2	3.7	3.8	100.0
	Total	53	98.1	100.0	
Missing	System	1	1.9		
Total		54	100.0		

18F. Extent of involvement in decision making on resource use

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	2	3.7	3.8	3.8
	yes very much	19	35.2	35.8	39.6
	yes somewhat	6	11.1	11.3	50.9
	not very likely	6	11.1	11.3	62.3
	not at all	9	16.7	17.0	79.2
	do not know	11	20.4	20.8	100.0
	Total	53	98.1	100.0	
Missing	System	1	1.9		
Total		54	100.0		

18G. Extent of involvement in decision on benefit sharing process

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	2	3.7	3.8	3.8
	yes very much	22	40.7	41.5	45.3
	yes somewhat	4	7.4	7.5	52.8
	not very likely	3	5.6	5.7	58.5
	not at all	11	20.4	20.8	79.2
	do not know	11	20.4	20.8	100.0
	Total	53	98.1	100.0	
Missing	System	1	1.9		
Total		54	100.0		

Degree of influence implementation of plan has had on limiting the amount of wood extracted from the forest

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	2	3.7	3.8	3.8
	yes very much	20	37.0	37.7	41.5
	yes somewhat	19	35.2	35.8	77.4
	not very likely	2	3.7	3.8	81.1
	do not know	10	18.5	18.9	100.0
	Total	53	98.1	100.0	
Missing	System	1	1.9		
Total		54	100.0		

Degree of influence implementation of plan has had on regulating outside use of the forest

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	2	3.7	3.8	3.8
	yes very much	19	35.2	35.8	39.6
	yes somewhat	12	22.2	22.6	62.3
	not very likely	8	14.8	15.1	77.4
	do not know	12	22.2	22.6	100.0
	Total	53	98.1	100.0	
Missing	System	1	1.9		
Total		54	100.0		

Degree of influence implementation of plan has had on licensing of timber,charcoal,non timber products etc

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	2	3.7	3.8	3.8
	yes very much	24	44.4	45.3	49.1
	yes somewhat	7	13.0	13.2	62.3
	not very likely	8	14.8	15.1	77.4
	do not know	12	22.2	22.6	100.0
	Total	53	98.1	100.0	
Missing	System	1	1.9		
Total		54	100.0		

Degree of influence implementation of plan has had on zonation of the forest area

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	2	3.7	3.8	3.8
	yes very much	13	24.1	24.5	28.3
	yes somewhat	6	11.1	11.3	39.6
	not very likely	13	24.1	24.5	64.2
	not at all	1	1.9	1.9	66.0
	do not know	18	33.3	34.0	100.0
	Total	53	98.1	100.0	
Missing	System	1	1.9		
Total		54	100.0		

Degree of influence implementation of plan has had on establishing tree nurseries

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	2	3.7	3.8	3.8
	yes very much	14	25.9	26.4	30.2
	yes somewhat	14	25.9	26.4	56.6
	not very likely	7	13.0	13.2	69.8
	do not know	16	29.6	30.2	100.0
	Total	53	98.1	100.0	
Missing	System	1	1.9		
Total		54	100.0		

Degree of influence implementation of plan has had on which community are planting indigenous trees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	2	3.7	3.8	3.8
	yes very much	19	35.2	35.8	39.6
	yes somewhat	11	20.4	20.8	60.4
	not very likely	5	9.3	9.4	69.8
	do not know	16	29.6	30.2	100.0
	Total	53	98.1	100.0	
Missing	System	1	1.9		
Total		54	100.0		

Degree of influence implementation of plan has had on benefit sharing processes

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	2	3.7	3.8	3.8
	yes very much	22	40.7	41.5	45.3
	yes somewhat	10	18.5	18.9	64.2
	not very likely	8	14.8	15.1	79.2
	do not know	11	20.4	20.8	100.0
	Total	53	98.1	100.0	
Missing	System	1	1.9		
Total		54	100.0		

20. Degree of influence implementation of plan has had on securing the natural resource base

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	3	5.6	5.7	5.7
	the plan is very helpful to secure the natural resource bas	23	42.6	43.4	49.1
	the plan in not so helpful to secure the natural resource ba	14	25.9	26.4	75.5
	do not know	13	24.1	24.5	100.0
	Total	53	98.1	100.0	
Missing	System	1	1.9		
Total		54	100.0		

Income Generation Related to Forestry Project Activities

21. Extent did the implementation of the forest management plan changed the living standards of the entire community they lived in

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	4	7.4	7.4	7.4
	living standards improved a lot	15	27.8	27.8	35.2
	living standards improved somewhat	24	44.4	44.4	79.6
	living standars remained the same	10	18.5	18.5	98.1
	living standards got worse	1	1.9	1.9	100.0
	Total	54	100.0	100.0	

to what extent did the implementation of the plan of the community forest changed the living standards of your household

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	4	7.4	7.4	7.4

living standards improved a lot	16	29.6	29.6	37.0
living standards improved somewhat	22	40.7	40.7	77.8
living standars remained the same	10	18.5	18.5	96.3
living standards got worse	2	3.7	3.7	100.0
Total	54	100.0	100.0	

did your household participate in any income generating activities promoted by the project

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	36	66.7	66.7	66.7
no	18	33.3	33.3	100.0
Total	54	100.0	100.0	

maize cultivation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	2	3.7	3.7	3.7
yes	19	35.2	35.2	38.9
no	33	61.1	61.1	100.0
Total	54	100.0	100.0	

guinea fowl breeding

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	2	3.7	3.7	3.7
yes	10	18.5	18.5	22.2
no	42	77.8	77.8	100.0
Total	54	100.0	100.0	

fruit tree planting

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	2	3.7	3.7	3.7
yes	19	35.2	35.2	38.9
no	33	61.1	61.1	100.0
Total	54	100.0	100.0	

collection of medicinal and edible plants

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	2	3.7	3.7	3.7
yes	24	44.4	44.4	48.1
no	28	51.9	51.9	100.0
Total	54	100.0	100.0	

honey production

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	2	3.7	3.7	3.7
	yes	15	27.8	27.8	31.5
	no	37	68.5	68.5	100.0
	Total	54	100.0	100.0	

tree nurseries

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	2	3.7	3.7	3.7
	yes	10	18.5	18.5	22.2
	no	42	77.8	77.8	100.0
	Total	54	100.0	100.0	

thatch grass

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	2	3.7	3.7	3.7
	yes	11	20.4	20.4	24.1
	no	41	75.9	75.9	100.0
	Total	54	100.0	100.0	

25. Do you perceive benefits from forestry activities as part of your regular household income ,or is this income percieved as something extra

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not applicable	18	33.3	33.3	33.3
	yes part of regular household	6	11.1	11.1	44.4
	no percived as extra income	30	55.6	55.6	100.0
	Total	54	100.0	100.0	

school fees,materials,school uniform

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not applicable	23	42.6	43.4	43.4
	yes	11	20.4	20.8	64.2
	no	17	31.5	32.1	96.2
	9	2	3.7	3.8	100.0
	Total	53	98.1	100.0	
Missing	System	1	1.9		
Total		54	100.0		

clothes

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not applicable	24	44.4	47.1	47.1
	yes	1	1.9	2.0	49.0
	no	26	48.1	51.0	100.0
	Total	51	94.4	100.0	

Missing	System	3	5.6		
Total		54	100.0		

savings

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not applicable	24	44.4	47.1	47.1
	yes	1	1.9	2.0	49.0
	no	26	48.1	51.0	100.0
	Total	51	94.4	100.0	
Missing	System	3	5.6		
Total		54	100.0		

food

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not applicable	24	44.4	47.1	47.1
	yes	18	33.3	35.3	82.4
	no	9	16.7	17.6	100.0
	Total	51	94.4	100.0	
Missing	System	3	5.6		
Total		54	100.0		

water

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not applicable	24	44.4	47.1	47.1
	no	27	50.0	52.9	100.0
	Total	51	94.4	100.0	
Missing	System	3	5.6		
Total		54	100.0		

medicine

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not applicable	24	44.4	47.1	47.1
	no	27	50.0	52.9	100.0
	Total	51	94.4	100.0	
Missing	System	3	5.6		
Total		54	100.0		

transportation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not applicable	24	44.4	47.1	47.1
	no	27	50.0	52.9	100.0
	Total	51	94.4	100.0	
Missing	System	3	5.6		
Total		54	100.0		

entertainment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not applicable	24	44.4	47.1	47.1
	yes	1	1.9	2.0	49.0
	no	26	48.1	51.0	100.0
	Total	51	94.4	100.0	
Missing	System	3	5.6		
Total		54	100.0		

other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not applicable	24	44.4	47.1	47.1
	yes	2	3.7	3.9	51.0
	no	25	46.3	49.0	100.0
	Total	51	94.4	100.0	
Missing	System	3	5.6		
Total		54	100.0		

27. How much does the household spend annually on licenses and fines for the use of forest resources

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not applicable	30	55.6	55.6	55.6
	BWP 10 OR LESS	11	20.4	20.4	75.9
	BWP 10-20	2	3.7	3.7	79.6
	20-50	3	5.6	5.6	85.2
	200 - 500	5	9.3	9.3	94.4
	BWP 500+	3	5.6	5.6	100.0
	Total	54	100.0	100.0	

Empowerment of Local Communities

28. are you in the local development committees established by the community forest project

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	3	5.6	5.6	5.6
	yes	32	59.3	59.3	64.8
	no	19	35.2	35.2	100.0
	Total	54	100.0	100.0	

how many community meetings called by these committees do you attend

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not applicable	17	31.5	32.7	32.7
	never attended meeting	5	9.3	9.6	42.3
	attended some meetings	13	24.1	25.0	67.3

64.8 48.6

	attended all meetings	17	31.5	32.7	100.0	31.5	48.6
	Total	52	96.3	100.0			
Missing	System	2	3.7				
Total		54	100.0				

to what extent are you satisfied with the manner in which the committees conduct meetings?

		Frequency	Percent	Valid Percent	Cumulative Percent		
Valid	not applicable	19	35.2	36.5	36.5		
	not satisfied at all	3	5.6	5.8	42.3		
	somewhat satisfied	9	16.7	17.3	59.6	61.1	63.6
	very satisfied	21	38.9	40.4	100.0	55.6	90.9
	Total	52	96.3	100.0			
Missing	System	2	3.7				
Total		54	100.0				

to what extent are you satisfied with the manner in which the committees solve community problems

		Frequency	Percent	Valid Percent	Cumulative Percent		
Valid	not applicable	19	35.2	36.5	36.5		
	not satisfied at all	2	3.7	3.8	40.4		
	somewhat satisfied	10	18.5	19.2	59.6	61.1	63.6
	very satisfied	21	38.9	40.4	100.0	57.4	93.9
	Total	52	96.3	100.0			
Missing	System	2	3.7				
Total		54	100.0				

to what extent do you feel represented on the the committees

		Frequency	Percent	Valid Percent	Cumulative Percent		
Valid	not applicable	19	35.2	36.5	36.5		
	not represented at all	4	7.4	7.7	44.2		
	somewhat represented	12	22.2	23.1	67.3	61.1	51.5
	very represented	17	31.5	32.7	100.0	53.7	87.9
	Total	52	96.3	100.0			
Missing	System	2	3.7				
Total		54	100.0				

to what extent do the decisions of the committee affect your standard of living

		Frequency	Percent	Valid Percent	Cumulative Percent		
Valid	not applicable	19	35.2	36.5	36.5		
	no effect at all	3	5.6	5.8	42.3		
	little effect	14	25.9	26.9	69.2	61.1	48.5

	significant impact	16	29.6	30.8	100.0	29.6	48.5
Missing	Total	52	96.3	100.0		25.9	42.4
	System	2	3.7				
Total		54	100.0			5.6	9.1

Capacity Building

34. did you attend any training course offered by the project

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	4	7.4	7.5	7.5
	yes	26	48.1	49.1	56.6
	no	22	40.7	41.5	98.1
	3	1	1.9	1.9	100.0
	Total	53	98.1	100.0	
Missing	System	1	1.9		
Total		54	100.0		

35. which training course did you attend

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		48	88.9	88.9	88.9
	bee	1	1.9	1.9	90.7
	bizmgt	1	1.9	1.9	92.6
	fowl	1	1.9	1.9	94.4
	mgt	1	1.9	1.9	96.3
	pra	1	1.9	1.9	98.1
	vildev	1	1.9	1.9	100.0
	Total	54	100.0	100.0	

36. to what extent do you use the knowledge and skills you acquired in the training activities you attended

		Frequency	Percent	Valid Percent	Cumulative Percent		
Valid	not applicable	22	40.7	41.5	41.5	57.4	
	not used at all	8	14.8	15.1	56.6	14.8	25.8
	once in a while	9	16.7	17.0	73.6	16.7	29.0
	regularly	14	25.9	26.4	100.0	25.9	45.2
	Total	53	98.1	100.0			
Missing	System	1	1.9				
Total		54	100.0				

37A. measuring the available natural resource stocks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very knowledgeable	27	50.0	52.9	52.9
	somewhat knowledgeable	10	18.5	19.6	72.5
	not knowledgeable	14	25.9	27.5	100.0

Total		51	94.4	100.0	
Missing	System	3	5.6		
Total		54	100.0		

37B. establish a sustainable harvest

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very knowledgeable	33	61.1	62.3	62.3
	somewhat knowledgeable	7	13.0	13.2	75.5
	not knowledgeable	12	22.2	22.6	98.1
	4	1	1.9	1.9	100.0
	Total	53	98.1	100.0	
Missing	System	1	1.9		
Total		54	100.0		

37C. establish how much natural resources have been extracted per year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very knowledgeable	30	55.6	56.6	56.6
	somewhat knowledgeable	4	7.4	7.5	64.2
	not knowledgeable	19	35.2	35.8	100.0
	Total	53	98.1	100.0	
Missing	System	1	1.9		
Total		54	100.0		

37D. establish the price

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very knowledgeable	27	50.0	50.9	50.9
	somewhat knowledgeable	10	18.5	18.9	69.8
	not knowledgeable	16	29.6	30.2	100.0
	Total	53	98.1	100.0	
Missing	System	1	1.9		
Total		54	100.0		

37E. calculate the profit and losses of forestry income generating projects

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very knowledgeable	18	33.3	34.6	34.6
	somewhat knowledgeable	14	25.9	26.9	61.5

	not knowledgeable	20	37.0	38.5	100.0
	Total	52	96.3	100.0	
Missing	System	2	3.7		
Total		54	100.0		

37F. which tree species are not allowed to be exploited

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very knowledgeable	18	33.3	34.0	34.0
	somewhat knowledgeable	13	24.1	24.5	58.5
	not knowledgeable	21	38.9	39.6	98.1
	33	1	1.9	1.9	100.0
	Total	53	98.1	100.0	
Missing	System	1	1.9		
Total		54	100.0		

37G. under which circumstances are outsiders allowed to harvest forest products

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very knowledgeable	19	35.2	35.8	35.8
	somewhat knowledgeable	13	24.1	24.5	60.4
	not knowledgeable	21	38.9	39.6	100.0
	Total	53	98.1	100.0	
Missing	System	1	1.9		
Total		54	100.0		

37H. what is the benefit sharing mechanism for natural resources

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very knowledgeable	12	22.2	22.6	22.6
	somewhat knowledgeable	23	42.6	43.4	66.0
	not knowledgeable	18	33.3	34.0	100.0
	Total	53	98.1	100.0	
Missing	System	1	1.9		
Total		54	100.0		

Involvement of Marginalised Groups

38. do you think that marginalized groups are now better off

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	46	85.2	85.2	85.2

no	8	14.8	14.8	100.0
Total	54	100.0	100.0	

to what extent did the project contribute to this

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not applicable	8	14.8	15.1	15.1
	did not contribute at all	2	3.7	3.8	18.9
	contributed somewhat	29	53.7	54.7	73.6
	contributed a lot	14	25.9	26.4	100.0
	Total	53	98.1	100.0	
Missing	System	1	1.9		
Total		54	100.0		

83.3 79.6

do you think that the project strengthened your willingness and ability to participate in community decision making

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not applicable	17	31.5	31.5	31.5
	not at all	3	5.6	5.6	37.0
	somewhat	12	22.2	22.2	59.3
	a lot	22	40.7	40.7	100.0
	Total	54	100.0	100.0	