

ANNEX E

SCOPE OF WORK AND SCHEDULE  
BOTSWANA RURAL SECTOR GRANT PROJECT EVALUATION  
(Project 633-0077)  
May, 1986  
Gaborone, Botswana

I. Team Leader/Project Development Officer

A. Reviews progress reports submitted by GOB ministries to Ministry of Finance and Development Planning on all sub-projects implemented under the Rural Sector Grant.

B. In conjunction with appropriate team members, Rural Development Unit (RDU) staff and planning officers in the concerned ministries, analyzes implementation bottlenecks and recommends solutions. Included in this analysis will be an assessment of the RDU system for monitoring and coordinating Phase II activities.

C. In conjunction with appropriate team members, RDU staff and planning officers in the concerned ministries, provides sub-projects status reports which include:

1. Description of activities, (completed, in progress, cancelled, etc.);
2. Achievement/shortfalls;
3. General financial status; and
4. Future monitoring requirements.

D. Provides an overview of phase II of RSG performance in relation to the stated goals, purpose, inputs and outputs of the project.

E. In conjunction with the Ministry of Local Government and Lands, district officials and returned participants, provides an assessment of district administration training. In addition to reviewing the progress of the program to date, the assessment should suggest a mechanism and timeframe which would guide the ministry and USAID in discussions concerning support for those needs beyond phase II of the Rural Sector Grant.

F. In conjunction with National Development Bank officials and Rural Industries Specialist, provides an assessment of the Productive Employment Development Fund (PEDF).

II. Horticulturalist/Agriculturalist

A. Reviews progress of Ramonaka and Selebi-Phikwe Horticultural Estates.

B. Provides a preliminary assessment of the Chadibe Estate.

C. Works with team leader, Rural Development Unit and Ministry of Agriculture for activity 1.B as described under team leader.

D. In light of on-going drought and its attendant effects on the horticultural estate, suggests technical inputs to alleviate avoidable problems and suggest alternative plans.

E. Coupled with several site visits, incorporates findings of AE10 Evaluation into conclusions on the agricultural component of the RSG Evaluation.

### III. Rural Industries Specialist

A. Reviews progress of sub-projects in the Rural Industrial Officer component (CI 08).

B. Works with team leader, Rural Development Unit and Ministry of Commerce and Industry for activity 1.B as described under team leader.

C. Reviews the performance and absorptive capacity of the RIO training and general support fund and provides recommendations for improving this activity.

D. Provides a detailed sub-project status to the level of sub-activities for CI 08 and provides a preliminary review of future needs of the program and requirements for supporting these needs.

E. Reviews relationship of PEDF sub-component with RIO cadre activity.

F. Time permitting, provides helpful comments and suggestions to the team leader on the assessment of the PEDF.

### IV. USAID and GOB Representatives

A. Arrange meetings and provide access to documents.

B. Available to answer project related questions.

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PHASE II RURAL SECTOR GRANT EVALUATION - SCHEDULE

		MON	TUES	WED	THURS	FRI	SAT	SUN
WEEK I	RIO	28 1 TEAM ARRIVES;	29 10:30 RSG	30 SOUTHERN	1 TSHABONG	2 RIO POST VISIT	3	4
	TEAM LEADER	MEETINGS WITH USAID AND RDU	REFERENCE GROUP MEETING	GABORONE	TSHABONG	RIO POST VISIT		
	AGRIC		AFTERNOON MEETINGS	ESTATES VISIT	ESTATE VISIT	ESTATE VISIT		
	OTHER		WITH TEAM AND MINISTRIES					
WEEK II	RIO	5 MAUN	6 GOMARE	7 SEROWE FTOWN PALAPYE	8	9 KASANE	10	11
	TEAM LEADER	MAUN	GOMARE	SEROWE FTOWN PALAPYE	PUBLIC HOLIDAY	KASANE		
	AGRIC	GABORONE	CHADIBE	SELEBI-THIKWE		KASANE		
	OTHER	ELLISON MAUN	ELLISON GOMARE					
WEEK III	RIO	12 WRITE	13 WRITE	14 GROUP MEETING		15 REVISE	16 DEPART	17
	TEAM LEADER	"	"	2:00 pm RSG REFERENCE	REVISE	<del>REVISE</del> REVISE	REVISE	REVISE
	AGRIC	"	"	GROUP MEETING	REVISE	DEPART		
	OTHER							
WEEK IV	TEAM LEADER	19 REVISE	20 DEPART	21	22	23	24	25

ANNEX F

LIST OF MINISTRIES AND OTHER ORGANIZATIONS CONTACTED

Ministry of Finance and Development Planning

Ministry of Commerce and Industry

Ministry of Local Government and Lands

Ministry of Agriculture

Ministry of Mineral Resources and Water Affairs

National Development Bank

Agricultural Technology Improvement Project personnel

Lutheran World Federation

Southern and Eastern Growers Association

Academy for Educational Development

Notes:

1. Within each Ministry, various departments were contacted.
2. Field visits were made to RIO stations, district offices, and horticultural estates throughout the country.

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ANNEX G

EXPLANATION OF ABBREVIATIONS

AED	Academy for Educational Development
CAC	Communal Areas Coordinator
DID	District Institutional Development
DO	District Officer
EOPS	End of Project Status
FAP	Financial Assistance Policy
GDP	Gross Domestic Product
GOB	Government of Botswana
MCI	Ministry of Commerce and Industry
MFDP	Ministry of Finance and Development Planning
MLGL	Ministry of Local Government and Lands
NDB	National Development Bank
P	Pula
PACD	Project Assistance Completion Date
PEDF	Productive Employment Development Fund
PES	Project Evaluation Summary (Standard AID project evaluation format)
RDU	Rural Development Unit
REDSO/ESA	Regional Economic Development Services Organization for East and Southern Africa
RSG	Rural Sector Grant
S/RIO	Senior Rural Industrial Officer
TGSF	Training and General Support Fund
USAID	United States Agency for International Development
USAID/B	Botswana USAID Mission



## Agency for International Development

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January 31, 1987

TO WHOM IT MAY CONCERN:

The AE10 component of the evaluation was evaluated by a local consultant, therefore it does not follow the PES format.

However, it should be viewed as a supplement to the overall mid-term evaluation.

Thank you.

Sincerely,

Beverley Reed  
Executive Secretary

AE 10 AGRICULTURE SMALL PROJECTS PROGRAMME

MID TERM EVALUATION

APRIL 1986

BY M SIBANDA

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#### ACKNOWLEDGEMENTS

The call for me to take up the AE10 Agriculture Small Projects Programme Mid Term Evaluation, did not come as a surprise but as a challenge for me to contribute in the rural and Agricultural development of my country.

I would like to express my deep and sincere appreciation to the following people:-

Director Agricultural Field Services,

Deputy Director Agriculture Field Services,

Mr G N Mabua, Input Officer, Ministry of Agriculture

Ken Ellison, C.A.N Ministry of Finance and Development Planning who put at my disposal all the necessary files and reading material.

My thanks also go to the Sociological Unit of the Ministry of Agriculture who prepared a comprehensive set of question guide lines for the Evaluation.

Last but not the least my thanks and appreciation go to USAID who provided the funds for the Rural Sector Grant and made the support funding available for the Evaluation exercise.

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SHORT BACKGROUND TO THE AE10 AGRICULTURE

Small projects programme

The AE10 Small projects programme provides grants to community groups to improve or establish village infrastructure and productive activities related to agriculture.

These projects include small dams, woodlots, horticulture projects, poultry projects, fishing groups, the erection of drift fences to isolate crops from animal damage and construction of storage and marketing facilities for crops and agricultural inputs.

The programme began with a maximum contribution to groups of P5000.00 under NDP V. This has now been increased to P15,000.00 under NDP VI.

In this programme groups or communities have to demonstrate a commitment by making a counterpart contribution in cash or kind of at least ten percent (10%) of the total cost of the project.

The programme is implemented with the Assistance of Agricultural Demonstrators (ADs) who are responsible, with the groups, for the organisation and implementation of each project.

PREFACE

The need for a Supporting System that Really Supports

It is widely known that a farmer's ability to increase his output depends not only on natural factors; the structure of his farm and resources allocated to it; his attitudes toward himself and his techniques and quality of the instruction he receives; and the internal organisation of the rural community but depends also on a broad net work of factors - external to the farm itself = both within and beyond the rural areas, that must be organized into a system of assistance to the farmer in his efforts to increase production.

Planners and Policy makers here are of great importance in establishing principles, that can guide, direct and through their authority can organize systems adapting various elements to the needs of the farmer in a manner that will spur him to increase production.

The sytem of services that directly supports production and helps to improve the farmers living conditions is composed of a large number of varying elements - such as services of supply, marketing, credit facilities, public services - such as instruction in education, health as well as physical infrastructure, including roads and warehouses etc, etc.

In the light of this; Coordination from Ministries, their departments and or other organizations is a vital core for development.

Every Ministry, department and organisations should coordinate, comprehend, be progressive, interlinked and indeed be sychronized in spirit and effort to have development possible.

#### EVALUATION TRIP AND EVALUATION METHOD USED

The evaluation exercise took a wide route and covered many areas and peoples of different backgrounds, constraints, priorities and outlook in life.

The trip covered six (6) Agricultural Regions and their agricultural extension districts. ie Western region, Maun/Ngamiland region, Francistown, Central, Gaborone, and Southern regions.

Terms of Reference were used as Yard Stick and that all evaluation questions and assessment measures were taken from them. These were very wide and comprehensive and have influenced the write up of this report.

However, mention of outside forces deterrent to development or decisive to; has been noted in this report.

## TERMS OF REFERENCE

1. Determine the economic impact of the programme on rural population; assess the extent to which the programme has created jobs or increased income for disadvantages groups of farmers and determine the degree of input from target groups in deciding on particular projects.
2. Specifically and critically examine the uses of drift fences with a view to determining how much drift fences have been effective in reducing crop damage by livestock and further examine the effects of drift fences on creating more rationale grazing and ploughing patterns.
3. Examine whether or not other projects that have been sponsored under AE10, e.g. woodlots, vegetable gardens, poultry raising, fisheries, etc have been directly related to diversifying and increasing agricultural production. Make a close examination of the existing group projects and identify aspects needing improvements. Assess the efforts made by groups or farmers to maintain and sustain these projects over medium to long term and on the basis of this suggest if AE10 projects are likely to remain operational in the future.
4. Determine whether farmers are conversant with the procedure for applying for funds and whether farmers regard this procedure as operating in their best interests and convenience. If not, what improvements can be made?
5. Determine the most successful project and/or kinds of projects and examine the factors owing to their success, i.e. good management, good AD leadership, group's determination, etc.
6. Determine reasons for the delays, if any, in applications from the extension areas through agricultural Districts up to the final approval in Ministry headquarters. Suggest ways to improve this application process.
7. Determine the Agricultural Extension support and advice to AE10 groups and projects, progress on the implementation/execution of most AE10 projects and the general problems encountered by farmers/groups and ways to solve these.

## GENERAL OVERVIEW

The AE10 Agricultural Small Projects Programme is on the whole a very popular and welcome programme throughout the country.

The programme has indeed met its objectives and has served many, whose projects have been diligently and objectively planned to serve an identified problem in the group or community.

### Job Creation

Projects such as Fishing, Poultry and Vegetable growing have provided a steady employment for the group participants and their families.

The success of these projects is however determined by a number of variables such as the drought and lack of water in the case of Fishermen in the Ngamiland area. Lack of fuel to run their fishing boats, shortage of salt for the drying of fish and in many instances shortage of repair materials for their boats, nets etc, etc.

The most successful part about the Fishermen is that they all understand their trade and technologies that can keep them going without the daily Nursing by the Fisheries Extension Officer.

However continued support by the Food Resources Unit is vital as it is the biggest single purchaser of their dried fish, for distribution to Clinics and Health centres in the country.

### Vegetable Gardens

Group vegetable growing has not yet been a success in many projects throughout the country.

Many projects are not operational throughout the year because of lack of irrigation water. The persistent drought for the past five (5) years has indeed cut down production in most of the vegetable projects.

This natural phenomenon however is not the only one to blame all the failures to. A good number of failures arise from poor project development and appraisal, poor and unreliable group formation, lack of group constitution, lack of group work plans, plenty of group friction, lack of horticultural technology, dedication, hard work and cooperation with their Agricultural Extension personnel for advise in vegetable production.

### Poultry Projects

The Serowe and Mahalapye poultry projects were the most, steadily productive, successful and most impressive units in the programme.

The Serowe - Boiteko Agricultural Management Association (AMA) group is composed of nine (9) women and one (1) man. This group of ten people is running a very successful egg laying poultry unit in conjunction with a very productive vegetable garden.

This group is very well composed, cooperated and has drawn out a very useful constitution and work plans to be followed and obeyed by members of the group.

The success of this group or project stands out of the fact that, apart from them having registered as an association with the Ministry of Agriculture, they have with them a qualified Agricultural Technician seconded to them by the Foundation for Education in Gaborone. This man's salary is paid partly by the Foundation and partly by the Boiteko group.

The Technician is hired as a coordinator of the project responsible for agricultural technical advice, recording, bookkeeping and financial management. Work organisation, sales and general administration is all entirely on the group participants.

This group meets regularly, keeps records of their meetings and Executive Committee members attend: upgrading courses arranged by CAMA of the Ministry of Agriculture.



The Cripple and Blind poultry project in Mahalapye is another occupational activity doing very well indeed. It has now fifteen (15) participants operating on daily bases.

The participants tend the birds; they feed, water, collect eggs, clean them, pack and deliver them to the market in Mahalapye village for sale.

The centre is looked after and coordinated by a Mr M Mathuba who is himself a Vice President of the Botswana Association for the Blind and Cripple who has been the spear head for this Mahalapye project.

He has volunteered in the building and construction of the Chicken house and the residential house in the centre. Participants' spirit and cooperation was very high and lots of appreciation for the programme was voiced by the participants who still looked forward for further financial help.

#### Drift Fences

In many instances these have changed name from place to place, depending on the land terrain and cattle pressure.

Drift fences have had to be called 'Group fences' in Shorobe, 'Land fences' in Etsha, and 'Encloser fences' in Kweneng and other Southern districts. However what ever name is used, it still simple means "Lands fences" for the protection of crops from animal damage.

This project is very popular throughout the country and carries the highest single activity over other projects and participants numbers.

The success of this activity lies in the spontaneous realization by many crop farmers that crop damage by cattle and other animals added to poor harvest in addition to that caused by low rainfall.

Farmers, their groups and communities all identified this problem and have formed themselves in working groups, collected money and drawn out working constitutions to make sure work goes on as scheduled.

Most of these successful groupings have been initiated by AMAO or GDO Extension Officers from the Ministry of Agriculture. This group of Extension workers is highly motivated and knowledgeable in group dynamics and group stimulation.

These officers have undertaken to stimulate appropriate group action in the following ways:-

1. Help in organizing people, farmers into well understanding groups with clear cut roles, objectives, intentions, identity and cooperativeness.
2. Where possible furnish special materials or organise for the relevant items needed for the project or projects.
3. Provide or organise Technical and Managerial Assistance to the people or their groups.
4. Arrange for financial assistance for farmer groups or projects through the appropriate agencies.

Examples of good Extension efficiency were found in Etsha, Shorobe, Tutume, Bobonong, Palapye, Serowe, Kweneng and the Southern districts.

Most projects here were found complete or about to be complete and participants in high spirits of enthusiasm and cooperation. All work was carried out cooperatively by all members of groups as they shared their work equally between men and women.

When erecting drift fences men are usually found cutting and loading poles to the fence site, clearing fence lines and straining fence wires. Whilst women are normally found digging holes for fence posts, planting fence posts or removing tree brush (branches and small bush) away from the fence line.

Group leaders or chairmen of groups are unanimously respected and followed by group members as per their written constitutions and guide lines.

In Shorobe, when I enquired on how they managed to have their work go on as smoothly as it did, I was told that "Constitutions" were made and drawn out in such a way that all loopholes were removed and made it impossible for members to dodge call up for work and that if anyone did dodge he/she was liable for punishment and made to pay a fee or fine which would be used to hire a person in his or her place.

Another advantage to these successful groups was that, their societies were unison in nature, background, tribe and objectivity.

These attitudes, thoughts and emotional reactions are and were not enjoyed by other groups or communities in other districts throughout the country.

## OTHER PROJECTS

Projects in Ghanzi/East Hanahai, Gomare, Nokaneng, Northeast, Pilikwe and Mahalapye need a lot of help and department of agriculture's close examination and correction.

These projects have suffered from lack of project appraisal, project planning, project development and coordination of participants and or other supporting development agencies in the areas.

The drift fence and woodlot plantation in East Hanahai Basarwa settlement are all near completion.

The drift fence now stretches for fifteen (15) kilometres and will be pulled further another five (5) kilometres to twenty (20) as was originally planned for.

The objectives of this drift fence was to protect the Basarwa cattle from the commercial Trek-route cattle to BMC Lobatse. Over the years it was found that a lot of cattle were lost and taken away by the Trek-route stock to Lobatse.

The woodlot was planned and is now being planted into eucalyptus trees at the settlement for what the objectives are said to be, for the creation of employment for the Basarwa people. Both these projects in East Hanahai were initiated by the district council with little or no coordination or consultation with the Ministry of Agriculture.

Project participants too, have not been involved in project planning or consultation of any kind.

They have never been involved in any work on the projects or commitment of some kind to show their participation, save for eight (8) men who took up paid employment to clear the woodlot land before fencing it off.

The future of both these projects is certainly in doubt, because the so called participants have not been motivated towards these activities. They are foreigners to their own projects as these have been imposed on them without explanation.

Though it is hopefully anticipated that these people will settle down permanently and fore go their traditional way of life - of seasonal going to the bush for hunting and gathering.

#### Vegetable Projects

The Khurakhura Sewing Circle Vegetable Garden is one project whose future is in realy doubt. The Sewing Circle group of women has a long and unactive history with its projects.

Before this group took up a vegetable garden as a project it had earlier on taken up Sewing as a development project in Ghanzi.

The group had raised money from another donor to purchase eight (8) sewing machines which would help them start up a cloth production unit in Ghanzi village. Each of thse women was provided with a sewing machine, which they still keep and own as individualsnot as a group.

Working together as a group failed as they did not have guide lines or constitution to help them in cooperative business or outlook. Immediately after the failure of the Sewing exercise in 1983 the group started requesting for a vegetable garden project. The intentions and objectives of which were to raise money to subsidise the sewing project. However, again due to lack of unity and continued lack of cooperation the vegetable project has again been grounded before take off.

On close analysis it was obvious that this group was made up of unfaithful persons who needed to acquire individual wealth in the name of, and in disguise of being called a group to acquire Government funding.

The garden is never used or worked up on. Only a four foot fence was erected sometime ago and piped water reticulated into the garden. Poles and fencing materials to raise the perimetre fence to six or eight feet is lying idle and rotting away in the sun and rain.

There were also signs of broken down fertilizer bags which had already been wasted and lost.

Surprisingly, there was a beaten path to and from the water tap which was used conveniently by one of the group leaders and her family.

#### Nokaneng/Gomare

Division of interests, tribalism and party politics rivalry is so immense in this area that development projects are hampered and fail to achieve their targeted schedules.

Drift fence projects cited for these areas are lagging behind their scheduled time tables because lots of conflicts have arisen between cattle owners and none cattle owners. Generally, the bulk of arable farmers are not cattle ranchers and have a dire need to protect their lands and crops from cattle damage. However, the dominant powerful cattle owners think and feel the fencing of lands areas is going to curtail and restrict their cattle movements.

This conflict of interest has been made worse by the growing political rivalry ravaging the area, making it impossible for cattle farmers and arable farmers to come to a consolatory agreement. The situation is so volatile that Extension Agricultural workers are made helpless and cannot help in any way but watch. However, the situation continues dragging down, misallocation of resources.

North East

Incidencies of conflict, bickering among group members on projects and sinister vetures of tribalism coupled with Party Politic rivalry are enormous in the district, that most projects tend to be stagnant and suffer from inertia.

The Moroka Sorghum Hammer Mill is not functioning because some people feel they have been cheated on the running of it and general administration of it.

The history of the Hammer Mill has it that it was requested and purchased for the Moroka Village VDC. However when the mill arrived at the village in 1979 they were questions asked as to:-

- (1) Who was going to run it
- (2) Who was going to be responsible for its general administration.
- (3) Who was going to be responsible for its repairs, service and collection of daily takings.

The answer was simple then, though it was not unanimously agreed by everybody. The few individuals who did not agree at the time, have over the years been manipulating the situation with all vigour including tribalism and politics to win their end.

As a result of these unholy manoeuvres the committee which was chosen to run the Mill affairs does not meet any more and things are at a stand still.

Reports from Zwenshambe and Sechele state of a combination of factors similar to those prevalent in Moroka and district at large.

Pressurers on projects of this kind are indeed a hinderence to progress and lead to a waste and misallocation of resources as they are normally extremely difficult to change or persuaded to, by Extension workers who are by their employment code exonerated from such dealings.

Pilikwe Youth Development Association Sorghum Mill

The Pilikwe Sorghum Mill project faces a lot of development problems.

First it is not clear how the Association was formed and how it was registered. There is no information as to whether it was registered with the Ministry of Agriculture (CAMA) or Ministry of Education (BRIDEC) or not at all.

The Association lacks viability as a Board responsible for the development of the Sorghum Mill project.

It lacks consultation with other Agencies in the village and outside. The Association lacks Technical, Social, Economic and general know how on project development. The Association does not have a Project Memoranda or Work plan.

On further investigation during the Evaluation exercise it came to light that the Sorghum Mill idea for Pilikwe Village came from someone outside the village who cannot be available now to help the Association sort itself out. The idea was taken up haphazardly without much thought and basic planning.

Association members did not agree on many issues which led to some of them altering the Original Mill Shed building plans. The alterations led to shortages of building materials which has now lead to delays in the Mill Shed construction, completion and installation of the Sorghum Mill.

All this delay and flastration has further split the relationships among Association members.

Information received from the Village Head man and the resident Agricultural Demonstrator (DA) were that the Association members were not cooperative and did not seek for advice either with them or the local Village Development Committee.

The Committee member representative met, gave excuses on the delay as being the result of the Mill Shed alterations and the delay in the Ministry of Agriculture releasing carry-over funds for the purchase of the additional needed building materials.

He however, assured me that, now that the building materials had arrived the project would be completed and Commissioned without any more delay.

Kgetsi Ya Tsie, Rakhudu and Itekeng Vegetable Garden Groups

The three (3) Horticultural groups are situated along the Mahalapye river Southeast of Mahalapye town. They are all in Thokole Agricultural Extension area.

Their chances for the future is bright, only, if they could follow the Agricultural Extension information, guide lines and recommendations as well as the basic principles of agricultural development.

Kgetsi Ya Tsie is the oldest of all vegetable groups. All mistakes it did and continues to do are blindly followed by all other groups without consideration. Following Kgetsi Ya Tsie's operations - all groups have chosen five (5) people to form a vegetable group. Horticultural land or garden is divided up into 5 equal blocks. Block for each farmer/operator.

Each farmer/operator or block has its own reservoir to store their water for irrigation. Each block of land is re-divided up into smaller plots or beds for each farmer's convenience to grow whatever crop he may deem fit.

Sales and marketing is not arranged or coordinated, everyone does what he likes when he feels like. Each member has a day put aside for him to use the engine and pump to water his block. There is no systematic cropping or rotation in all horticultural projects. No systematic pest control measures are being followed. etc., etc.

8/1

Though the involvement of these people in agriculture is highly appreciated and encouraged it is however, fundamental that their approach to agriculture should change to a more scientific light, to assure them a more lucrative occupation.

It is recommended here that they must be encouraged to leave and forego their impulsive way to horticultural activities; Reorganize themselves as a group or groups, with proper constitutions and work plans. Have proper land layouts and big enough water reservoirs to keep enough water at all times to be available to any one member when needed. Make arrangements for engines to be serviced and have proper maintenance. To acquire from Horticultural Officer the ways of combating insect pests. Be helped to formulate a marketing system beneficial to all of them.

Encourage the groups to organize themselves to follow the procedures taken by the Serowe Boiteko A.M.A. group, Tshukudu A.M.A. in Francistown, and S.E.G.A. A.M.A. group in Gaborone. This will help improve their marketing problems, economize in the use of transport, handling, facilitate the assessment of quantities and qualities of supplies and determination of prices. Further more this cooperation and unity will improve their general administration and prepare them for the forthcoming Marketing infrastructures proposed for construction in the Central district.



#### COMMENTS ON PROJECT DEVELOPMENT

It is frequent that Extension workers, Communities or other rural organisations need to start up a project or projects for the improvement of local living conditions in the area.

In deciding on projects we must always remember that projects are meant for men and must meet the needs of people. Many projects have been rejected, misused or under utilized because full consideration was not given to some human, social or environmental factors.

Considerations on social, economic, political, technical and administration should be looked into earlier on at the planning stage to avoid a repulse later on in the project.

Project planning must always be guided by the following considerations:-

- (a) Is the project really in the interest of the people for whom it is proposed? Will the benefits and costs be equitably distributed?
- (b) Is the project acceptable to the people for whom it is proposed? Will they be willing to supply the necessary inputs - money, labour, materials, time etc. to achieve it?
- (c) Does the project adequately prepare the people for its consequences? Is public education or training included in its implementation?
- (d) Is the project best located in terms of physical environment conditions?
- (e) Have similar projects been tried before? If so, what success did they have or why were they not successful? How can past failures be avoided?

NOTE

Pressures on projects should be guided against and be avoided at all times. It is usual that projects are conceived and implemented with enormous waste and misallocation of resources because of very strong pressures that are extremely difficult to change. Many people tend to regard "their project" as the key to personal advancement; this is particularly true where planning is administratively separated from action.

Misguided political interests also deter projects and project development in many spheres - and result in Project Stagnation alongside an impatience for results for haste, even where projects require long periods for proper preparation and implementation.

SPECIAL NOTE

My observations in all agricultural regions and districts was that many people were interested in a number of technologies, items and the want to learn new ideas but suffered from a group constraints.

Like:

1. Lack of knowledge where to go to learn
2. Lack of information through Extension Agencies i.e. Agric. Extension GDO's AMAO, ADCO's, Adult Education, Health and Nutrition etc.
3. Lack of Coordination and Cooperation by Extension Agencies

A general lack of dialogue was apparant in all societies I met and this questions the effectiveness of Extension Agencies as vehicles of transporting and transmitting development technologies. Development as we know it, is lived by people where they are, where they live, where they learn, work, love and play. The primary community, whether geographical or organizational, is the immediate space open to most people. It is the village, the neighbourhood, the town, the factory, the office, the school, the Union, the church, sports club, the association - whatever its purpose - that personal and Societal development first and best interact. Development, even in its most subjective dimension does not happen in a vacuum. Human beings, like the societies they form, are at the same time conditioned and free. They are conditioned by history and culture, by biological rhythms and access the resources, by the level of social productivity and institutional environment. They become free in the process of learning to understand and transform nature - in an ecologically prudent way - and Society itself, a process in which personal and societal development interact. Participating in this societal process is a source of fulfilment.

Developmental problems can thus, be defined in an objective way. That the Society, its economy and Policy ought to be organized in such a manner as to maximize, for the individual and whole, the opportunities for self-fulfilment.

Developing gives an account of, and suggests the removal of husks of ignorance - that is overcoming domination, unfolding and liberating ones self. Development is the unfolding of peoples's individual and social imagination in defining goals, inventing means and ways to approach them, learning to identify and satisfy society legitimate needs. Development as defined means liberation of human beings and societies, happens, or better, is lived by people where they are. There is development when people and their Communities, whatever the space and time span to their efforts when they start to assert their autonomy, self-reliance and self-confidence. When they set out and carry out projects.

This stage can only be reached when Development Agencies all do their work objectively with a integrated approach to rural development as a binding ideal and yard stick.

The need for integration, Coordination and Cooperation arises from the fact that development problems on the ground are not the same. They have many aspects, and for reasons of what were, originally, administrative convenience and efficiency, these aspects were allocated as task areas to different Specilist planning and executive agencies. It is for this reason that as soon as there is a measure of Specialization of development agencies, there is a need for integration, coordination and cooperation of those Specialist Agencies.

## CONCLUSIONS

Information and record keeping on AE10 projects was very scanty and scattered in most of the Agricultural regions and district offices. Most of the Agricultural demonstrators and their District Agricultural Officers did not even know how many projects their districts or regions had, both new and old. There was simply no effort to keep a proper file order or system to keep the AE10 records on their own, the best they did was to bundle some AE10 application duplicates with those of other projects such as AG15, LG17 etc, etc. There was no information on how much was spent on projects or how much was in balance. Everything was said to be with Agricultural Headquarters Gaborone.

Projects did not have regular visits from AD's or Extension Staff. Many Demonstrators used excuses that, they were either new in the districts from transfare, did not have time to visit because they were busy with other projects such as ALDEP, ARAP or they had just come from Quaille birds or Locusts. There seemed to be very little contact or appreciation with projects and their participants except when projects are being initiated or when people are being encouraged to form themselves into groups.

Many groups or Farmers groups still need a lot of teaching and support from the Agricultural Extension Staff in matters ranging from Group behaviour, Group responsibility, Committee responsibilities in meetings, minute keeping, as well as financial management and record keeping etc, etc.

Delays in applications were in most cases due to irregular visits by DA's to needy areas, after which delays in hearing of the farmers applications by the Village Development Committees VDCs, at their meetings which are held once every month followed by a further hearing by the District Development Committees DDC's which are held once in three months. There are at times, some applications that miss hearing by both the VDC and DDC at their first meetings which then delays the project application for a further six months before it finally reaches Ministry Headquarters or budget allocation.

In all complete projects, where the Farmers' or Group's Participants' Spirit was high and dynamic was due to, or, was a result of a good and able DA or some Extension Staff i.e. AMAO or GDO who took it up on himself to stimulate the people and give them the necessary guide lines.

## RECOMMENDATIONS

- A. Cooperativeness, is a Science that needs a constant building upon and continued education on the part of farmer, is vital. Experience of Groups or Cooperatives in many countries suggests that the primary requirement for economic success is sufficient social cohesion and uniformity among members. Without it there cannot be the mutual confidence necessary for the subscription or saving of enough capital, for equal and democratic control of management, for risk-taking and for the weathering of financial and other difficulties.
- B. In economic success, the desire of individual members for the services provided by the group, cooperative, association or syndicate must be sufficiently intense, uniformly felt and continuous - for the benefit of farmers and their groups; It is recommended here that a bigger number of AMAO, GDO Cadre of Extension officers and their junior officers be trained and be posted to all Regions and Agricultural Extension districts.
- C. That AMAO and GDO's be responsible for group initiation, formulation, registration, participant - stimulation etc, etc.
- D. That AMAO and GDO officers in all regions have adequate logistic and support materials to cover the regions regularly to acquaint themselves with their junior officers' and farmers' needs when they arise.
- E. It is recommended that the work of ordinary and general AD be left to that of a Specialist Technician, certainly not that of a group initiator - for most of them lack the quality and proper experience.

- F. Botswana has up to now, created a large number of Farmers Committees, Groups or Associations which are allowed to die away or breakup in dissolutionment for lack of continued instruction on various issues, some of them pertaining their group and administration. The Extension Cadre of AMAO and GDO's be charged with activities of group stimulation based on the following principles:-
1. Help in organizing or initiation of groups
  2. Furnish special materials
  3. Provide technical and managerial assistance
  4. Provide or organize financial assistance
- G. Teaching materials be provided in the form of Projectors, appropriate films and slides to be shown to groups and associations throughout the region or regions. These films and slides will incite farmers to think more or give them desire to improve on their own projects or activities.
- H. GDO's and AMAO Officers be responsible for project recording, catalogueing and proper filing and be responsible for progress and quarterly reports to Ministry Headquarters.
- I. That proper and meaningful Project Group Constitutions, workplans and Project development plans and schedules be made available to the Ministry of Agriculture before any money or funding is released to the group. This will safe guard and eliminate the present waste and misallocation of resources.
- J. That measures be drawn and made available to RAO's and DAO's, to withdraw and move materials or tools from the unactive groups to the more active ones whose funds have not been forwarded due to financial year allocations.

AE10 DISTRICT PROJECT AND FINANCIAL ANALYSIS

DISTRICT: LOBATSE.....

AGRIC. REGION: SOUTHERN.....

PROJECT TYPE	NUMBER OF TYPE	AVERAGE SIZE	GROUP SIZE	FINANCE		BALANCE	%
				COMMITTED	SPENT		
D/FENCES	27		1450	56172.00	55966.28	205.72	46.5
VEG. GARDN	12		339	18706.00	9313.84	9392.16	20.6
POULTRY	5		98	3405.00	3405.00		8.6
WOODLOTS	1		1900	6000.00	2355.54	3644.46	1.7
FISHERIES							
CATTLE GRDS	3			6000.00	6000.00		5.1
WATER PRJS							
SS D. GRPS	8		39	3501.00	3501.00		13.7
DAM FENCES	1			640.00	640.00		1.7
STORAGES	1		26	275.00	274.00		1.7
HAMMER M. CITRUS OCHARD COLLECTION CENTRE PLANTER PROJECTS							
TOTALS	58		3852	94699	81456.66	13242.34	

AE10 DISTRICT PROJECT AND FINANCIAL ANALYSIS

DISTRICT:.. KWENENG, RAMOTSWA,..  
KGATLENG & TLOKWENG

AGRIC. REGION: GABORONE.....

PROJECT TYPE	NUMBER OF TYPE	AVERAGE SIZE	GROUP SIZE	FINANCE			%
				COMMITTED	SPENT	BALANCE	
D/FENCES	36		3499	159991.00	152724.66	7266.34	62.0
VEG. GARDN	10		500	15987.00	15472.00	515.00	17.2
POULTRY	3		33	14061.00	14061.00		5.1
WOODLOTS	1		385	3500.00	3500.00		1.7
FISHERIES							
CATTLE GRDS	3		205	10360.00	10360.00		5.1
WATER PRJS							
SS D. GRPS							
DAM FENCES	4		212	4583.00	3500.63	1082.37	6.8
STORAGES	1		4709.00	4709.00	4709.00		1.7
HAMMER M. CITRUS OCHARD COLLECTION CENTRE PLANTER PROJECTS							
TOTALS	58		4834	213191.00	204327.29	8863.71	

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AE10 DISTRICT PROJECT AND FINANCIAL ANALYSIS

DISTRICT:.....SEROWE.....

AGRIC. REGION: ..CENTRAL.....

PROJECT TYPE	NUMBER OF TYPE	AVERAGE SIZE	GROUP SIZE	FINANCE			%
				COMMITTED	SPENT	BALANCE	
D/FENCES	40		5537	130222.00	112868.95	17353.05	67.7
VEG. GARDN	10		225	23798.00	22417.17	1380.83	16.9
POULTRY	3		91	17220.00	9780.00	7440.00	5.0
WOODLOTS	3		5010	5835.00	5343.00	492.00	5.0
FISHERIES							
CATTLE GRDS	1		200	6271.00	6271.00		1.6
WATER PRJS							
SS D. GRPS							
DAM FENCES							
STORAGES							
HAMMER M.	1		95	7000.00	6928.68	71.32	1.6
CITRUS OCHARD							
COLLECTION CENTRE							
PLANTER PROJECTS	1		50	2400.00	2400.00		1.6
TOTALS	59		11208	192746.00	166008.80	26737.20	

AE10 DISTRICT PROJECT AND FINANCIAL ANALYSIS

DISTRICT:..NORTH.EAST/TUTUME...

AGRIC. REGION: .FRANCISTOWN.

PROJECT TYPE	NUMBER OF TYPE	AVERAGE SIZE	GROUP SIZE	FINANCE		BALANCE	%
				COMMITTED	SPENT		
D/FENCES	10		1439	45514.00	38277.00	7237.00	55.5
VEG. GARDN	4			9866.00	9866.00		22.2
POULTRY							
WOODLOTS							
FISHERIES							
CATTLE GRDS							
WATER PRJS	1		147	4424.00	4268.71	155.29	5.5
SS D. GRPS	1			80.00	80.00		5.5
DAM FENCES							
STORAGES							
HAMMER M.	2			4100.00	4100.00		11.1
CITRUS OCHARD							
COLLECTION CENTRE							
PLANTER PROJECTS							
TOTALS	18			63984.00	56591.71	7392.29	

AE10 DISTRICT PROJECT AND FINANCIAL ANALYSIS

DISTRICT:.....NGAMILAND.....

AGRIC. REGION: MAUN.....

PROJECT TYPE	NUMBER OF TYPE	AVERAGE SIZE	GROUP SIZE	FINANCE			%
				COMMITTED	SPENT	BALANCE	
D/FENCES	30		1284	65552.81	64514.81	1038.00	55.5
VEG. GARDN	12		233	10636.00	10572.22	63.78	22.2
POULTRY	1		4	1738.00	1738.00		1.8
WOODLOTS							
FISHERIES	10		111	29975.97	29975.97		18.5
CATTLE GRDS							
WATER PRJS							
SS D. GRPS							
DAM FENCES							
STORAGES							
HAMMER M. CITRUS OCHARD COLLECTION CENTRE PLANTER PROJECTS	1			2280.00	2280.00		1.8
TOTALS	54		1632	110182.78	109081.00	1101.78	

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AE10 DISTRICT PROJECT AND FINANCIAL ANALYSIS

DISTRICT:.....K GALAGADI.....

AGRIC. REGION: .WESTERN.....

PROJECT TYPE	NUMBER OF TYPE	AVERAGE SIZE	GROUP SIZE	FINANCE		BALANCE	%
				COMMITTED	SPENT		
D/FENCES	2	20KM	350	6130.00	3230.00	2900.00	22.2
VEG. GARDN	6		400	7233.00	5369.00	1864.00	66.6
POULTRY							
WOODLOTS	1		250	8623.00	3251.43	5371.57	11.1
FISHERIES							
CATTLE GRDS							
WATER PRJS							
SS D. GRPS							
DAM FENCES							
STORAGES							
HAMMER M. CITRUS OCHARD COLLECTION CENTRE PLANTER PROJECTS							
TOTALS	9	20	1000	21,986.00	11,850.43	10,135.57	

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AE10 PROJECT ANALYSIS SUMMARY

This programme has rapidly gained popularity and has a participant population of 30,000 people in 256 projects throughout the country.

PROJECT TYPE	SOUTHERN	GABORONE	CENTRAL	F'TOWN	MAUN	WESTERN	TOTALS
Drift Fences	27	36	40	10	30	2	145
Veg. Gardens	12	10	10	4	12	6	54
Poultry	5	3	3	-	1	-	12
Woodlots	1	1	3	-	-	1	6
Fisheries	-	-	-	-	10	-	10
Cattle Grids	3	3	1	-	-	-	7
Water Projects	-	-	-	1	-	-	1
S S Dosing Grps	8	-	-	1	-	-	9
Dam Fences	1	4	-	-	-	-	5
Storages	1	1	-	-	-	-	2
Hammer Mills	-	-	1	2	-	-	3
Orchard/Citrus	-	-	-	-	1	-	1
Planter Proj.	-	-	1	-	-	-	1
Total Projects	58	58	59	18	54	9	256

AE 10 PROJECT ANALYSIS SUMMARY

REGIONS

FINANCING

	SOUTHERN	GABORONE	CENTRAL	F'TOWN	MAUN	WESTERN	TOTALS
Phase I Total Committed	38851.00	114306.00	76235.00	19555.00	60581.00	5362.00	
Phase I Total Spent	38851.00	113688.00	73243.25	19555.00	60581.00	4562.00	
Phase I Balance	NIL	618.00	2991.75	NIL	NIL	800.00	
Phase II Total Committed	55848.00	98885.00	109511.00	44429.00	49602.00	18624.00	
PHASE II Total Spent	42605.66	90639.29	92686.90	37992.24	48449.00	8488.00	
Phase II Balance	13242.34	8245.71	16824.10	6436.76	1153.00	10136.00	
TOTAL COMMITTED	P 691 789.00						
TOTAL SPENT		631341.34					
BALANCE		60447.66					

PROJECT ANALYSIS

Total Projects	There are two hundred and fifty six (256) projects throughout the country.
Average Cost	Average cost per project is P2466.17 <sup>t</sup>
Av. Group Size	118 persons per project unit
Av. Approval Time	One year
Av. Implementatn Time	Twelve months to Eighteen months
Av. Completion Time	Three to Five years.

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