

**Strengthening DWNP's extension role and capacity.**

**A report to the DWNP**

**by**

**The Natural Resources Management Project**

**(USAID project: 690-0251-33).**

**June, 1993.**

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## 1. BACKGROUND

As the agency responsible for wildlife in Botswana, the Department of Wildlife and National Parks [DWNP] is committed to the implementation of the Wildlife Conservation and National Parks Act (1992) and where appropriate, the Tourism Policy [TP] (1990). The Act of 1992 is largely based on existing legislation modified by the Wildlife Conservation Policy [WCP] (1986).

### A. Wildlife Conservation Policy

The WCP aims to promote an increased annual economic return from land allocated primarily to wildlife, while ensuring the sustainability of the resource. It postulates that a substantial flow of benefits from wildlife utilisation, on a sustained yield basis, would widen the public's appreciation of the value of conserving the nation's wildlife resources. This appreciation would, in turn, lead to greater national support for conservation. This complements the National Development Plans [NDPs] VI and VII which call for the continued development of wildlife as a renewable resource, subject to the principles of sustainable natural resource development.

Some of the WCP's objectives are:

- 1) To realise the full potential of the wildlife resource. A higher level of sustainable utilisation was expected following the full recovery of wildlife populations from the drought of the 1980s. Utilisation strategies will need to be flexible to accommodate the recurrent nature of drought in Botswana.
- 2) To develop a commercial wildlife industry in order to create economic opportunities, jobs and incomes for the rural population and reduce the number of rural dwellers who rely on subsistence hunting. It is further hoped that this diversification of the rural economy will slow the growing migration of rural dwellers to urban centres.
- 3) To increase the supply of game meat for both commercial and subsistence uses through the development of wildlife utilization.

### B. Tourism Policy

The relevant objectives of the TP are:

- 1) To generate employment, mainly in rural areas.
- 2) To raise incomes in rural areas in order to reduce urban drift.
- 3) To promote rural development and to stimulate the provision of other services in remote areas.

These are encompassed in the general objective of the TP which is to obtain, on a

sustainable basis, the greatest possible net social and economic benefits for Botswana from their tourist resources such as scenic beauty, wildlife and its unique ecological, geological and cultural characteristics.

### C. Wildlife Management Areas

The WCP and the TP complemented the Tribal Grazing Land Policy [TGLP] (1975) when the concept of Wildlife Management Areas [WMAs] were incorporated in NDPs V and VI, as a category of land zonation.

The WMAs are considered as a form of land zonation for wildlife utilisation within the Reserved Areas category, as differentiated by the TGLP, and constitute 20 percent of the land in Botswana. Wildlife utilization and management are the recognised primary form of land use in the WMAs which are areas that have been determined as marginal for agriculture. The exploitation of wildlife including tourism, may well yield a higher economic return than agriculture in these areas. Various forms of wildlife utilisation will be encouraged, and existing uses of hunting and tourism continued. Wildlife utilisation plans will include hunting, game ranching and farming, live capture and venison processing, and photographic safaris.

### D. Controlled Hunting Areas

Controlled Hunting Areas [CHAs] differ from WMAs the former cover all areas of Botswana and all forms of land use. (In CHAs, the only control over activities is over hunting). CHAs not being a land use category, cannot control activities even if they are detrimental to wildlife populations. In many cases, CHAs will fall inside WMAs. It is therefore the WMA status which provides protection for wildlife. Government assistance in the development of wildlife utilization will be concentrated in the WMAs.

Wildlife utilisation activities falling within the ambit of the DWNP are many and varied. In all of these, the DWNP has responsibilities for disseminating information, providing technical support, and monitoring current activities. These activities fall to the extension section of the Management and Utilisation Division of the DWNP (although there already is an Extension Service, both the increasing level and scope of activities require a reorganisation of the section). As government policies take root in practice, the need for such service provision in the support of the WCP and the TP will undoubtedly grow.

## **2. INTRODUCTION**

In order to assess the required size, scope and structure of an extension section it is first necessary to look at the areas in which it will be involved. These are:

### **A. Community based natural resource management projects**

The re-zonation of CHAs, which include community managed wildlife utilisation areas, safari concession areas and livestock areas, both inside and outside of WMAs will require DWNP to assume the leading advisory role in conservation based rural development. In those CHAs zoned for community utilization, advice will be needed on the management of wildlife quotas ceded to communities and on the development and management of community structures for implementing resource utilisation projects. Where community partnerships with private enterprise in tourism and other fields are appropriate, DWNP would offer its services as a broker between the prospective partners and would also monitor progress.

DWNP can also advise relevant groups (e.g. District officials, Non-Government Organisations [NGOs]) on identification of potential project areas, sites, as well as suggesting project design and management strategies.

This advice needs to be given to various groups, and will need to be tailored accordingly. For instance, local NGOs seeking to support a particular community need different advice from district officials seeking to determine planning priorities within a district wide perspective. The organisation of seminars/workshops in response to community or local government requests and for the mutual exchange of ideas may also be called for.

Provision of technical, administrative and managerial training and support to rural communities will be needed in order for them to achieve self reliance in management of resources (e.g. administrative correspondence, bookkeeping, technical resource management, meeting facilitation, leadership development, formation of community scouts, and marketing techniques).

### **B. Game Farming/Ranching**

Freehold and leasehold farmers who elect to farm game will be able to do so. They will be required to practice sound range management to ensure the well-being of their game populations. DWNP will support the game farming industry with technical advice and assistance in farm development, management and harvesting techniques, and commercial and socio-economic aspects of game farming.

A more specialised mono-culture game farming of such species as ostrich and crocodile will also be encouraged, and DWNP will support such farming with appropriate technical advice and information.

### C. Safari Hunting and Tourism

New terms and conditions for areas to be leased by Safari Companies are being drawn up. Some of these concession areas will be in WMAs. An improved method of regulating the safari hunting industry is expected to result from these new terms and conditions, and DWNP will play a major role in exercising this control mechanism. Leasehold and freehold land owners will be permitted to conduct sustainable safari hunting or photographic safaris on their holdings. DWNP will be the authority who will monitor these activities and compliance of such operators with the terms of their accepted Management Plans.

DWNP will also exercise its authority to investigate reported malpractices within the safari industry, and liaise with Botswana Professional Hunters Association [BOPHA] and the Department of Tourism.

### D. Culling and Cropping Operations

The harvesting of game on a sustainable yield basis, determined by census of animal populations, will be a recognised form of wildlife management. Landowners may receive permission from DWNP to cull excess game in the interest of sound range management, or to harvest game where there is evidence that this would be consistent with maintaining species yields on a sustainable basis. DWNP will monitor such operations and, where appropriate, give technical advice. When applicable, technical advice will be given to community projects and concessionaires if culling/cropping operations are deemed feasible and part of the required management of the areas.

### E. Problem Animal Control [PAC]

DWNP has assumed the responsibility to demonstrate methods for, and training in, problem animal control.

This will necessitate the in-service training of a DWNP PAC unit in the skills and techniques required to act on the requests from the public for assistance. Problem animals will be effectively and speedily dealt with in a professional manner by this unit.

Technical advice and training on problem animal control techniques will also be offered to the public and rural communities.

### F. Live Capture

The capture fee structure will be reviewed with the object of encouraging registered, Botswana-based, live capture operations. The fee structure for capture will be influenced by the utility and/or rarity of a particular species. DWNP will be responsible for the review of this fee structure and will monitor the private game capture firms in the country in order to maintain acceptable standards.

Where applicable the live capture and subsequent translocation of problem animals will be the responsibility of DWNP.

#### G. Game Viewing and Tourism

Game viewing is the main ingredient of Botswana's tourist industry. Government's main concerns are that game conservation, and the integrity of the country's ecology are assured. DWNP will be primarily responsible for the provision of tourism facilities in National Parks and Reserves, for hunting fees, and for setting hunting quotas for the controlled hunting areas.

DWNP will be consulted by the Department of Tourism on the aspects of tourism policy or administration that are likely to affect wildlife conservation or utilisation. DWNP will be co-opted on the Tourism Licensing Board which will formulate and apply a licensing system to regulate and grade lodges, permanent camps and safari and tour operators.

#### H. Processing and Sale of Wildlife Products

One of the objectives of the Tourism Policy is to encourage the processing of wildlife products in Botswana in order to create jobs and enhance the products. There should be scope for a cooperative approach by citizen dealers in the industry, and the issuing of permits for trophy dealers by DWNP will tend to favour citizens. Other measures will aim at processing game meat and other trophies from culling and cropping operations. Tribal authorities would also be empowered to authorise, where appropriate, the culling of game and to direct and organise disposal of game meat. In all these activities DWNP would have the task of providing the required technical assistance, instruction and advice.

### **3. PREVIOUS RECOMMENDATIONS AND IMPLEMENTATION ISSUES RELATING TO THE ORGANISATION OF DWNP**

At this point it is worth briefly reviewing DWNP's own institutional responsiveness to this growing mandate.

During 1986 and 1987 a Consolidated Development Programme [CDP] for DWNP was drawn up by FGU Consulting & Engineering under an EEC consultancy agreement. Part of the main thrust of the CDP concerned the staffing, infrastructure and development of a proposed Wildlife Management Division whose stated task was to develop and manage areas outside National Parks and Reserves, particularly the WMAs where the primary objectives are to ensure the conservation and optimal utilisation of the resource. To enable the Management Division to realise these objectives, it requires, among other things, the provision of support services to wildlife users, and the planning and administration of concessions and leases.

The CDP, whilst not being formally accepted as a policy document by the Department, was accepted in principle and serves as a guiding document for DWNP in the

recruitment, training and infrastructural requirements, and many of its aims and objectives are being implemented. The CDP foresaw that as the commercialisation of wildlife outside of national parks and game reserves increased, there would be a growing need for support services in both economics and marketing.

To implement this task, DWNP's responsibility will be to promote the utilisation of wildlife for both commercial and subsistence purposes and to ensure the sustainability of the resource. In this respect the Extension Section of DWNP would be responsible for:

- A. Setting up rationally determined quotas for the various types of utilization such as subsistence hunting, recreational hunting, trophy hunting, game capture, game farming, game ranching, cropping etc.;
- B. Ensuring that citizens who depend on subsistence hunting continue to benefit from this form of wildlife utilization;
- C. Promoting and encouraging viable and sustainable wildlife utilization schemes such as game farming, game ranching, game capture, trophy hunting, game cropping, trophy-processing etc.;
- D. Actively encouraging the private sector in the commercial exploitation of the wildlife resource so as to ensure optimum levels of exploitation; e.g. tourism etc.;
- E. Encouraging the establishment of wildlife utilization schemes in the rural areas both consumptive and non-consumptive so as to help generate employment opportunities in the district.

The Government's NDP VII refers to its Wildlife Policies including the development of an extension arm to provide an advisory service as part of a Wildlife Utilisation Unit. The Extension Service would assist existing and prospective wildlife users and develop an outreach programme which would enable Botswana to realise the true value of wildlife for both consumptive and non-consumptive utilisation. It also calls for the development of a planning and support service that would encourage private and local community participation in wildlife related activities.

A draft Scheme of Service for DWNP (Dept. of Public Service Management, 1991) provided for "an efficient hierarchy of officers within DWNP for the present and future management of the wildlife resource, the maintenance and development of National Parks and Game Reserves and the dissemination of wildlife conservation information to the people countrywide".

In order to fulfill its key role in the implementation of the TP and WCP in a professional manner, and in keeping with CDP guidelines, DWNP will require an active Extension Service within its overall structure, as partially specified in the CDP and NDP VII.

The varied and important range of DWNP's responsibilities to the WCP and TP, demands the acquisition of professional skills in the dissemination of information and technical skills in aspects of wildlife management. A specialised knowledge of all aspects of

wildlife utilisation and good public relation skills are also required. By obtaining these skills the Department may then implement the policies in a professional manner, and so acquire the confidence of the public.

This has become increasingly important and relevant in the context of the community based natural resource management projects, whose success largely depends on the input of DWNP. The vehicle through which this might be attained is an active professional Extension Service within the Department. This will also greatly assist in the projection of the new role the DWNP wishes to portray as "counsellor and educationist" to the public on all wildlife matters, as opposed to their current image of "policemen". The greater the Department's extension output, the sooner its image will change, and the public's conception of wildlife will alter to one of proprietorship and of participation with DWNP.

#### 4. EXTENSION SERVICES - THEIR ROLE

The extension worker's role is in all sectors crucially important in representing Government's intentions and policies to the public and in acting as a conduit for the public's ideas and responses to be fed back to Government. It also provides for technical advice and training in wildlife utilisation related issues to the public, the facilitation of community representation and projects on such issues, and a problem animal control service.

Three perceptions of this role in the African context are:

##### A. Botswana

Brian Hughes, Consultant, in his report on the improvement of GOB extension services (1984):

"Extension has come to assume a crucially important role in all development programmes. It now involves much more than a straightforward dissemination of information. In many respects, the extension worker represents the intentions and policies of the government to the people, and should also express the concerns of rural communities to the appropriate authorities. It is a difficult and important role that calls for great skill and understanding.

Extension workers are therefore not only key resource carriers (in terms of information, knowledge and services) but also assist in the democratic process whereby the people can share in the decision-making process, and so participate in their own development".

##### B. Namibia

Garth Owen-Smith, Conservation Extension specialist on the role of a Conservation Extension Service in Namibia (1991).

"Conservation Extension is the extension of conservation practice to the general

public. It is usually initiated by an exchange of information - from conservationist - that is related to real local problems. Ideally, this two-way communication should be followed by joint action aimed at solving these problems".

Conservation extension certainly contains an element of education. Scientific knowledge and technical skills may be passed on to the community, while local knowledge and skills are passed back from the community to the conservationists. Extension work should also include public relations for, as outsiders, conservationists need to establish their credentials with the community and gain their trust and goodwill.

### C. Kenya

"People, Parks and Wildlife - Guidelines to Public Participation in Wildlife Conservation" UNEP (1988):

Wildlife extension promotes conservation action at a community level and involves the public in planning, organization, education, management and utilization. An extension system should facilitate two-way communication through a process of generation, sharing and evaluation of innovations; a system that allows for innovation evolving within the community, as well as being stimulated from outside.

The objective of increasing public participation in conservation requires strategies for reaching, involving and linking-up different types of people and institutions. It requires the creation of a network of mutually supportive interests, understanding and action, associated with any conservation problem or project.

## 5. CURRENT STATUS - DWNP'S EXTENSION SECTION - AS PART OF THE MANAGEMENT AND UTILISATION DIVISION

The Management and Utilisation Division [M&U] of DWNP is comprised of 4 sections - Law Enforcement [APU], Licensing, Resource Economics, and Extension (including PAC, Community Liaison and Sociology). Anti-Poaching operations are carried out by the Law Enforcement Section, while the issuing and monitoring of licenses and permits is the responsibility of the Licensing Section. The Resource Economics Section provides base line data on wildlife resources and wildlife utilisation to assist management in developing appropriate programmes and strategies. Within the current Extension Section, the PAC Unit deals with problem animals, the Sociology Unit is responsible for providing relevant sociological baseline data, while the Community Liaison Unit in conjunction with NRMP works with communities in selecting and establishing community projects.

The sections are an in-line function of the M & U Division falling under the Assistant Director in terms of deployment and discipline. There is liaison and pooled resources between the Resource Economics and Extension Sections when dealing with community projects. This liaison also extends to the Conservation Education Division and the Extension Section's community project work.

The evolution of the NRMP/DWNP team, and its work in community areas to investigate the feasibility of community natural resource utilisation programmes, has led to a development of individual skills, within the existing Extension Section. This led in 1992, to a division of technical support and counterpart training into three units within the Extension Section. These units' tasks are:

**A. Community Liaison Unit -**

Concentrating on developing links with communities to:

- 1) facilitate an understanding of present GOB/DWNP policies,
- 2) help them gain access to the opportunities these afford,
- 3) help them to design appropriate projects,
- 4) guiding them towards community based decision making and representation structures capable of sustaining community projects, and
- 5) guiding the public towards the services offered by DWNP's other extension sections, the National Parks Division, and other institutions able to provide advice and support.

**B. Utilisation Skills/Problem Animal Control Unit -**

Developing practical skills amongst staff so that DWNP can provide technical support to communities with:

- 1) problem animal issues (e.g.-prevention, capture),
- 2) basic utilisation skills (e.g.-game harvesting, trophy preparation and care of trophies),
- 3) technical management skills (e.g.-game census, game scout training), and
- 4) responsibility for ensuring DWNP staff have these skills for Departmental use.

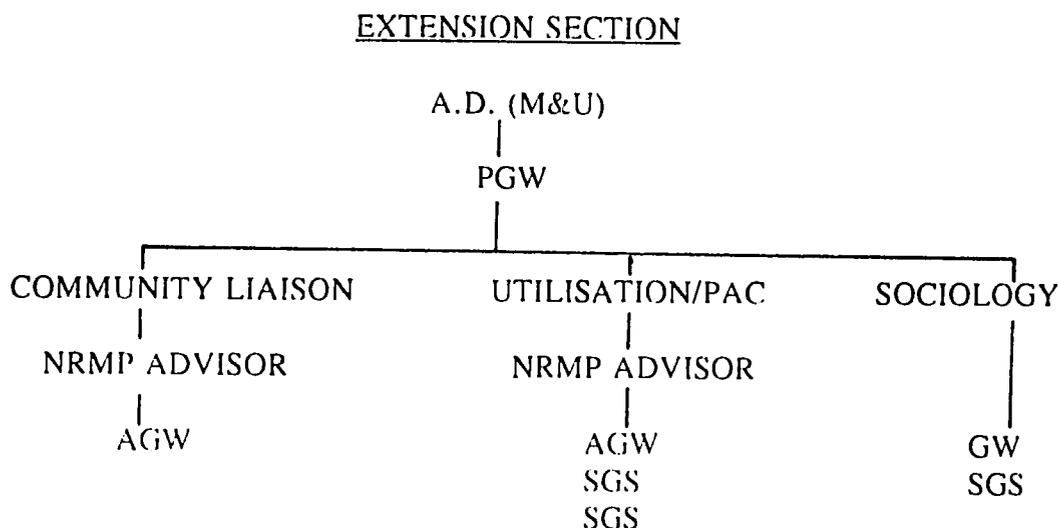
**C. Sociology Unit -**

Developing the capacity to monitor the impact of community utilisation projects on households with particular reference to income improvements.

- 1) develop and review baseline data relevant to community projects (e.g.- historical, anthropological, socio-economic), and
- 2) provide support for other units of the Extension Section (e.g.-strengthening of community institutions, use of traditional skills in modern wildlife

utilisation).

The present allocation of existing staff within the DWNP Extension Section is:



All the existing staff are based at DWNP HQ, Gaborone.

### **CONSTRAINTS**

The PGW and AGW have been confined in the main to administrative duties i.e. setting up the initial wildlife community projects, the processing of the new requirements for concessions in WMA's and other CHA's and producing management plans for both ostrich and crocodile utilisation.

The Community Liaison Unit's role within the Extension Section has been channelled into community areas under investigation by the NRMP/DWNP team. In the first year activities were concentrated on reviewing existing proposals. Lack of staff however, has restricted this input in the second year to one community, i.e. Chobe Enclave.

The Util/PAC Unit has only been utilised spasmodically. PAC duties have meanwhile been carried out by DWNP using M & U staff who have had little or no training in PAC. NRMP supported instruction to DWNP staff on PAC skills has been confined to 2 courses of 2 day duration at 2 field stations; Maun and Kasane. Utilisation techniques' courses to communities have been restricted to a two day course for participants in the Southern District's game harvesting scheme.

The Sociology Unit has lost two staff (to overseas courses and resignation) leaving two staff without leadership or continuity.

This lack of training and numbers of existing Extension Section staff is inadequate to fulfill its responsibilities and future operations in the following areas:

23 CHA's - zoned for community managed wildlife utilisation in WMA's

- 13 CHA's - zoned for community managed wildlife utilisation in livestock areas
- 14 CHA's - commercial wildlife utilisation (leasehold)
- 12 CHA's - non-hunting/photographic areas in WMAs
- 3 CHA's - multiple purpose area in WMAs

An integral element of an Extension Section, within the Botswana context, should be the PAC component. DWNP's responsibility for PAC is a highly emotive issue, and as such affects DWNP/community relationships in many areas of the country and is a reflection of DWNP's image to the community. Successful PAC is also successful public relations and the effectiveness of their actions and the time taken to respond to community requests are often a gauge of the Department's standing with the community.

Because DWNP already has a Conservation Education Division, it would appear that there is a duplication of roles with the proposed Extension Section. However, objectives and skills of the proposed Extension Section are different from those of the Conservation Education Division.

Although the aims of both the Conservation Education Division and the proposed Extension Section are to pass on knowledge, the differences can best be summarised by stating that Extension is the teaching of practical skills in wildlife management and the provision of advice to rural communities on community related projects. Extension officers also serve as coordinators in that they liaise with research organisations and translate technical findings in a manner in which the end users, communities, can understand and be able to implement.

Practical working examples of an Extension Section would include - Community Liaison Officers dealing with communities in terms of establishing wildlife related development projects, offering expertise in institution building, legal and marketing advice. They will form important links between communities and private enterprise in establishing "joint ventures" wildlife related projects - Utilisation Officers assisting communities, farmers and game ranchers with wildlife management technical skills and advice - PAC Officers providing a service to communities in alleviating problems associated with wildlife with both a technical input, training and advice.

Officers in their various fields within the Extension Section will provide understanding of third party problems and concerns related to wildlife matters and communicate these to DWNP and obtain answers to these problems.

The Conservation Education Division's role involves the interpretation and dissemination of conservation information through schools, higher education establishments and other bodies so that any conceived development is not environmentally damaging and that the maintenance of viable ecological systems should be the responsibility of all. It is also a vehicle for the dissemination of DWNP's Protected Areas Policies in line with the Government's Conservation Policy for the country.

Conservation Education Divisions role will also engender an appreciation for the environment and Botswana's national wildlife heritage to as larger audience as possible. An Extension Section may make use of the Conservation Education Divisions's skills, when these are necessary, and vice versa.

## **6. PROPOSED ACTIVITIES**

Having discussed the functioning of the current Extension Section within the existing structure of the M & U Division, in Section 5, Section 6 will discuss the proposed activities of a 'new' Extension Unit, [EU] while Section 7 will discuss the proposed staffing structure and present an organogram.

In areas outside of National Parks and Game Reserves, DWNP's Extension Unit should assume responsibility for:

- A. PAC/Capture
- B. Utilisation
- C. Community Liaison

Its role will be to:

- a) advise the public on all matters relating to wildlife utilisation and problem animal control,
- b) train, in the short term, DWNP staff, and, in the long term, the public in wildlife utilisation and problem animal control techniques.
- c) develop links with communities and respond to their requests in order to advise them on sustainable natural resource programmes

The activities in which the Extension Unit will be involved are:

### **1. Community based wildlife and natural resource management projects.**

Respond to suggestions and proposals for wildlife and natural resource utilisation projects by NGOs and communities. Assess viability of sustainable utilisation projects, advise and support implementation of viable community and/or private sector and joint venture projects. Advise on legislative changes required to support projects.

### **2. Game Ranching/Farming.**

Advise the private sector and rural communities on the viability of game ranching/farming. Advise on legislative changes required to support the game

ranching/farming industry.

### 3. Safari and Tourism Industry.

Advise the safari hunting industry on regulations pertaining to the licensing, quotas and management of commercial (leasehold), photographic and community CHAs. Liaise with Tourism Department on all wildlife related issues.

### 4. Culling and Cropping Operations.

Implement the culling operations where necessary within the Elephant Management Plan. Advise and demonstrate to the private sector and community when required.

### 5. Problem Animal Control.

Implement problem animal control where necessary for all sectors of the community. Advise and train on problem animal control techniques where required to communities and the private sector.

### 6. Live Capture.

Implement where necessary DWNP game capture requirements, supported by training of staff. Monitor the private sector game capture industry and advise on legislative changes when required.

### 7. Processing and Sale of Wildlife Products.

Advise and support private sector and community projects, in close liaison with other relevant DWNP units, in obtaining markets for wildlife products.

### 8. Specialised Training-DWNP.

Provide training in extension techniques to DWNP staff, with in-service supervisory training on wildlife culling, capture, control techniques, care and handling of firearms, tracking, skinning and trophy preparation.

### 9. Technical Information

In liaison with appropriate sections of the DWNP:

- a) Produce technical manuals for use within the DWNP on such subjects as - care and maintenance of firearms, fencing, game control, identification of wildlife diseases, post-mortem techniques.
- b) Prepare pamphlets on wildlife management techniques for community projects and game farmers.
- c) Produce visual aids for public talks and training programmes, in liaison

with the Conservation Education Division, and the Wildlife Clubs.

#### **10. Liaison with GOB and Other Institutions**

Liaison with :

- a) Extension units of the Ministry of Agriculture on multiple uses of natural resources, and a study of their mode of operation. Where appropriate, district extension teams and village extension teams.
- b) Dept of Veterinary Services on mutual wildlife problems, game capture, wildlife diseases, export and import of game, wildlife quarantine etc.
- c) University of Botswana-Dept of Biological Sciences, Sociology, Statistics, National Institute of Research, and others as relevant.
- d) District Councils, DLUPU and DDC officials on all matters pertaining to wildlife utilisation, consumptive and non-consumptive, in their areas with special emphasis on WMAs, community natural resource projects and problem animals.
- e) NGOs working, or interested in working, with community projects.
- f) The DWNP Conservation Education Division, Wildlife Clubs and schools
- g) Opinion leaders in communities and institutions as potential wildlife users.
- h) Conservation bodies in neighbouring countries in order to exchange ideas, and keep abreast of the developments in wildlife utilisation.

#### **7. PROPOSED STAFFING STRUCTURE**

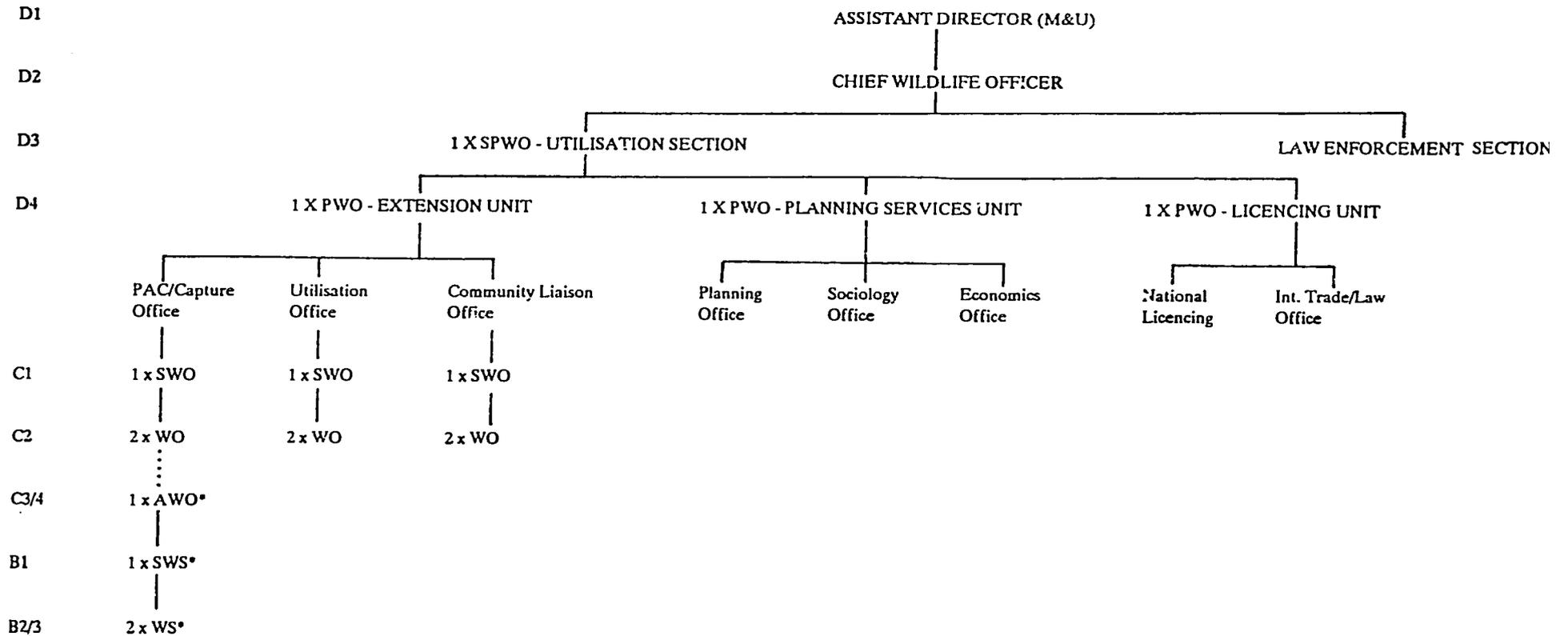
##### **A. Headquarters Coordination**

To facilitate the conversion of the present Extension Section to a professional unit capable of achieving its proposed role and activities will require expansion not only in terms of manpower, but in professional skills and training. It is proposed that a Utilisation Section [US] of M&U be formed, comprising Extension, Planning Services and Licensing Units (see page 15).

This will entail:

- a) The placement of PAC/Capture, Utilisation and Community Liaison as 3 separate offices forming the Extension Unit (EU) under the control of a PWO (Extension Unit).
- b) The creation of a Planning Services Unit, comprising Planning, Sociology

SUGGESTED HQ UTILIZATION SECTION STAFF STRUCTURE  
INCORPORATING EXTENSION UNIT STAFF REQUIREMENTS



NOTES:

1. We have been unable to quantify the level of basic PAC/UTILIATION requests from the vicinity of Gaborone. However, we believe that a basic unit should consist of 1 X AWO, 1 X SWS, 2 X WS. These can be located at HQ as indicated by the asterix, should requests so justify.

2. The text refers to the need for A) the Research Division to make available a vet to the Extension Unit, and B) for the Conservation Education Division to extend support to the Utilisation Section in interpretative methods.

and Economics offices under the control of a PWO (Planning Services Unit).

- c) The placement of the licensing staff into 2 offices: National Licensing (dealing with all licensing issues within the country) and an International Trade/Law office (dealing with external licensing, export/import permit issues, e.g. CITES and SACCIM) under the control of a PWO (Licensing Unit).

These 3 Utilisation Units would then fall under the control of the SPWO (Utilisation Section).

To implement this proposed structure, it will be necessary to change the existing Extension Section (Chapter 5) by:

- a) Creating separate offices for PAC/CAP and Utilisation, each with their own TORs.
- b) Creating a new office of Planning in the Planning Services Unit.
- c) Creating a new office of International Trade/Law within the Licensing Unit.

It is envisaged that all 3 proposed Units of the Utilisation Section will, under the guidance of the SPWO (US), liaise closely at all levels, and provide each other with the necessary skills and services as appropriate.

The terms of reference of this report limit our comments to the creation and structure of the Extension Unit component of the proposed Utilisation Section. We have been advised that the structure and terms of reference of the Planning Services and Licensing Units will be dealt with by DWNP. For reference, however, we have included in Appendix 1, some suggestions as to possible terms of reference for these units.

All of the terms of reference and required skills for the Extension Unit's offices are reflected in Section 8 "Proposed Terms of Reference". Most critical is that the coordination of all Extension offices are to be directed by one officer, the PWO (Extension Unit) so that the offices can function effectively as a team when required.

For the Extension Unit to function professionally and respond to public requests effectively, it will be necessary for staff from other Divisions within DWNP to be made available, either on a permanent secondment basis, or on a release basis from the parent unit for individual projects. It is therefore recommended that:

- a) A veterinarian be made available from Research Division to work with the Utilisation and PAC/CAP offices on veterinary related issues on an ad hoc basis e.g. game capture, animal relocations, animal health problems etc. (The proposed job description for this post is included in Section 9).

As the PAC/CAP office comes on line and the workload increases it may become necessary to secure the services of a full time veterinarian.

- b) Professional staff be made available from Research Division when their skill are required for specific tasks e.g. range assessments, census techniques etc.
- c) Staff from the Conservation Education Division be allocated, when required, to provide interpretative materials for the Extension Unit when advising the public on such issues as game ranching, wildlife diseases, community projects, private sector opportunities etc.

Effective response to field situations may well require a 'team' of skills rather than just one skill. For instance, requests from crop farmers, livestock or game ranches or communities will often require that PAC/CAP, Utilisation and Community Liaison staff respond together. Similarly community wildlife utilisation projects will often require community liaison staff, together with sociologists and economists when designing and evaluating project proposals. The tasks of ensuring the co-operation and liaison of these staff would be channelled through the PWOs of the respective units to the SPWO (US).

#### **B. District Staff - Posts**

The organogram on page 15 indicates the 3 Extension Unit offices and skills staffed at HQ. Not all field stations need permanent PAC/Capture, Utilisation and Community Liaison staff. For instance, in the Chobe District, PAC/Capture, Utilisation and Community Liaison staff could all be stationed at Kasane and still service the Chobe Enclave and Pandamatenga areas without going to the extra expense of posting staff to each of the 3 stations. Likewise, in the Kgalagadi district, Tsabong may need PAC/Capture and Utilisation staff unit, but not Community Liaison staff, while Hukuntsi needs Community Liaison staff but not necessarily PAC/Capture staff. Staff can be drafted from District Hqs to other areas to deal with one-off or seasonal needs.

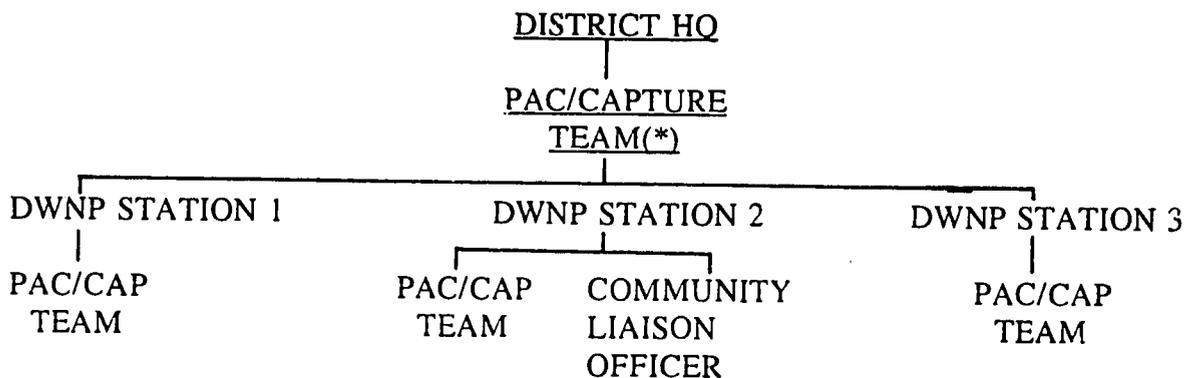
These EU field staff will be able to respond to the more frequent and routine requests of the public in their areas, and to call in the extra skills of EU HQs staff only when necessary.

Senior DWNP officers at District level were asked to list what they perceived their staffing requirements to be for EU staff in their respective Districts. They took into consideration what they considered would be the workload and the skill requirements of the 3 offices of EU (PAC/CAP, Utilisation and Community Liaison) at each of their Districts. Subsequently they prepared a list of their staffing requirements (Appendix 2.). They requested that the staffing levels indicated should be reviewed annually in line with accepted staffing procedures.

It will require DWNP senior staff, taking into consideration the geographic distribution of PAC problems (mainly in the North and East of the country), and

the priority needs for a Community Liaison staff presence, in areas where CHA's designated for community managed wildlife utilisation with or without cattle, predominate, to decide on the immediate level of staffing of EU personnel when considering the implementation of this report.

A suggested example of EU staffing at District level, where the need for PAC staff predominates would be:



The PAC/CAP team at District HQ would back-up any of the 3 stations when assistance was required. Community liaison requirements are needed in only one area in the District and the Community Liaison officer would be posted to the DWNP station nearest to the community area.

It is recommended that PAC/CAP staff should comprise a "team" of a minimum of 2 officers. It is reasoned that in their dealings with potentially dangerous animals, and if involved in capture operations, one officer would be insufficient, and would require the "back-up" of another officer.(\*).

The pattern of EU staffing requirements would differ throughout the country, dependant on the needs for specialised officers. It is suggested that the perceived work load for EU Utilisation staff as outlined in their Terms of Reference, could be met by the 3 officers at DWNP HQ and would not require officers at District level.

The proposed rank structure in the Extension Unit establishment allows for promotion posts within the EU, to minimise trained staff being transferred to other areas in DWNP in order to gain promotion.

### C. District Staff - Self-Reliance

Expedient response to public requests and the provision to the public of a professional Extension Unit at a district level can only be attained and maintained if the Extension Unit's offices are self-reliant. Field staff should operate as individual units, independent of HQs staff (except when HQs professional staff are required in the field). However, field offices can only function self-reliantly if

adequate equipment, vehicles and office accommodation are provided exclusive to these offices. [Notwithstanding this self-reliance, the senior officer of any EU office at district level must report to his EU senior staff via the senior district DWNP officer (and vice versa), in order that the latter is kept fully informed of EU work in the district].

## **8. PROPOSED TERMS OF REFERENCE**

The individual Terms of Reference for the 3 offices of the Extension Unit are each followed by the primary skills required by staff of that office:

### **1. PAC/Capture Office**

#### **TORs**

- a) Develop appropriate practical skills amongst DWNP staff on PAC/Capture techniques with in-service training.
- b) Provide technical support to DWNP Divisions on PAC problems and capture and translocation issues.
- c) Provide technical support to communities on PAC issues (active and preventative responses to PAC) and on capture issues (live capture and translocation).
- d) Provide technical support to the private sector on PAC issues (active and preventative responses to PAC) and on capture issues (live capture and translocation).
- e) Investigate incidents of losses caused by wildlife for compensation claims and report findings to the appropriate DWNP office.
- f) Responsible for controlling the implementation and monitoring of elephant reduction programmes under the GOB Elephant Management Plan.
- g) Monitor the private game capture industry in order to advise GOB on proposed regulation of the industry.

#### **SKILLS**

Have a knowledge of all methods of PAC/Capture and the practical ability to implement them with special emphasis on:

- a) The handling and care of firearms and ammunition, with special emphasis on shooting skills.
- b) The ability to humanely destroy dangerous and other game.

- c) A thorough knowledge of animal behaviour.
- d) The preparation and processing of animal trophies.
- e) The live capture of game incorporating standard methods e.g. trapping, drug immobilisation.
- f) Ability to demonstrate and instruct communities and the private sector on PAC/Capture skills including minimising damage by problem animals (e.g. efficient cattle kraals, fencing, trapping, protection of water sources).
- g) The ability to communicate and liaise with District officials and the general public.

## 2. Utilisation Office

### **TORS**

- a) Develop appropriate practical skills amongst DWNP staff on wildlife utilisation techniques with in-service training.
- b) Provide technical advice and training to communities on:
  - 1) Wildlife harvesting skills - e.g. wildlife harvesting techniques, trophy preparation.
  - 2) Technical management skills - e.g. wildlife census techniques, community escort programmes.
  - 3) Tourist related skills - e.g. Design and location of camps, design and maintenance of trails, handicraft production, marketing.
- c) Assessment of private sector wildlife utilisation proposals.
- d) Provide technical support in conjunction with other units of Utilisation Section to the game farming/ranching industry on:
  - 1) Feasibility studies (economic and ecological).
  - 2) Range assessments.
  - 3) Management techniques (e.g. water points, fencing, cattle/game ranches).
  - 4) Stocking/offtake rates.
  - 5) Harvesting techniques (cropping/live capture).

- 6) Veterinary aspects.
- 7) Processing and sale/markets for wildlife products.
- 8) Mono-culture: ostrich/crocodile farming.
- e) Serve as DWNP liaison to Department of Tourism and members of the safari and tourism industry.
- f) In liaison with DWNP Licensing and Planning Services Units, monitor and collate data on hunting and live game capture by the private sector in Botswana.
- g) Advise DWNP on the need for amendments or new legislation relating to wildlife utilisation.

### **SKILLS**

- a) Have a knowledge of consumptive and non-consumptive wildlife utilisation techniques (e.g. harvesting, trophy preparation, censusing, tourism) and the practical ability to advise and train people in: e.g.
  - 1) community based natural resource projects.
  - 2) game ranching/farming industry.
  - 3) safari/tourism industry.
- b) Have ability to communicate and liaise with District officials and the general public.

### **3. Community Liaison Office**

#### **TORs**

- a) Initiate and maintain dialogue with local communities on wildlife and natural resource issues. Link local communities with other sections of DWNP as appropriate.
- b) Facilitate understanding of present policies, extension services and the community development opportunities that they afford.
- c) Facilitate community participation in discussion and decision making concerning their problems, options and preferences on wildlife and natural resource issues.
- d) Facilitate the strengthening and evolution of representative community institutions capable of discussing, planning and sustainably managing

community conservation and development activities. Assist them to design appropriate projects.

- e) Link communities with the appropriate extension services, local authorities, NGOs, donors and private sector involved in community development and natural resources.
- f) Monitor joint ventures between local communities and private enterprise in community managed wildlife utilisation areas.

## **SKILLS**

- a) Verbal communication, especially at village level.
- b) Building personal trust into working relationships with local communities, authorities, extension services, NGOs, donors and private sector.
- c) Facilitation of group discussions, meetings, seminars, workshops. Knowledge of methods used (e.g. PRA, focus groups).
- d) Training to support community institutions (e.g. administration, correspondence, bookkeeping, leadership development, problem solving).
- e) Knowledge of relevant GOB policies, extension services, NGOs, donors and private sector enterprises.
- f) Designing community projects especially in terms of community institutional capabilities, representation and beneficiaries.

## **9. PROPOSED JOB DESCRIPTIONS: Headquarters, Extension Staff**

### **1. Principal Wildlife Officer (PWO Extension Unit)**

- a) Responsible to SPWO (Utilisation Section) for the role and responsibilities of the Extension Unit (PAC/Capture, Utilisation and Community Liaison).
- b) Holds regular meetings with EU unit heads in order to coordinate workplans and staff deployment.
- c) Monitors the duty and performance of the Extension Unit in order to develop the skills and responsibilities of the staff.
- d) Liaises with other units, sections, divisions of the Department in order to ensure that the Extension Unit is responding to their requests for involvement.
- e) Liaises with Research Division on the deployment and duties of the

veterinarian working with Extension Unit.

- f) Liaises with Conservation Education Division on the interpretation requirements of the Extension Unit.
- g) Liaises with other GOB departments to ensure that the EU is responding to their requests for involvement.
- h) Monitors and evaluates training at external institutions at which EU staff can be or are being trained, and the effectiveness of inter-departmental training programmes for EU staff.
- i) Represents DWNP on Government and private sector committees dealing with wildlife utilisation and the safari industry, at a national level.
- j) Prepares (with assistance from EU office heads) and submits to SPWO (Utilisation), annual budget estimates. Controls budget and expenditure of unit offices' allocation.
- k) Prepares (with assistance from EU office heads) equipment requirements for EU.
- l) Collates and produces an annual report on EU activities for DWNP.

## 2. SWO (PAC/Capture)

- a) Responsible to PWO (EU) for workplans of PAC/Capture office, and the discipline and deployment of its staff. Liaises with PWO (EU) and other EU office heads to ensure workplans and staff deployment are always coordinated.
- b) Channels and coordinates requests from DWNP field staff for professional assistance from Veterinarian PAC/Capture matters.
- c) Liaises with other DWNP Divisional and Regional staff on PAC/Capture issues (e.g. Research Division personnel engaged in PAC research).
- d) Inspects district PAC/Capture staff at regular intervals to assess work standards, outputs, staff deployment and constraints.
- e) Develops, where required, programmes for in-service training of DWNP staff in PAC/Capture techniques.
- f) Develops programmes of training for communities and private enterprise on PAC/Capture techniques, in conjunction with PAC/Capture field staff.
- g) Maintains records of all PAC/Capture activities/requests on a countrywide

basis, in order to assess staff deployment.

- h) Orders and provides to field staff, supplies, equipment and vehicles necessary for the efficient performance of their duties.

### 3. SWO (Utilisation)

- a) Responsible to PWO (EU) for workplans of Utilisation office, and the discipline and deployment of its staff. Liaises with PWO(EU) to ensure workplans and staff are always coordinated.
- b) Channels and coordinates requests from private sector for professional assistance from Veterinarian (M&U) and Research Division.
- c) Liaises with other DWNP Divisional and Regional staff on utilisation issues.
- d) Inspects district utilisation staff at regular intervals to assess work standards, outputs, staff deployment and constraints.
- e) Develops, where required, programmes for in-service training for DWNP staff in utilisation techniques.
- g) Develops programmes of training for communities and private enterprise on utilisation techniques, in conjunction with utilisation field staff.
- h) Maintains records of all utilisation activities and requests, on a countrywide basis, in order to assess staff deployment.
- i) Orders and provides to field staff, in conjunction with PWO(EU), supplies, equipment and vehicles necessary for the efficient performance of their duties.
- j) Prepares and submits to PWO(EU) annual budget estimates.

### 4. SWO (Community Liaison)

- a) Responsible to PWO (EU) for workplans of CL office, and the discipline and deployment of its staff. Liaises with the PWO (EU) and other EU office heads to ensure that workplans and staff deployment are always coordinated.
- b) Provides a channel of communication from CL district staff through the district Wildlife Officers to PWO(EU).
- c) Inspects district staff at regular intervals to assess work standards, outputs,

staff deployment and constraints.

- d) Liaises with Sociologist on relevant matters, especially concerning community institutions, cultural values, social dynamics and appropriate project design.
- e) Provides technical advice to DWNP's vetting of private sector/community utilisation project proposals.
- f) Liaises, through the PWO (EU), with other DWNP Divisions on community issues when appropriate.
- g) Liaises, through the PWO (EU), with relevant GOB departments, local authorities, NGOs, donors and private sector on community related issues when appropriate.
- h) Helps design community natural resource utilisation projects with other EU staff.
- i) Develops, where required, programmes of in-service training for DWNP staff on community liaison techniques.

#### 5. Wildlife Veterinarian

- a) Responsible to PWB (Research) for workplans. Liaises with, PWO (EU) and EU office heads to ensure coordination of Research and EU workplans.
- b) Liaises and coordinates with SWO (PAC/CAP) in wildlife capture and translocation operations. Consults on the design and construction of capture, handling and transport equipment and facilities. Has full authority regarding the animal health and safety aspects of such equipment and facilities.
- c) Advises the public and private sectors on wildlife diseases and related veterinary matters including quarantine regulations.
- d) Advises commercial game farmers/ranchers on veterinary matters.
- e) Monitors and reports on private game capture industry in Botswana to DWNP.
- f) Liaises with Veterinary and other relevant GOB departments on wildlife veterinary matters.
- g) Advises and monitors commercial game farms/ranches on veterinary rules applicable in cropping/culling operations with particular attention to the

export of wildlife products.

- h) Supervises in-service training of DWNP staff on various wildlife techniques (e.g. assessment of animal condition, detection/identification of wildlife diseases, field post-mortem techniques).
- i) Maintains contact with Veterinary Departments, Wildlife Services and other relevant authorities in neighbouring countries where local wildlife producers may wish to export live game.
- j) Orders and maintains equipment necessary for game capture and veterinary duties.

## 10. FUTURE TRAINING/RECRUITMENT REQUIREMENTS

### A. New Skills - New Training

In an evaluation of the Botswana Wildlife Training Institute, by Dr Richard H. Pfau (1991), the author states:

"The Department will set up an extension service during the coming year. Extension officers will need skills in public relations, problem animal control, conservation, and other technical areas in sufficient depth so that they can work with and advise members of the public. They need to be able to pass on the latest information about wildlife and wildlife management practices, have the ability to give demonstrations, and when problems occur, to help solve these problems. The training required by extension officers is different from conservation education officers - Specialised training is needed."

The report to GOB on "A Proposed Programme of Training and Related Management" (USAID/NRMP 1991) prepared for DWNP, which complements Pfau's evaluation of BWTI, refers to the need for DWNP to undergo a vital transformation over the next decade in both its size, and its purpose and its objectives in order to fulfil its pivotal role in implementing national policies related to wildlife management, conservation and tourism. It refers to the necessity for DWNP to acquire new skills, and for units and divisions of the DWNP to develop the capacity to support policy goals through more effective communications, public relations, conservation education, and community interactions. The report concludes that the means to achieve this transformation is through training and nurtured through supervision.

New Extension Unit staff to be posted to field stations will first require specialised training before they can perform their jobs competently. As extension agents, they will be the public's primary image of the DWNP. Therefore they must have public relations and communications training. Additionally, they will be educating and training some of the public (e.g. on how they can deal with some PAC issues, how to manage a game farm, how to manage a wildlife project or developing

institutional capacities at community level). This will require that EU staff not only be thoroughly trained in their technical subject matter, but also in how to educate and train others.

Current M&U field staff have not yet had such training and therefore cannot simply be redesignated as EU staff and be expected to perform adequately. After DWNP has determined how many EU field staff are needed, and what skills training is needed, some of those M & U field staff can be selected for training.

### **B. Training for Current Extension Section Staff**

The training needs of the current Extension staff could be accomplished in the short term by:

1. Short courses in extension techniques promoting rural participation in community projects, planning and management, such as Participatory Rural Appraisal (PRA). Three week courses are conducted at Egerton University, Kenya. Clark University, the originators say such courses could be arranged in Botswana. Regional project site visits such as those made to Zimbabwe and Zambia should be continued as important sources of information on community based wildlife utilisation projects.
2. DWNP volunteers attend a selection course, after which successful candidates will go onto a PAC/Capture basic skills training course administered by DWNP/NRMP. Candidates passing the course will be selected to form the nucleus of PAC/Capture unit commanders at District level, whilst some of their number could be graded as potential trainers for the proposed BWTI PAC/Capture course modules.
3. Basic skills courses must be supplemented with practical field experience. This can be gained with on the job experience (e.g. game capture, predator control, translocation, culling and cropping) under the guidance of the present Principal Game Warden (ES) and Veterinarian.
4. Study tours to neighbouring countries which have operative Extension units. This would be of benefit in such areas as community wildlife projects, game farming and game census techniques.
5. Investigate the opportunities for collaborative training of extension personnel between DWNP and Botswana College of Agriculture (BCA), and the potential for BCA and NRMP to pool their funding resources to develop extension education courses.
6. Attendance at relevant institutions for courses in public relations and communications skills, preparation layout and production of Extension literature. The private sector may provide such courses. The USAID/NRMP report has identified the local Institute of Development

Management (IDM) as offering courses in general and human resource management.

7. Attendance at Mweka Wildlife College, Tanzania, by staff designated to fill posts in the PAC/Capture offices of the Extension Unit, or at institution identified in the USAID/NRMP report.

### C. Training for Future Extension Staff

#### 1. Training Courses/BWTI

In Pfau (1991) the inclusion of Specialised Studies is discussed, among which "Wildlife Management and Utilisation" is proposed for inclusion in the curriculum - this would cover such subjects as game farming, culling and cropping, game capture/translocation, census taking and co-operating with other Departments.

The USAID/NRMP report does not specifically identify the needs for specialised training of extension staff. However in proposing a revised BWTI curriculum, it briefly refers to Extension and Environmental Education and suggests the completion of certain modules (certificates of 4 to 8 weeks duration), and that revision of these modules will be required to show how the information obtained can be brought into various education and extension situations. Of the certificates proposed, some of the subjects may well be suited to meet specific training requirements of Extension personnel e.g.:

#### Community Liaison Office

- Public Relations and Communications
- Conservation
- Interpretation
- Extension and Environmental Education
- Business Management Skills
- Leadership Development

#### PAC/Capture and Utilisation Units

- Public Relations and Communications
- PAC
- Map Reading
- Conservation
- Interpretation
- Extension and Environmental Education
- Vehicle Maintenance
- First Aid
- Leadership Development
- Business Management

## Wildlife Management Hunting

In order to complete Extension staff training at DWNP level, further certificate courses should be included in the curriculum to complement the above proposed certificate courses and to train community liaison staff in more specific community related Extension skills. These courses should include subjects such as:

- a. Communication / Education methods to work through and with communities.
- b. Adult Education skills, team work and cooperative skills and procedures.
- c. Understanding the work of colleagues in related disciplines concerned with conservation.
- d. Training people to organise and run workshops.
- e. Techniques to enhance the capacity of development/conservation committees, and local leaders and tribal authorities to mobilise support, participation and cooperation.
- f. Education of communities in the legal and administrative machinery associated with the management of natural resources.
- g. The integration of work with other Government departments, NGOs, and the private sector
- h. The development of project planning expertise and community groups and committees.
- i. Techniques to train communities in decision making, problem solving, financial management, management of shared resources, leadership development, public relations and communications.

During the period of initial reorganisation of BWTI, (strengthening of training staff, and reformulation of the present certificate course), training module/s specific to Extension requirements as outlined above should be included in the curriculum to complement relevant modules already proposed in the report.

### 2. New Training staff.

PAC/Capture, Utilisation and Community Liaison training require specialised knowledge and skills of the trainers, which are not currently

available in BWTI/DWNP.

It is recommended therefore that three training staff be contracted for two to three year contracts to train DWNP staff in these disciplines i.e. PAC/Capture, Utilisation and Community Liaison.

This will complement the limited training that DWNP/NRMP have been able to accomplish to date. It is suggested that these trainers be placed at the SWO level in the respective Extension offices in HQ (see organogram p 15) with suitable counterparts.

The Terms of Reference of these training staff should include liaison with the new management of BWTI on the inclusion of certificate courses specific to Extension staff requirements, and the strengthening of already proposed certificate courses as outlined, to serve potential Extension staff.

The recruitment of the three Extension staff trainers should coincide with the start-up of the new BWTI training programme and the termination of the NRMP technical staff contract. This will enable these contract trainers to train BWTI trainers in PAC/Capture, Utilisation and Community Liaison skills. The certificate courses are not scheduled to commence until second and third year of the new BWTI programme.

The PAC/Capture and Utilisation contract trainers would also have an important input, together with the Tourist Department, into any long term role of BWTI in training guides (as referred to in the USAID/NRMP report).

### 3. In-service Training

Further in-service training for Extension field staff in the PAC/Capture, Utilisation and Community Liaison offices should be provided by its own senior staff (once recruited), in their own specialised areas of expertise:

#### Veterinarian

- Post-mortem techniques
- Game capture

#### SWO (Utilisation)

- Cropping/culling techniques
- Game counts/surveys methodology
- Veld condition assessment

#### SWO (PAC/CAP)

- Problem Animal Control Techniques

## SWO (Community Liaison)

### Community Liaison Techniques

#### D. Recruitment of Extension Unit Staff

##### 1. HQs officers

###### a. Upper level recruitment (lateral entry)

DWNP should recruit candidates who have attained degrees (or appropriate training and experience) in the relevant subjects -e.g. wildlife, veterinary science, range ecology, zoology, rural development - for direct entry to the Extension Unit.

###### b. Advancement entry

Selected candidates from existing staff (with the necessary entry qualifications, aptitude and field experience) could attend relevant degree courses at university or other appropriate courses at training institutions. Serving staff may need to attend academic enhancement courses at outside institutions, prior to enrolment at university.

c. DWNP may fill posts with existing staff having appropriate qualifications and experience, or where necessary, recruit or contract new staff.

d. Staff with appropriate degrees should be afforded the opportunity to work for post-graduate qualifications.

##### 2. Field Officers

Serving officers in DWNP should be given the opportunity to volunteer for transfer to the Extension Unit. Selection should be based on merit and the potential aptitude of the candidate to be assimilated into PAC/Capture, Utilisation and Community Liaison Units.

Once the full staff complement of the PAC/Capture unit is decided and DWNP volunteers have been tested for their aptitude for PAC/Capture duties, there may not be enough serving DWNP staff to fill the required posts. The Department should then recruit individuals with the necessary skills from rural communities (in line with the USAID/NRMP report on the NCO field cadre career path and GOB Policy of increasing rural employment and training).

It is considered critical, when dealing with an emotive subject such as PAC, to have staff who are confident and skilled in carrying out their duties in a professional manner. Border-line or second rate candidates

should never be accepted.

### 3. Trackers

It is also strongly recommended that a post of Tracker be established in DWNP for service with the PAC/Capture office. The need for such a post is vital to the professional performance of a PAC/Capture unit. This need has been confirmed by DWNP field staff currently engaged in PAC/Capture duties. Without the services of an experienced tracker on PAC/Capture duties the following situations can arise:

- a. PAC/Capture staff having to both track and shoot dangerous game (e.g. lion, buffalo) will often lose the opportunity to shoot the animal/s if having to concentrate on tracking.
- b. Dangerous game can be encountered at very close range without prior warning, if tracks are not "read" correctly, or if all members of the party are having to concentrate on the tracks. This has proved fatal in the past.
- c. Wounded animals which are not located can constitute a potential threat to other people in the area.
- d. Animals that have raided crops, or killed livestock, cannot be individually identified from other innocent animals of the same species in the area except by expert trackers.
- e. Losing animals that have been previously darted on capture operations.

The Department should recruit individuals with the necessary tracking skills from rural communities, to work in their home areas, should suitable candidates not be found within DWNP ranks.

These personnel would follow the NCO field cadre career path at BWTI

### E. Training in the Use of Immobilising Drugs

The legal status in Botswana where only qualified Veterinarians are allowed to administer drugs in cases of game capture, limits the scope of the unit to the availability of either their own Vet or MOA vets. It is suggested that high level negotiations are initiated with the Botswana Veterinary authorities to explore the possibilities for trained Extension staff to administer tranquilising drugs, after undergoing a series of examinations by qualified Veterinarians. This practice is accepted by veterinary authorities in other countries.

## F. Quality of Training

Whatever form training takes, or by whomever it is administered, a pre-requisite for Extension Unit staff should be a combination of the following qualities :

- Practically orientated (PAC/Capture, Utilisation Staff)
- People orientated, with the ability to communicate and educate (all staff) but particularly community liaison staff
- Adaptability (all staff)
- In-depth knowledge of wildlife (PAC/Capture and Utilisation staff in particular)
- Ability to work either as a team member, or without supervision (all staff)

Possession of necessary technical and/or scientific skills in wildlife utilisation or the ability to assimilate such skills (PAC/Capture and Utilisation staff)

## 11. SUMMARY OF RECOMMENDATIONS

- A. Establish an Extension Unit component in the Utilisation Section of the Management and Utilisation Division of DWNP, comprising 3 Units (PAC/Capture, Utilisation, Community Liaison) all under the control of the PWO (Extension Unit).
- B. Determine staffing levels PAC/Capture, Utilisation and Community Liaison field staff within districts.
- C. Determine a budget for accommodation, office space, vehicles and equipment for the Extension Unit based on HQs and field staff requirements.
- D. Recruit, where appropriate, staff to fill HQs posts in the new Extension Unit.
- E. Recruit, and contract, three trainers with PAC/Capture, Utilisation and Community Liaison skills for a two to three year contract to train DWNP Extension staff and BWTI instructors.
- F. In conjunction with the reorganisation of BWTI, amend the certificate courses proposed in the USAID/NRMP to the needs of an expanded Utilisation Section.
- G. Identify suitable volunteers from within DWNP field staff to be trained to

fill new Extension Unit field posts.

- H.** Recruit, where required, suitable candidates from rural communities, for training to fill vacancies in PAC/Capture.
- I.** Create the post of tracker, and select suitable candidates.
- J.** Select current Extension Section staff to attend relevant training institutions or courses where appropriate.

## TOR for Planning Services Unit and Licencing Unit

### Planning Services Unit

#### 1. Planning Office

##### **TORs**

- a) Draw-up land-use plans, in conjunction with relevant DLUPUs, in CHAs outside of National Parks and Reserves.
- b) Prioritise those CHAs having community areas.
- c) Liaise with MLGL and District officials on land-use requirements/intentions and planning.
- d) Liaise where applicable with communities on land-use planning issues.
- e) Vet all land-use issues in lease agreements or commercial wildlife utilisation areas and monitor developments.

##### **Skills**

- a) Land-use planning knowledge with special emphasis on natural resources.
- b) Knowledge of requirements for various forms of recreational land-use (hunting, photography etc.) as this applies to land zonation.
- c) Knowledge of community needs in relation to land-use.
- d) The ability to communicate and liaise with District officials and communities.

#### 2. Sociology Office

##### **TORs**

- a) Describe target communities in terms of:
  - their historical and cultural background
  - their current socio-economic and political setting within neighboring communities and the district

- community institutions: functions, linkages. representation and respect.
  - historical, cultural and current relations with wildlife and other natural resources in terms of value, utilisation and management.
  - groups within target communities which use, conflict and/or manage wildlife and other natural resources
- b) Evaluate the social, economic and institutional prospects for viable and sustainable natural resource utilisation projects.
  - c) Assist in identifying and addressing constraints affecting the operations of potential and established wildlife and natural resource projects.
  - d) Assist in determining the most appropriate institutional structures through which wildlife and natural resource utilisation can best be undertaken by local communities.
  - e) Develop and implement baseline surveys relevant to community based natural resource utilisation.
  - f) Monitor the impact of natural resource utilisation projects and PAC activities on household incomes, benefits and attitudes towards natural resources and DWNP.

## **SKILLS**

- a) Literature review to summarise relevant background data.
- b) Understanding of community institutions: their functions, linkages, dynamics and constraints especially in relation to natural resource utilisation.
- c) Understanding of community groups' relations with wildlife in terms of values, utilisation and management.
- d) Ability to evaluate projects' social, economic and institutional feasibility and impacts, especially in terms of beneficiaries and sustainability.
- e) Ability to develop and implement appropriate baseline surveys and monitoring of community based natural resource utilisation.

## **3. Economics Office**

### **TORs**

- a) Process and analyse information provided by DWNP, District Councils, NGOs, rural communities and the private sector.

- b) Provide financial and economic projections with benefit cost measures for all natural resource utilisation proposals.
- c) Assist rural communities with the development of sustainable and economically viable natural resource projects.
- d) Assist the private sector in formulating viable resource utilisation enterprises, whether on freehold or leasehold land.
- e) Promote and broker the formation of viable medium to long term business contracts, between the private sector and communities.
- f) Liaise with the DWNP National Parks Division, the Tourism Department, HATAB and BOPA on issues involving all aspects of tourism.

## **SKILLS**

Broad range of practical experience in wildlife and natural resource utilisation, with particular emphasis on:

- a) Markets and the development of marketing structures.
- b) Consumptive and non-consumptive uses of wildlife.
- c) Game farming and ranching industries.
- d) Tourism, the Botswana tourist industry, the safari industry and Ecotourism.
- e) Rural development through community based natural resource management.
- f) Planning, appraisal and monitoring of community projects, rural business development and community joint ventures.

## **B. Licensing Unit**

### **TORs**

- a) Develop and supervise licensing procedures, sales and returns.
- b) Develop in-service training as necessary, and monitor relevant training courses at BWTL.
- c) In liaison with the Conservation Education Division, and the Interpretation Unit (ES), advise the public on licensing procedures.
- d) Inspect trophy dealers' premises, check their permits and monitor their returns.

- e) Monitor import and export licenses, and report relevant information to Socio-Economics Section
- f) Maintain records, monitor and issue permits for all CITES related specimens of species. Maintain close and regular contact with CITES Secretariat.
- g) Maintain close liaison with government Animal Health department, Customs and Excise department and Botswana Police on matters relating to export and import of wildlife trophies.
- h) Maintain records and monitor relevant procedures and documentation as part of SACCIM.
- i) Record and store all government trophies.

### **SKILLS**

- a) Thorough knowledge of the Wildlife Conservation and National Parks Act (1992), licensing procedures, forms, quota management procedures and CITES requirements.
- b) Public relations and the ability to communicate clearly to the general public.

**APPENDIX 2.**

**EXTENSION UNIT - STAFFING REQUIREMENTS AS REQUESTED BY SENIOR  
DISTRICT DWNP STAFF**

	<b>PAC UNITS*</b>	<b>COMMUNITY LIAISON OFFICERS</b>	<b>UTILISATION OFFICERS</b>
<b><u>NGAMILAND DISTRICT</u></b>			
MAUN	1	3	1
GUMARE	1	-	-
SHAKAWE	1	-	-
SERONGA	1	-	-
KASANE	1	1	1
PANDAMATENGA	1	1	-
KACHIKAU	1	1	-
<b><u>GHANZI DISTRICT</u></b>			
GHANZI	2	1	1
NCOJANE	1	-	-
<b><u>KWENENG DISTRICT</u></b>			
MOLEPOLOLE	2	1	1
<b><u>KGATLENG DISTRICT</u></b>			
	1	1	1
<b><u>KGALAGADI DISTRICT</u></b>			
TSABONG	1	-	-
HUKUNTSI	1	1	1
MACHANENG	2	1	1
BOBONONG	1	-	1
<b><u>CENTRAL DISTRICT</u></b>			
FRANCISTOWN	1	-	1
MADINARE	1	-	-
SEPAKO	1	-	-
SEROWE	1	2	2
LETLHAKANE	1	-	-
RAKOPS	1	-	-
<b><u>SOUTHERN DISTRICT</u></b>			
KANYE	2	-	1
MABUTSANE	2	1	-
<b><u>OFFICERS</u></b>	<b>56</b>	<b>14</b>	<b>12</b>

\*PAC Unit Comprises 2 officers.