

I. PROJECT IDENTIFICATION

PD-ACC-239-81

1. PROJECT TITLE IVS Botswana Rural Manpower Development		APPENDIX ATTACHED <input checked="" type="checkbox"/> YES <u>49 p.</u> <input type="checkbox"/> NO
3. RECIPIENT (Specify) <input checked="" type="checkbox"/> COUNTRY <u>Botswana</u> <input type="checkbox"/> REGIONAL <u> </u> <input type="checkbox"/> INTERREGIONAL <u> </u>		2. PROJECT NO. (M.O. 1095.2) <u>65- </u> <u> </u>
4. LIFE OF PROJECT BEGINS FY <u>75</u> ENDS FY <u>75</u>		5. SUBMISSION <input checked="" type="checkbox"/> ORIGINAL <u> </u> DATE <u> </u> <input type="checkbox"/> REV. NO. <u> </u> DATE <u> </u> CONTR./PASA NO. <u> </u>

II. FUNDING (\$000) AND MAN MONTHS (MM) REQUIREMENTS

A. FUNDING BY FISCAL YEAR	B. TOTAL \$	C. PERSONNEL		D. PARTICIPANTS		E. COMMODITIES \$	F. OTHER COSTS \$	G. PASA/CONTR.		H. LOCAL EXCHANGE CURRENCY RATE: \$ US (U.S. OWNED)			
		(1) \$	(2) MM	(1) \$	(2) MM			(1) \$	(2) MM	(1) U.S. GRANT LOAN	(2) COOP COUNTRY		
											(A) JOINT	(B) BUDGET	
1. PRIOR THRU ACTUAL FY													
2. OPRN FY <u>75</u>	155	141	168				14						65
3. BUDGET FY													
4. BUDGET +1 FY													
5. BUDGET +2 FY													
6. BUDGET +3 FY													
7. ALL SUBQ. FY													
8. GRAND TOTAL	155	141	168				14						65

9. OTHER DONOR CONTRIBUTIONS (A) NAME OF DONOR	(B) KIND OF GOODS/SERVICES	(C) AMOUNT

III. ORIGINATING OFFICE CLEARANCE

1. DRAFTER AFR/DS:RDepp <i>emd</i>	TITLE Program Analyst	DATE 6/6/75
2. CLEARANCE OFFICER AFR/ESA:JKnoll <i>JK</i>	TITLE Director	DATE

IV. PROJECT AUTHORIZATION

1. CONDITIONS OF APPROVAL

2. CLEARANCES

BUR/OFF.	SIGNATURE	DATE	BUR/OFF.	SIGNATURE	DATE
AFR/DP	Robert G. Huesmann RHuesmann	JUN 09 1975	PPC/DPRE	JWelty <i>JW</i>	6/5/75
AFR/DS	Plyman <i>Plyman</i>	6/5/75	GC/AFR	TMuntsinger <i>TM</i>	6/5/75
AFR/ESA	LPompa <i>LP</i>	6/5/75			

3. APPROVAL AAs OR OFFICE DIRECTORS

SIGNATURE SCAdams, Jr. <i>SCAdams</i>	DATE 1975	4. APPROVAL A/AID (See M.O. 1025.1 VTC) SIGNATURE ADMINISTRATOR, AGENCY FOR INTERNATIONAL DEVELOPMENT
TITLE Assistant Administrator, AA/AFR		DATE

UNITED STATES GOVERNMENT

Memorandum

file

TO : AA/AFR, Dr. Samuel C. Adams, Jr.

DATE: June 6, 1975

THRU : AFR/DP, Robert Huesmann *MA*

FROM : AFR/ESA, Jerry Knoll *JK*

SUBJECT: Request for Project Authorization

690-12-410-059

Problem: To approve the attached project authorization for FY 1975 OPG set aside funding of the IVS Botswana Rural Manpower Development Project.

Discussion: The Government of Botswana, facing a critical shortage of qualified manpower to manage the various development activities underway or needed there, last December signed a personnel recruitment agreement with International Voluntary Services, Inc. as one means of overcoming its personnel problems. IVS in April submitted for AID funding consideration a preliminary proposal to provide twenty volunteers to work in about eight Botswanan development activities. IVS and the GOB jointly developed the proposal which has OSARAC approval in principle.

After discussions and reviews in-house and with IVS the AID Project Committee has concluded that three of the proposed activities, involving six volunteers and one IVS staff supervisor, merit FY 1975 funding. (The other proposed activities may be more fully developed and reconsidered for funding in FY 1976.)

The three activities proposed for immediate funding are agricultural, intended to improve land use, increase livestock and food production, and develop local manpower skills and capabilities. IVS volunteers will work with GOB regional survey teams and local land boards in delineating, assessing and mapping grazing and arable lands in order to develop data for zoning and range management planning purposes. Another volunteer will assess and develop the role of smallstock (sheep and goats) within an ongoing GOB-AID Range and Livestock Management Project (RLMP) and serve as liaison officer on smallstock between the RLMP and the broader program of smallstock investigations being carried out by the Ministry of Agriculture. Other volunteers will work in horticulture and crop marketing related to nethouse gardening in order to evaluate it as a method for food production and, if warranted, plan for future expansion and development. The volunteers will be charged with employing to the extent possible in their work, technologies that can be realistically mastered by their local



Dr. Samuel C. Adams, Jr.

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counterparts and trainees within a reasonable period of time. When a volunteer's tour of duty ends it is hoped that he will be replaced by a Botswana and not by another foreigner.

We propose to use \$155,000 in FY 1975 set aside funds to fund the seven IVS personnel for two years each. We agree with IVS that the chances of recruiting the caliber of people required are much better if they can be immediately assured of a two year contract. It is possible that we would want to consider at a later date extending the work of some of these volunteers, but that would depend upon GOB desires as well as our evaluation of the need.

Recommendation: That you approve the attached project authorization.

Approved:  Date: JUN 9 1975
Disapproved: _____ Date: _____

IVS personnel to rural development activities of substantive import, it is expected that the manpower development will be practically adapted to the rural needs and resources of Botswana. At the same time, the availability of qualified personnel to these projects should have a favorable effect upon the substantive outputs of the project, thereby contributing to the Government of Botswana's goal of accelerated rural development.

In Phase I, IVS will furnish volunteer technicians to work and train in (a) fruit and vegetable production and marketing in conjunction with nethouse facilities; (b) small stock industry development; and (c) landuse surveying and management to improve and increase livestock production and marketing.

Obviously, the conditions expected at the end of the project will be an increase in the number of trained Botswana and the development of locally adaptable technologies in the several substantive areas in which IVS volunteers will be involved. As described more fully in Section IV below, the particular objectively verifiable indicators by which end of project status will be measured will be established within three months after project implementation is commenced. Deferral in establishing these quantitative measures is due to the need to reach final agreement with the Government of Botswana on the geographical placement and range of service of the selected volunteers.

II. Project Background

A. Evolution of the IVS Project

IVS study of Botswana, and advance consultations with

the Government of Botswana and A.I.D., dates back some two and one-half years:

1. 1972 Program Development Trip: IVS representatives made a program development trip to Botswana in October 1972. The trip was part of a world-wide program exploration effort by IVS. The IVS visit to Botswana was quite brief; it consumed only 14 man/work days. Still, that trip and subsequent communications and study persuaded IVS that there was the potential and need for meaningful development services by IVS volunteers in Botswana.

2. Lag in Pursuit of Initial Contacts: The follow-up by IVS on its exploratory trip to Botswana was not immediately productive. In part the reason was delay in response by the GOB. In addition, IVS was restrained in its pursuit of the groundwork laid in Botswana because throughout 1973 and well into 1974 (calendar years), IVS lacked the project implementation funds to undertake even modest first steps in Botswana. Through the spring of 1974, the most optimistic forecast for IVS overall was maintenance of its then existing programs; the downside prospect was the threat that lack of funds posed to IVS' survival as a viable institution.

3. Strengthening of IVS in 1974: Funding by Ford Foundation, Lilly Endowment, and Readers Digest Fund in the first half of 1974 shored IVS up. Then, in June 1974 IVS secured program support funding from A.I.D. Under this arrangement, A.I.D. grants to IVS \$350,000 a year (for the current and for each of the next two fiscal years). The A.I.D. grant is to be matched by

IVS private contributions and host institution support. (In addition, IVS continues its contract/grant relationships with A.I.D. for Laos and Bangladesh, plus contract funding for one volunteer in Yemen; the Laos arrangements are expected to conclude at the end of the current fiscal year.) With its financial situation improved in 1974, IVS renewed program development activities, including Botswana. (The "PROP" and Log Frame underlying the 1974 general support grant to IVS are annexed hereto.)

4. IVS' General Agreement with Botswana Government; On December 11, 1974, IVS and the GOB executed an agreement concerning the recruitment and placement of IVS personnel in Botswana. A copy of the agreement is annexed.

5. Further IVS Program Exploration: Using funds from its general treasury, IVS in February 1975 sent a representative (Joel Schlesinger) to Botswana to serve as an advance program development officer and to remain as Country Director (the IVS resident representative) in the event that an IVS program were established. Prior to and after Mr. Schlesinger's arrival in Gaborone, IVS representatives in Washington continued discussions with AID/W concerning development of an IVS program in Botswana funded, in part at least, by an AID operational program grant. These discussions, and encouragement from AID/W and the Government of Botswana, led to the submission of a Preliminary Proposal on April 18, 1975, annexed hereto and described below.

6. Proposal Refinement: The April 18, 1975 IVS preliminary proposal covered twenty (20) technical positions (to be

filled by IVS volunteers) in some eight rural development projects. This proposal has been the subject of various discussions among both IVS, AID, and Government of Botswana representatives/in Washington and in Botswana; it has been analyzed by a Project Review Committee at AID/W. Based on these discussions and consultations, the current proposal (referred to as "Phase I" of the Project) is limited to six volunteer positions in three different rural development projects, as described more fully in Section III, below. It remains IVS' intention to pursue the possibility of early implementation of the other facets of the project as described generally in the attached preliminary proposal and as these may be elaborated by further study and consultation. It seems possible at this point that the anticipated supplements to Phase I of this Project could be accommodated within the general framework which encompasses this Phase I. However, additional funds--and a separate funding request--will be required for subsequent phases of the project.

B. The IVS Proposal As a Development Project

The proposed program of IVS in Botswana is premised on the understanding that a most serious constraint to development in Botswana is the shortage of trained and experienced manpower to manage the various development activities underway and/or needed in Botswana. Thus, IVS has designed a program of rural development manpower training through a combination of counterpart training and demonstration activities, along with some formalized instruction. Such manpower development is the common denominator

Project Title: IVS Botswana Rural Manpower Development Project
(Phase I)

Project Location: Botswana

PVO Name and Location: International Voluntary Services, Inc.
Gaborone, Botswana

Central Headquarters: 1555 Connecticut Avenue, N.W.
Washington, D.C. 20036

Contact Persons: Gaborone: Joel Schlesinger
Washington: Dorothy Young
John Rigby

Submission: Preliminary Proposal, April 16, 1975
Revised Proposal, May 29, 1975

I. Project Purpose and Description

The purpose of the IVS Botswana Rural Manpower Development Project is to train Batswana in techniques and methods for increasing the quantity and quality of income earning opportunities* and social services in the rural areas of Botswana. The target group of beneficiaries will be the country's rural population. Recent trends of development in Botswana have favored the urban areas, however the GOB has made it clear that rural development is now one of its major priorities. A secondary aim is to achieve a more equitable income distribution between urban and rural areas by increasing opportunities in the rural sector.

The IVS manpower development project will, ultimately, cover a variety of substantive areas of rural development in Botswana. The training afforded by IVS personnel will not be purely classroom or clinical; through assignment of experienced

*The 1971 population census showed if a domestic labor force of 385,000 only 51,500 were employed within Botswana. In addition 50-60,000 accept employment in neighboring countries each year.

of the various substantive areas of IVS development activities in Botswana.

We recognize that, in part, the observed shortage of trained local manpower is a result of the large number of expatriates already in Botswana, who often encourage the use of sophisticated technologies requiring the continued presence of expatriates for even longer periods of time. This expatriate dependence has resulted in large part from the Government of Botswana's program of accelerated rural development, which at times is achieved at the sacrifice of development of indigenous talent and skills to meet long range development needs.

IVS will seek, through a variety of means, to develop and apply technologies and approaches which will permit some acceleration of rural development but with concomitant manpower development. IVS personnel will be charged with employing or developing technologies in their work that can be realistically mastered by local counterparts and trainees within a reasonable length of time. It is hoped that at the end of a volunteer's tour of duty, replacement of the volunteer will be by a Botswana, and not another expatriate volunteer.

Accordingly, the systemic change to which the IVS program is addressed is the improvement of the level and methods of manpower training for rural development in Botswana. Implicit in this objective, and an explicit concurrent goal of the IVS program, is improvement of the standard of living of the country's rural populations. In order to achieve this, IVS personnel will

participate in programs designed to increase the quantity and quality of income earning opportunities and social services in the rural areas of Botswana. These efforts are entirely consistent with the key objectives of the National Development Plan of the GOB.

The bulk of the population of Botswana continues to depend on various forms of agriculture for existence. Thus, early improvement in living standards in Botswana must be based on agricultural development. Phase I of the IVS program will be in the agricultural sector, with the purpose of training Botswana and gaining acceptance among the rural population for improved methods of crop production, land use and livestock raising practices.

In subsequent phases of its program in Botswana, IVS will also assist in the creation of rural non-agricultural income earning opportunities, in the implementation of curative and preventive health care program, and development of constructive roles for women within the context of the Village Development Committee Plan. The scope of these additional activities is described in the annexed "Preliminary Proposal."

III. Project Analysis

In the immediately preceding section, the general thesis of the IVS project for Botswana is described -- the use of expatriate technicians, serving as volunteers, to assist in the training of Botswana in furtherance of economic and social development of rural Botswana.

The Ministry of Agriculture of the Government of Botswana has approved the six positions covered by this "Phase I" of the IVS project for Botswana. The annexed "Preliminary Proposal" describes (pp. 2-4) the general setting and thrust of the netthouse vegetable and marketing project, the smallstock project, and the land use activities involving the initial six IVS volunteers. To supplement the descriptions of the "Preliminary Proposal," the six volunteer positions are outlined below in the terms of Attachment B ("OPG Proposal Outline") to the October 22, 1974 Report of the Workshop on Grant Procedures.

A. The Land Use Activities (Three Volunteer Positions)

-- Project Purpose: That improved structures for and methods of land use be adopted and administered in rural Botswana.

-- Project Background: Botswana's natural grazing lands are in danger of being ruined through poor range management and overgrazing. In an attempt to rationalize the utilization of the important land resources, it is planned to embark upon comprehensive land surveys of the country over a two-year period. On the basis of these surveys an overall land use plan for the country will be developed. The GOB has moved to permit fenced range management on tribal lands where a majority of the population

and approximately 80% of the nation's herd reside. The key mechanism to be used by the GOB to implement changes in the traditional land tenure system is the Local Land Board. At present, the clerks of the Local Land Boards are undertrained and unable to handle the immense new loads of work resulting from emerging new land policies.

To accomplish these objectives the GOB requires volunteers have the following qualifications:

- (1) Technically an agriculturalist with a sound knowledge of land capability planning, and practical experience of land use planning.
- (2) Ability to assess range trends, that is describe the grazing conditions, the vegetation and soil types in sufficient detail to enable socio-economic planning of the land use of the area.
- (3) Capable of reading; interpreting maps and air photographs.
- (4) Ability to read and identify new features on maps and air photographs.
- (5) Willing to spend extended periods on Safari in desert conditions.
- (6) Able to read English and experience in working in arid/semi-arid countries is an advantage.

-- Economic Effects: The effects of overall land planning and improved land use management will be to protect the land resources of the country and provide the basis for a sustained growth of the livestock industry. Such growth affects all strata of society, but will be particularly beneficial to the small cattle holders (i.e., holders of 50 head or less).

-- Technology: The technology to be used in the surveying will be land use mapping, field survey, and photo interpretation; all of these techniques are currently being used in Botswana. Although aerial photography

will be used most of the actual work will be done on the ground. For this purpose the GOB is establishing regional survey teams to assist local land boards and agricultural staff in delineating, assessing and mapping grazing and arable lands in the tribal areas. For the Land Board training, the technology used will be a combination of theoretical and on the job training for Local Land Board clerks and administrators.

-- Replicability: For the survey work, the potential for expanding the initial efforts to include all of Botswana will depend on the success of the training of the counterparts who will be assigned to the project.

Training of the land board clerks will entail:

- (1) processing applications for Tribal Land Act Leases;
- (2) recording Customary Land Grants;
- (3) monitoring of leases;
- (4) rent roll keeping;
- (5) record keeping; and
- (6) drafting to enable (1) to be accomplished.

It is anticipated at this time that within two to three years the counterpart training will be sufficient to permit extension of the project to all Districts in Botswana, and can thereafter be carried on without expatriate technical assistance.

-- Local Financial Participation: The GOB will support the three IVS volunteer technicians by providing housing, living allowance, medical care, and transport. In addition, the GOB will provide all course and teaching materials as well as facilities for training. The Ministry of Agriculture

of the GOB estimates that in addition to R115 (US\$153) living allowance per month for each volunteer, the Government will expend approximately R7,000 (US\$8,750) per year in costs directly attributable to each volunteer position. (Note: There will be other donor support to related development activities, such as a UNDP sponsored range management group and SIDA funded water resource surveys which will be coordinated with the land survey and Local Land Board training activities of IVS volunteers.)

B. The Nethouse Project Activities

1. Horticulturalist (one position)

-- Purpose: That methods for improved and increased production of horticulture products in Botswana be established.

-- Project Background: Although possessing almost unlimited land Botswana imports about R7 million per year of fresh produce from South Africa. With the nine month growing season extended to twelve months and adequate water supplies there is no reason why Botswana cannot achieve self-sufficiency in the immediate future and begin exporting food in the not too distant future. Botswana does export large amounts of beef already. In many areas of the world food is being produced under glass houses in temperate zones requiring increasingly expensive heat in winter also requiring a large capital input and are staffed by highly paid laborers. The economics of utilizing the thousands of square miles of year-round sunshine and relatively inexpensive labor using a slightly modified environment are highly attractive. Development of nethouse

horticulture has provided technical solutions to most of the problems of growth which affect open air gardening, particularly rapid water evaporation, extreme non-time temperature, and bird and insect losses. A pilot project to introduce nethouses has been started under the financing of the Mennonite Central Committee. A key purpose of the horticulturalist will be to provide technical advice and assistance to nethouse projects, to evaluate their advantages and disadvantages as a method of production, and, if warranted, to plan for their further expansion and development. To date the Ministry has been unable to do any of these things for lack of qualified staff. The crop marketing/officer will also focus on the prospects for the horticultural marketing as nethouse production expands, although s/he will also have a wider range of responsibilities.

The Ministry of Agriculture wishes to provide professional advice, support and evaluation to the project. This position (and the position of Crop Marketing Officer) will be incorporated in the newly created Crops Division of the Field Services Department. The volunteer would serve as a specialist support officer for the extension of field services and operate under the direction of a Chief Crop Improvement Officer through the Regional and District Agricultural Officers.

-- Economic Effects: It is estimated that a nethouse of 1,000 square metres can return the capital investment in one year while meeting operating costs such as labor, water, fertilizer, plants, etc. A return to capital of 100% is very high and may not be possible in areas of stiff competition. In Botswana we are competing with imports which provide a built-in subsidy. However the technical advantages of nethouses in hot dry

climates are great enough even without the added bonus of a market subsidy. By eliminating the need for sprays and hand hoeing, by avoiding damage by hail, insects and birds, by decreasing water requirements and increasing daily growth rates and by increasing individual plant yield, the stated return is possible. One man can operate a 1,000 square metre unit while enjoying an income far above the average for Botswana. Even after allowing for capitalization costs an income in excess of \$2,000 per year is easily attained.

-- Technology: Plants first need a medium to grow in free of competition for resources such as air, sunlight, nutrients and water. Some crops also need supplementary support for maximum production. Plant temperature must not exceed certain limits and there must be some means of protection against pests and disease. Since water is often the most limiting factor it may be useful to point out that a high percentage of a plant's water requirement is not for growth itself but to cool the plant during respiration and to counteract the effects of high air temperatures. Therefore it is possible to reduce water consumption and increase the growth rate simply by reducing the air temperature.

Conventional horticulture uses soils as a growth medium, natural sunlight, rain or irrigation to meet water requirements, manure and fertilizer to supplement soil nutrients, stakes or wires for extra support and pesticides and herbicides to eliminate competition. Depending on the natural environment this process is more or less expensive. In Botswana water is usually considered to be the most serious limitation. In addition to excessive transpiration rates much irrigation and rain water is lost through evaporation before it reaches the plant. Hand hoeing eliminates competition from weeds but little is done to fight soil pests

especially the nematode, eel worm. Heat causes the soil temperature to rise to a point at which growth stops so that there may be several hours during the day when no growth takes place, yet the plant is transpiring at the maximum rate in an effort to remain cool. Consequently many garden projects fail to provide adequate returns given the above inputs.

With a relatively low capital investment of approximately \$2.50 per square metre, a vastly improved environment can be created. Using a relatively shallow sand medium (4-6 inches) on top of plastic sheeting, we can meet several of the above requirements. The sand provides a weed free growing medium with excellent drainage and aeration allowing for better root development. The plastic sheeting prevents eel worms from moving into the sand from the contaminated soil below. Water soluble nutrients, nitrogen and potassium, are added to the water in a dilution tank and gravity fed to each bed of plants daily through porous plastic pipe. Bonemeal and phosphates mixed with the sand annually provide those nutrients not applied with the water. A plastic or nylon net (woven to desired shading %) supported by poles and wire covering both top and sides accomplishes several objectives. Most important is the reduction of sunlight which reduces air temperature and subsequently water requirements by as much as two-thirds. Unlike glass, netting is inexpensive, allows cooling air to pass through and can be stretched over a relatively light framework and finally is very easy to put up. Rain is allowed in as a gentle mist while hail, insects and birds are kept out. The poles

and wire provide a natural structure for supporting plants such as tomatoes. If year round growing is desired the netting provides some degree of frost protection.

2. Crop Marketing Officer (One Position)

-- Purpose: That the marketing of horticulture products in Botswana be improved and increased.

-- Background, etc.: See above, concerning horticulturalist. The crop marketing officer will also be located in the new Crops Division of the Ministry of Agriculture. This volunteer will act as liaison at the Botswana Agriculture Marketing Board (BAMB), which is sponsored by FAO and is responsible for providing machinery for marketing products. The IVS crop marketing officer will have the responsibility to ensure that farmers are aware of the existing and manner of access to the BAMB channels. This would include the marketing of horticulture products of the nethouse project.

-- Beneficiaries: The main beneficiaries will be those small scale producers with generally limited sources of income from other activities.

C. The Smallstock Specialist (One Position)

-- Purpose: That rationalization and commercialization of the smallstock industry be accomplished.

-- Background: Smallstock are of particular importance to the rural population in Botswana. Until recently there has been very little systematic formulation of smallstock policy. However, the establishment of a Ministry of Agriculture smallstock unit, and the

work of the USAID-financed range management team, offer the possibility to expand development of this potentially important area.

-- Beneficiaries: The direct benefits will go to the small rural stock holder, traditionally among the poorest in the country. The increase in production and introduction of breeding techniques should promote the formation of marketing cooperatives and joint ownership of breeding animals. *

-- Replicability: According to a recently completed consultant study, the opportunity for expansion is probably quite large. The technology for smallstock is comparatively easy, and within the reach of domestic resources. The development of local capability through demonstrations and training will be a major part of the IVS volunteer's job.

-- The volunteer would participate directly in smallstock development and management in conjunction with the USAID pilot livestock ranches.

-- Financial: Same as other positions, above.

* In anticipation of this work, the Ministry has recently asked the Commonwealth Fund for Technical Cooperation to conduct a study of external horticultural markets.

IV. PROJECT DESIGN AND IMPLEMENTATION

A. Implementation Plan

The IVS volunteer technicians would be assigned to their several project areas by mutual agreement of IVS and the GOB, with overall administrative support by IVS (including an IVS staff person resident in Botswana). IVS would provide volunteer technicians only, and would not provide the agricultural inputs or other resources required for project implementation. The volunteer activities, and host contributions and responsibilities, will be as described above in section III.

The IVS staff representative is already in Botswana. Funding of his activities in conjunction with this project will commence July 1, 1975; he will at that time be actively involved in securing further information (such as the baseline data required for evaluation) germane to this project; he will also be actively engaged as of July 1, 1975 in elaborating on the details and arrangements for volunteer placement and job functions.

Recruitment for the six positions will commence immediately upon approval of this project. It is contemplated that the two volunteers involved with the nethouse project, and the small stock volunteer, will be recruited and placed by November 1, 1975. In view of the higher skill levels required and the recruitment difficulties entailed, it is contemplated that the three volunteers associated with the Land Use Project will be recruited and placed by January 1, 1976. Since the volunteers will serve with two year

tours, phase I of the project will span three fiscal years (1976, 1977, and 1978). A simplified time span chart reflecting staff and volunteer placements follows:

TIME PHASING CHART

	<u>Fiscal Year 1976</u>	<u>Fiscal Year 1977</u>	<u>Fiscal Year 1978</u>
Staff	XXXXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXXXX
Nethouse vl (2)	XXXXXX	XXXXXXXXXXXX	XXXXXXXXXX
Smallstock vl (1)	XXXXXX	XXXXXXXXXXXX	XXXXXXXXXX
Land Use vls (3)	XXXX	XXXXXXXXXXXX	XXXXXXXXXXXX
Staff/months	12	12	6
Vol/months	12 30	72	30 42
Personnel months	54 42	84	36 42
Three year totals			
Staff/months	30 24		
Vol/months	144		
Personnel months	184 168		

Basis for chart:

Staff: July 1, 1975 through Dec. 31, 1977

Nethouse volunteers and
small stock volunteer: November 1, 1975 through Oct. 31, 1977

Land use volunteers: January 1, 1976 through Dec. 31, 1977

Training of volunteers is viewed as primarily on-the-job with the exception of the land board clerks (as outlined in Section III,A, Replicability). IVS understands the GOB has already identified the counterparts. Those identified as trainees in land use are expected to already possess some of the required skills.

In addition to formulating the evaluation measures to be used, the IVS staff person is expected to more fully develop the training plan during the first three months of Phase I.

B. Measurement and Evaluation of Project Accomplishment

Earlier, final agreement between IVS and the GOB on volunteer placements will be required. It is expected that this can be accomplished within two to four weeks after approval of the funding for this project. Development of reliable baseline data for evaluation of project accomplishment must await those final decisions on volunteer placements. It is planned that within three months after project implementation (i.e., by September 30, 1975), IVS and AID will agree upon the approximate evaluation measures, both for internal and external evaluation, and IVS, through its resident representative, will have ascertained the relevant baseline data.

Project evaluation and, if necessary, redesign, will be scheduled for the end of the first and second years of the project, covering each of the substantive areas of activity as well as evaluation of the overall manpower development objectives of the project. AID, IVS and the GOB will participate in these review and redesign sessions. In this connection, we note that IVS is receiving a separate FY1975 development program grant (DPG) from AID for the establishment of a development program and evaluation office. One of the purposes and functions of this office will be to increase the IVS capacity for internal evaluations of its projects as well as to cooperate with and participate in external evaluation processes and redesign.

The expected enhanced capacity of IVS in these management areas generally should contribute significantly to IVS performance in this project for Botswana.

V. Financial Plan

The ~~three-year~~ direct Project budget for Phase I amounts to ^{220,000}~~218,150~~, of which ^{155,000}~~146,730~~ is requested from AID.

As shown in the time phasing chart above, the volunteer and staff placements will span three fiscal years -- from July 1, 1975 through December 31, 1977. The six volunteers will serve two-year tours, with the nethouse and smallstock volunteers proposed for November 1, 1975 placement and the land use volunteers proposed for January 1, 1976 placement. We have assumed that three of the volunteers will have one dependent each. We have also assumed that the volunteers will be "second tour", entitling them to \$150 monthly stipend.

For budget purposes, experienced IVS costs (e.g., overhead at the rate currently agreed with IVS) have been used, together with estimates by IVS Botswana staff of local costs. An inflation rate of 15% for external costs and 25% for in-country costs is included in the financial plan.

The Government of Botswana has undertaken to absorb some 30% of the direct volunteer costs over the life of the Project,

in the form of housing and cost of living payments. In addition, the Government of Botswana will be furnishing transportation in many instances, as well as absorbing substantial project costs (e.g., training aids, counterpart costs, etc.). Overall, the GOB will contribute approximately R100,000 (\$125,000) in addition to counterpart costs, or approximately equal to the AID participation. (Note: the following financial plan credits only the GOB absorption of housing and cost-of-living funds, since detailed figures on the remainder of the GOB's project contributions are not yet available; it is contemplated that none of the financial plan costs assigned to the AID grant will be picked up by these additional GOB contributions.)

The budget breakdown is as follows:

~~PHASE~~ DIRECT PROJECT BUDGET

A. External Costs

1. IVS Staff (Gaberone)

- Salary	20000
- Vocation Allowance	700
- Health Ins. & Taxes	2600
- International Travel	1800
- Recruitment & Orientation	500

2. Volunteers

- Stipends	21600
- Vocation Allowances	5800
- Health Ins. & Taxes	12500
- Recruitment & Orientation	1500
- International Travel	16000

3. <u>Other External Costs</u>	
- IVS Overheads (at \$270 @ mo.)	49000 ^{1/} TO BE REVIEWED
- Staff Supervisory Trips (2)	4000
4. <u>External Contingencies</u>	
- Evacuation and/or Replacement (Medical or compassionate)	5000
B. <u>In Country Costs</u>	
1. <u>Personnel Costs</u>	
- Housing	45000*
- Cost of Living	20000*
2. <u>Project Costs</u>	
- Gaberons Office (supplies, communications)	6000
- Vehicles, O/M	8000 ^{2/} TO BE REVIEWED
 TOTAL COSTS	 220000
Less: GOB Participation	<u>65000</u> 65000
 Amount of A.I.D. Grant	 <hr/> 155000

*GOB - Government of Botswana

VI. Conditions

- A. Evidence of GOB support
- B. Evidence of USAID support

SAVINGRAM

From: Establishment Secretary, Unified
Local Government Service

W.K.F. Bokooboo

The I.V.S. Representative, Gaborone

14th May, 1975

REFERENCE No: U.8/1. (8)

Attention: P. Schloeringer

LAND TRAINING OFFICERS

The Ministry has already placed before you a request for four Land Training Officers to run Courses for Land Board Clerks and Build up a Cadre of Land Board Clerks. We are in complete agreement with this request. The training will entail the following :-

- (a) Processing applications for Tribal Land Act Leases.
- (b) Recording Customary Land Grants.
- (c) Monitoring of leases i.e. Physical Progress and Compliance.
- (d) Rent roll keeping.
- (e) Record keeping.
- (f) Draughting to enable (a) to be done.

2. As you are no doubt aware, development never takes place on the air; it must be rooted on the land. Better Land use is therefore the key to the future development of Botswana. Land Boards are the principal authority for Land allocation. Land Board depends to a large extent on the capacity of their own officers to understand Central Government policies on land and guidance. Land Board Staff therefore require both theoretical knowledge of their work and training on the job.

Copy to: Permanent Secretary, Ministry
of Local Government and Lands

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COMMON SERVICES DIVISION

MINISTRY OF AGRICULTURE

PRIVATE BAG 0028

GABORONE

Botswana

REPUBLIC OF BOTSWANA

15th May, 1975

Mr. Joel Schlesinger,
International Volunteer Service, Inc.,
P.O. Box 919,
GABORONE,
Botswana.

Dear Mr. Schlesinger,

This letter is to confirm our discussions of recent weeks concerning the recruitment of VS volunteers for the Botswana Ministry of Agriculture. As you know, formal requests must come from the Director of Personnel and must, in some cases, await the establishment of posts through the Supplementary Estimates and the issuing of vacancy reports. As these steps are likely to take some time, the Director has approved our making an approach to you subject to his eventual and final verification. In the discussion which follows, I will try to set out how each of the requested IVS volunteers will fit into the broader Ministry programs.

Our requests at this stage fall into three basic categories:

Land use,
Smallstock, and
Horticulture/Coop marketing.

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(a) Two Survey Team Leaders (Land Use) These Officers, for whom you have received job description, are an essential part of the government's tribal land development program. As you know, the government has recently moved to permit fenced range management on tribal land, where most of the population and perhaps 80% of the national herd reside. The introduction of improved ranching will be preceded by an extensive two year program of surveys and mapping necessary to delineate communal, commercial, and reserved grazing areas and to locate all known water sources in the tribal areas. Although aerial photography will be used in this process, most of the actual work will have to be done on the ground. For this purpose, the Government as a matter of urgency is establishing regional survey teams to assist local land boards and agricultural staff in delineating, assessing, and mapping grazing and arable lands in the tribal areas. A request for the necessary posts, plus vehicles, mapping, and operating costs is going to

.../Parliament

Parliament in June as part of the overall tribal areas. A request for the necessary posts, plus vehicles, mapping, and operating costs is going to Parliament in June as part of the overall tribal land development policy package. Moreover, we have already assigned four recent Diploma recipients from the Agricultural College in Maseru to work on these terms. It is hoped that a strong training relationship will be established between the team leaders and their counterparts so that at the end of a two year period the counterparts will remain in the regions as regional land use officers. The Team Leaders will have to be vigorous, mature officers willing to spend considerable time in the field, and with capabilities in the range management, range ecology, land use, or surveying fields. The critical skills required will be to collect technical data and translate it from the ground onto maps or aerial photos which can be used for zoning and range management planning purposes. The Team Leaders will work under an experienced Botswana Chief Land Utilization Officer and a three man UNDP/FAO team consisting of a range ecologist, a land use planner, and a cartography/aerial photography specialist. Survey Team Leaders will be based at regional Centers (Maun, Serowe, Lobatse, etc.) and will receive administrative support and direction from the Regional Agricultural Officers of the Ministry of Agriculture, on whose regional regional teams they will serve.

(b) One Smallstock Specialist for the USAID Range and Livestock Management Project. Another major part of the government's tribal land development program is the establishment of different types of ranching associations which will permit smaller livestock owners to achieve the benefits of fenced range management. By Presidential Directive, priority in allocation of leases, extension advice, and loan funds is to be given to such group enterprises. Anticipating such a policy, the Ministry of Agriculture has, with the support of USAID, started a pilot project to develop prototypes of such ranching associations. In doing this work, it has become increasingly apparent that smallstock (sheep and goats) play an important part in the economy, particularly of the smaller livestock owners. Consumption of smallstock is an important source of protein in rural diets, and the export market for smallstock has greatly improved, with BMC prices roughly doubling since 1973-74. The Ministry has recently begun a program of investigations on smallstock, including a consultancy financed through the AID Range project. It is now requested that an officer be recruited to assess and develop the role of smallstock within the USAID Range and Livestock Management Project and to serve as liaison officer on smallstock between the project and the broader program of smallstock investigations being carried out by the Ministry. Such an officer would be part of the USAID

(c) One Horticulturalist and One Crop Marketing Officer. These positions are for the newly created Crops Division of the recently re-organized Department of Field Services. They would serve as specialist support officers for the extension field services and would operate under the direction of a Chief Crop Improvement Officer through the Regional and District Agricultural Officers. Whereas beef production has long been well organized and actively encouraged in Botswana, crop production has only recently been recognized as a major contributor to national income and subsistence. Crop development is seen to include not only food grains grown primarily for subsistence purposes, but also speciality crops such as castor, sunflower, and horticulture grown primarily as a source of cash income. In the field of horticulture alone, customs statistics indicate that Botswana imports some P7 million per annum in fresh produce from South Africa, much of which could as well be produced locally. The encouragement of vegetable production is, of course also important purely for subsistence and nutritional reasons and it is Ministry of Agriculture policy that household gardening should be encouraged as far as water availability will permit.

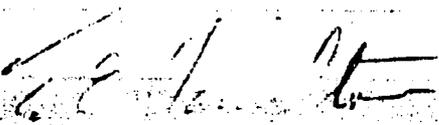
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In recent years net-house market gardening has started in Botswana in a small way through the efforts of private individuals and voluntary agencies. This system shows considerable promise of economic profitability, as it overcomes most of the basic technical difficulties of rapid evaporation, high noon-time temperatures, pest damage, and nematodes which afflict open-air gardening. A key purpose of the horticulturalist will be to provide technical advice and assistance to net-house projects, to evaluate their advantages and disadvantages as a method of production, and, if warranted, to plan for their further expansion and development. To date, the Ministry has been unable to do any of these things for lack of qualified staff. The crop marketing officer will also focus on the prospects for horticultural marketing as net-house production expands, although he or she will also have a wide range of responsibilities including liaison with the Botswana Agricultural Marketing Board. In anticipation of his work, the Ministry has recently asked the Commonwealth Fund for Technical Cooperation to conduct a study of external horticultural markets. Established posts for both these positions already exist, and it is intended to appoint local officers to these posts as soon as they become available.

It is the opinion of the Ministry that all five of the posts described above are key middle-level positions requiring previous successful work experience and a proven ability to work with other people. Much of the work in these jobs will be innovative and the officer recruited will have to be able to develop their own programs to a considerable extent. Without exception they will have to be willing to spend a great deal of time in the field, and to work closely with field staff, both more senior and more junior than themselves. Considerable opportunities for training of counterpart staff

will exist. It is our belief that IWS has a good reputation for providing superior personnel for this type of active, innovative assignment, and we look forward to receiving candidates from you. We will process formal requests for these positions just as soon as the requisite costs and vacancy reports have been obtained.

Sincerely,



T. E. Hamilton
DEPUTY CHIEF SECRETARY

cc. Director of Personnel

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AGREEMENT

between

THE GOVERNMENT OF BOTSWANA

and

INTERNATIONAL VOLUNTARY SERVICES, INC.

concerning

THE RECRUITMENT OF IVS PERSONNEL

INTRODUCTION

International Voluntary Services, Inc. and the Government of Botswana, desirous of collaborating in the development of Botswana have agreed as follows:

ARTICLE I: Recruitment:

- (1) International Voluntary Services (hereafter referred to as IVS) will undertake to recruit qualified personnel at the request of the Government of Botswana (hereinafter referred to as The Government).
- (2) The Government will provide IVS with job descriptions for each volunteer requested, defining as specifically as possible the duties and responsibilities and other pertinent information. The Government shall give written approval and confirmation of each volunteer before his appointment.

ARTICLE II: Term of Engagement

IVS personnel will serve for a period of 24 months, unless otherwise agreed.

ARTICLE III: Leave

- (1) IVS government personnel shall be entitled to leave at the rates applicable to Botswana Civil Servants of comparable status. The regulations governing the granting of leave shall be as set out in the General Orders. In the case of teachers such leave will be taken during school holidays.
- (2) With respect to any other leave, IVS government personnel shall be entitled to such leave as set out in the General Orders.
- (3) IVS non-government personnel shall be entitled to leave at the same rate as other officers of similar status in the employing organisation unless other rates are negotiated.

ARTICLE IV: International Transport

IVS undertakes to cover the cost of transportation from the personnel's country to Botswana and their return upon completion of their assignment.

ARTICLE V: Entry and Exit Formality

The Government will provide IVS personnel and administrative staff with the necessary visas and entry and exit permits authorizing them to work in Botswana.

ARTICLE VI: In-Country Transportation

The Government will undertake to cover the cost of work-related transportation in Botswana.

ARTICLE VII: Salary

- 1) The Government shall pay each volunteer R80 (Eighty Rand) per month as subsistence allowance.
- 2) The IVS personnel shall be prohibited during their term of appointment from engaging either directly or indirectly in any lucrative enterprises without the authorization of the authorities concerned.

ARTICLE VIII: Taxation

The Botswana Government will exempt from Income Tax and Local Government tax all payments made under this agreement to any IVS volunteer.

ARTICLE IX: Housing

The Government will provide IVS volunteers with free accommodations and basic furniture and make it available to them at the time of their assignment. If no accommodation is available, the Government will pay the cost of accommodation in a boarding house.

ARTICLE X: Medical Treatment

IVS personnel shall be entitled to ordinary medical and urgent dental attention.

ARTICLE XI: Sick Leave

In case of illness duly certified, and where it is impossible to exercise his functions, the volunteer has the right to sick leave; the Government shall have the right to terminate any IVS personnel which it certifies to be incapable of performing his work satisfactorily.

ARTICLE XII: Administrative Staff

IVS may appoint a Coordinator to serve as representative of IVS personnel in Botswana. The salary of the Coordinator shall be paid by IVS and therefore shall not be liable to local income tax. The Government will provide the Coordinator with housing with basic hard furnishings at economic rental.

ARTICLE XIII: Importation and Exportation of Personal Effects

IVS personnel shall be permitted to import free of customs and sales duty into Botswana within six months of their first arrival in Botswana their used personal and household effects, excluding motor vehicles, provided that save with the permission of the Director of Customs and Excise such goods are not sold or disposed of to other persons within a period of two years after the dates of importation into Botswana.

ARTICLE XIV: Termination of Services

- 1) The Government shall have the right to demand the recall of any IVS personnel whose work or conduct it judges to be unsatisfactory. A person's services may be terminated if he commits a serious professional error or if he works for a third party without permission or for other reasons at the discretion of the Government.
- 2) IVS shall have the right to recall any of its personnel after consultation with the Government.
- 3) IVS personnel may resign from their services by giving The Government three months notice.

ARTICLE XI: Modification of Agreement

This agreement may be amended or modified; by mutual written agreement of IVS and The Government.

ARTICLE XVI: Length of Agreement

This agreement shall enter into effect on the date of signature and remain in force until terminated at the request of IVS or The Government.

DATE 11 December 1974

For the Government of Botswana

For International Voluntary Services,
Inc.

A. M. Daniels

Bruce Cahoon





Department of State

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ACTION AID-31

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P R 281218Z APR 75
FM AMEMBASSY MBABANE
TO SECSTATE WASHDC PRIORITY 7912
INFO AMEMBASSY GABORONE

UNCLAS MBABANE 0711

AIDAC

F.O. 11652: N/A
SUBJECT: IVS PROPOSAL FOR BOTSWANA

REFS: (A) GABORONE (B) STATE 087387

1. SUBJECT TO FORMAL REQUESTS FROM GOB AND COMPREHENSIVE REVIEW BY AID/W, RECOMMEND APPROVAL IN PRINCIPLE FOR SUBJECT PROPOSAL.
2. GOB SUPPORT AND SPECIFIC DESIGN OF INDIVIDUAL PROJECTS NEED TO BE WORKED OUT BUT FEEL IVS PROPOSAL ADDRESSES PRIORITY DEVELOPMENT PROBLEM IN REASONABLE AND EFFECTIVE MANNER. INFORMAL CONTACTS WITH GOB INDICATE THEY SHARE THIS FEELING.
3. IVS PROPOSES 10 VOLUNTEERS FOR AGR. SECTOR IN FOLLOWING AREAS:
 - (A) AGR. ECONOMIST (1) WORKS WITH RANGE AND LIVESTOCK PROJECT COLLECTING AND ANALYZING DATA ON PRODUCTION COSTS.
 - (B) SMALL STOCK SPECIALIST (1) WORKS WITH RANGE PROJECT INITIALLY PLANNING AND ULTIMATELY IMPLEMENTING FIRST RANCH SMALL STOCK SCHEME.
 - (C) LAND USE OFFICERS (2) WORK WITH MIN. AGR. AT DISTRICT LEVEL DETERMINING LAND USE CAPABILITIES.
 - (D) LAND BOARD TRAINING OFFICER (1) TRAINS LOCAL LAND BOARD CLERKS IN THE PROCESSING AND MONITORING OF LAND ALLOCATION SYSTEM.

Handwritten notes:
E. J.
FOR THE USA
11652-1
TALLOS DP AA RF-DR

Handwritten date:
APR 29 1975

Handwritten reference:
11652-10212, 11652-1

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(E) CROP PRODUCTION SPECIALISTS (2-3). IMMEDIATE NEED FOR ONE VOLUNTEER TO ASSIST AID-SUPPORTED FIELD TRAILS OFFICER IN SORGHUM TRIALS. ADDITIONAL VOLUNTEER () NEEDED LATER WHO WILL ENGAGE IN EXTENSION WORK INVOLVING SORGHUM PRODUCTION.

(F) HORTICULTURALISTS (2). VOLUNTEERS WILL BE ENGAGED IN EXTENDING VEGETABLE PRODUCTION THROUGH REPLICATION OF EXISTING NET HOUSE TECHNOLOGY.

4. EMPLOYMENT CREATION IN RURAL AREAS. UP TO 6 POSITIONS WILL BE WITH BOTSWANA ENTERPRISES DEVELOPMENT UNIT (BEDU).

(A) RURAL CONSTRUCTION ADVISORS (2). VOLUNTEERS WILL WORK WITH RURAL CONSTRUCTION UNITS ON CONSTRUCTION PROJECTS AND IN TRAINING BATSWANA CONSTRUCTION FOREMAN.

(B) INDUSTRIAL ESTATE MANAGERS (2). VOLUNTEERS WILL BE RESPONSIBLE FOR MANAGEMENT OF INDUSTRIAL ESTATES AND PROVIDING MANAGEMENT TRAINING. ESTATES THEMSELVES ARE DESIGNED TO SERVE BATSWANA IN STARTING BUSINESSES THEMSELVES.

(C) BRIGADES (2). VOLUNTEERS WILL WORK WITH RURAL WORK BRIGADES TO UP-GRADE THE QUALITY OF TRAINING GIVEN IN JOB-RELATED COURSES. BRIGADES ARE INDEPENDENT OF BEDU BUT ARE IMPORTANT ELEMENT OF GOB RURAL DEVELOPMENT PROGRAM.

5. SOCIAL SERVICES: UP TO 5 POSITIONS IN HEALTH RELATED FIELDS.
(A) NURSES (2). MOH HAS REQUESTED TWO NURSES TO TRAIN TRURAL BATSWANA NURSES IN CLINICAL SKILLS. MOH HAS NOT MADE CLEAR WHAT PARTICULAR CLINICAL SKILLS.

FYI: WE ARE LESS ENTHUSIASTIC ABOUT THESE TWO POSITIONS THAN OTHERS AND HAVE ASKED JVS TO INVESTIGATE POSSIBILITY OF ORIENTING APPROACH TO PREVENTATIVE RATHER THAN CURATIVE MEDICINE.

(B) COMMUNITY DEVELOPMENT (3). VOLUNTEERS WOULD BE ATTACHED TO STAFF OF BOTSWANA AGRICULTURAL COLLEGE (BAC). TWO SOCIAL WORKERS WOULD PROVIDE TRAINING IN PROBLEMS OF CHILD NEGLECT AND DELINQUENCY. A NUTRITIONIST WILL PROVIDE TRAINING IN FOOD TECHNOLOGY.

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6. PROPOSED BUDGET FOR 20 VOLUNTEERS IS DOLS. 434,198.43.

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PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

Life of Project:

From FY 75 to FY 77

Total U. S. Funds \$155,000

Date Prepared: June 1975

Project Title & Number: IVS Botswana Rural Manpower Development Project - Phase I

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Program or Sector Goal: The broader objective to which this project contributes:</p> <p>Accelerate rural development in Botswana.</p>	<p>Measures of Goal Achievement:</p>		<p>Assumptions for achieving goal targets:</p> <ul style="list-style-type: none"> -Commitment of GOB to rural sector.
<p>Project Purpose:</p> <ul style="list-style-type: none"> -Improve manpower capability of GOB in aiding rural development of Botswana. -Increase job opportunities in rural Botswana. 	<p>Conditions that will indicate purpose has been achieved: End of project status.</p> <ul style="list-style-type: none"> -Trained Botswana counterparts to assume tasks of volunteers. -Creation of job opportunities in rural areas. 	<ul style="list-style-type: none"> -Observation -GOB statistics and survey 	<p>Assumptions for achieving purpose:</p> <ul style="list-style-type: none"> -Commitment of GOB Ministry of Agriculture staff time. -Qualified technicians remain on job after IVS volunteers leave. -GOB budget support.
<p>Outputs:</p> <ul style="list-style-type: none"> -Improved land use. -Improved knowledge available to farmers for marketing of produce and smallstock. -Increase agricultural output. -Commercialization of smallstock industry. 	<p>Magnitude of Outputs:</p> <ul style="list-style-type: none"> -Increase in production of produce. -Acceptance of methouse technology. -Need to import produce and smallstock lessened. -Improved nutritional standards for rural population. 	<ul style="list-style-type: none"> -GOB statistics and survey -Survey -GOB statistics -Survey and observation of number of methouses in use. -Survey 	<p>Assumptions for achieving outputs:</p> <ul style="list-style-type: none"> -Land reform program of GOB is forthcoming. -Local produce is competitive with imported produce. -Viability of methouse technology. -Compatibility of smallstock industry with farmers' values.
<p>Inputs:</p> <ul style="list-style-type: none"> -IVS volunteers: 2 land use experts, 1 land board training officer, 1 crop marketing officer, 1 horticulturalist, 1 smallstock expert, 1 staff person providing administrative, technical and managerial skills. -Counterpart training. 	<p>Implementation Target (Type and Quantity)</p> <ul style="list-style-type: none"> -Arrival of volunteers on schedule and assignment to duties. -Botswana counterparts' training program developed. -Successful completion of counterparts training. 	<ul style="list-style-type: none"> -Observation -Evaluation 	<p>Assumptions for providing inputs:</p> <ul style="list-style-type: none"> -GOB will supply housing, subsistence, etc. for volunteers. -GOB assigns Botswana counterparts for training. -Private donations. -AID support grant.

Summary	Objectives	Means of Verification	Important Assurances
<p>Goal</p> <p>The alleviation of poverty, malnutrition, disease and illiteracy among low-income groups in selected LDC's.</p>	<p>A.2. Achievement of Goal Achievement</p> <p>(a) Reduction in the incidence of diseases and malnutrition among LDC populations, particularly pre-school age children and expectant mothers.</p> <p>(b) Reduction in the rate of illiteracy.</p> <p>(c) Cash enterprises (crops, livestock, etc.) among farm groups, as well as off-the-farm wage earners on the income.</p>	<p>(*) Pre-project surveys, and follow-up surveys after projects have been implemented.</p> <p>(1) Statistical and other reports from the offices of appropriate ministries and private institutions.</p> <p>(c) U.S. Govt. agency reports.</p> <p>(d) Reports by international agencies.</p>	<p>A.1. (as related to goal)</p> <p>(a) That LDC governments and institutions will continue to accept IVS volunteers as a valuable source of low-cost technical advice and assistance.</p> <p>(b) That there will be local collaboration and support within LDC's for local development programs and projects.</p> <p>(c) That the program time-frame will be of adequate duration and proportion to bring about the proposed changes.</p>
<p>Purpose <u>Organizational Theory</u></p> <p>Purpose Statement: The purpose of this grant, as it relates to the organization (IVS) is (a) to assist IVS, through the provisions of budgetary support, training and project management, to strengthen and upgrade its internal programming capabilities for world-wide activities; (b) to provide volunteers for participation in priority LDC programs in selected LDC's.</p>	<p>B.2. End of Project Status</p> <p>(a) IVS performance world-wide is demonstrative of an organization with strong capacity for planning and administering effective programs of personnel support for local development institutions.</p> <p>(b) IVS will have an organization of volunteers and staff working in priority project positions in Latin America, Africa and Asia, backstopped by an efficiently managed central office.</p>	<p>(a) IVS reports</p> <p>(b) Evaluation Surveys (IVS and AID)</p> <p>(c) Reports by U.S. Govt. agencies.</p>	<p>B.1. (as related to purpose)</p> <p>(a) That IVS can recruit volunteers in sufficient quantity and quality to respond effectively to LDC requests for technical assistance.</p> <p>(b) That IVS will be able to obtain significant private individual, corporate and foundation support.</p> <p>(c) LDC institutions will substantiate their need and desire for IVS assistance by agreement to pay a portion of volunteer costs.</p>
<p>Outputs</p> <p>1) IVS programming for world-wide activities.</p> <p>2) Recruitment and orientation of volunteers.</p> <p>3) Placement of volunteers and Staff.</p> <p>4) Staff training in Project Design and Management.</p>	<p>C.2. Output Indicators</p> <p>(a) Eighty volunteers and staff in the field--thirty new in place, fifty in new positions--by the end of FY 1975, and eighty positions maintained for each of the following two fiscal years--these positions to be funded by this grant and equivalent contributions arranged by IVS from private sources and host contributions.</p> <p>(b) Strengthened organizational capacity of IVS to maintain its current AID-funded programs in Laos, Bangladesh and Yemen and to expand programs elsewhere, beyond the eighty positions mentioned in (a), through cooperation with international organizations, through further private contributions, and through further cooperation with AID and other U.S. Government agencies.</p>	<p>(a) IVS reports.</p> <p>(b) AID reports (Missions, Bureaus)</p> <p>(c) Evaluation Surveys (IVS and AID)</p>	<p>C.1. (as related to outputs)</p> <p>(a) Host country governments and institutions follow through on their commitments to IVS.</p> <p>(b) IVS is able to raise the private funds currently projected.</p>
<p>Inputs</p> <p>1) AID support grant.</p> <p>2) AID sponsored seminars and training courses.</p> <p>3) AID Project Officer.</p> <p>4) Private donations.</p> <p>5) International organization support.</p> <p>6) Local institution support.</p>	<p>D.2. Budget/Schedule</p>		<p>D.1. (as related to inputs)</p>

LOGICAL FRAMEWORK MATRIX - PROPOSAL SHEET

Summary	Description of Activities	Means of Verification	Impact Assumptions
<p>B1. Purpose</p> <p><u>Summary</u> <u>Statement of Purpose</u></p> <p>To develop/strengthen local capacities, public and private, to act effectively on critical economic and social conditions adversely affecting the lives of the people in selected LDC's.</p>	<p><u>End of Project Status</u></p> <p><u>Community Situation</u></p> <p>(a) IVS has improved the capacity of technical service personnel of appropriate sectors to diffuse technical information, and provide other assistance, to the people in the area affected on a regular basis.</p> <p><u>Private Enterprises</u></p> <p>IVS has helped selected private enterprises:</p> <p>(a) Provide, through retail outlets necessary production commodities (fertilizers, insecticides, farm tools, etc.) as well as the other daily necessities to sustain family and community life.</p> <p>(b) Providing needed market and distribution outlets for local farm produce</p> <p>(c) Creating needed job opportunities both on the farm, and at industries away from the farm for the local people.</p>	<p>(a) Host country statistical and other reports.</p> <p>(b) Reports from U.S. Government agencies.</p> <p>(c) IVS reports</p>	<p><u>Assumptions</u></p> <p>(a) That host government will provide adequate budget support to the technical services.</p> <p>(b) That government, and non-government institutions will work together for a greater impact in their efforts to achieve the desired goal.</p>
<p>B.2. Purpose</p>	<p>(a) Provide, through retail outlets necessary production commodities (fertilizers, insecticides, farm tools, etc.) as well as the other daily necessities to sustain family and community life.</p> <p>(b) Providing needed market and distribution outlets for local farm produce</p> <p>(c) Creating needed job opportunities both on the farm, and at industries away from the farm for the local people.</p>		<p>B.3. (as related to purpose)</p>
<p>C.1. Outputs</p> <p>(a) On the job training.</p> <p>(b) Satisfactory advisory services being provided.</p> <p>(c) Training programs for indigenous middle and lower level technicians.</p> <p>(d) Meeting skilled manpower needs.</p>	<p>C.2. Output Indicators</p> <p>(a) Better qualified local technicians working with local agricultural, health, educational, cooperative and/or rural credit institutions after the IVS volunteers have completed their tours.</p> <p>(b) Increased organizational capacities of the institutions with which IVS volunteers worked.</p>	<p>(a) Host government reports</p> <p>(b) International agencies reports.</p> <p>(c) Reports, field trips and surveys (IVS and U.S.G)</p>	<p>C.3. (as related to outputs)</p> <p>(a) Host institutions provide the personnel to be trained.</p> <p>(b) Host institutions provide adequate funds for training, travel and demonstration exercises.</p> <p>(c) Host country assign counterpart.</p> <p>(d) Qualified technicians remain on the job after IVS volunteers have completed their tours.</p>
<p>D.1. Inputs</p> <p>(a) AID Support Grant</p> <p>(b) Private donations.</p> <p>(c) Host country contributions (cash and kind)</p> <p>(d) IVS manpower providing administration, technical and managerial skills.</p>	<p>D.2. Budget/Schedule</p>		<p>D.3. (as related to inputs)</p>

PRELIMINARY PROPOSAL

SUBMITTED BY: International Voluntary Services, Inc.

TITLE: IVS technical assistance to the Republic of Botswana

PROPOSED FUNDING YEAR: FY 1976

DATE OF SUBMISSION: April, 1975 (18 April)

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INTRODUCTION

The goal of the IVS program in Botswana is to improve the standard of living of the country's rural populations. In order to achieve this, IVS personnel will participate in programs designed to increase the quantity and quality of income earning opportunities and social services in the rural areas. Such efforts are entirely consistent with the key objectives of the National Development Plan of the Government of Botswana.

Since the bulk of the population continues to depend on various forms of agriculture for their existence, early improvement in living standards must be based on agricultural development. Thus, the main thrust of the IVS program (utilizing roughly $\frac{1}{2}$ of the proposed 20 volunteers) will be in the agricultural sector, with the purpose of gaining acceptance among the rural population of more rational crop production, land use and livestock raising practices. Efforts will be directed towards 1) creating expanded opportunities in arable agriculture by developing new methods of staple grain and fresh fruit and vegetable production to ensure that the growing demand for food from the rural and urban areas is met as much as possible by local production and 2) developing sound land use and livestock raising methods as a base for a steady and sustained growth within the livestock industry.

IVS will also assist in the creation of rural non-agricultural income earning opportunities by contributing to efforts to get Botswana to play a greater role in the country's commercial and industrial development. Volunteer technicians will provide management and technical guidance to rural entrepreneurs as part of the Botswana Enterprises Development Unit. Such guidance will enable local businessmen to expand their businesses by taking greater advantage of local and GOB contracts which are currently being given to non-Botswana firms. IVS will also engage in direct training of Botswana within the Brigades, vocational centers which provide skill training for secondary school leavers, keeping as many as possible employed and settled in the rural areas.

Finally, IVS will assist in the implementation of widespread curative and preventive health care programs through the direct training of rural health manpower, including nurses, social workers to deal with the increasing problems of child neglect and juvenile delinquency, and a home economics specialist responsible for nutrition education and development of constructive roles for women within the context of the Village Development Committee Plan.

A most serious bottleneck (in fact one that suggests IVS involvement) remains the shortage of trained and experienced manpower to manage the various development activities in Botswana. Thus, IVS has designed a program in which direct training, either to classes of trainees or counterparts, is an essential objective. It is a common thread connecting each project. In part, the shortage is due to a large number of expatriates already in Botswana.

who encourage use of sophisticated technologies requiring the presence of expatriates for even longer periods of time. Therefore, IVS personnel will employ or develop technologies in their work that can be realistically mastered by local counterparts and trainees within a reasonable length of time. It is hoped that at the end of a volunteer's tour of duty he will be replaced by a local citizen, and not another volunteer.

THE PROJECTS

AGRICULTURE

purpose: Increased rationalization and commercialization of the Agriculture sector in Botswana.

number of volunteers: 7 (not including inputs to the crop production and marketing project.)

A goal of rural development policy in Botswana is to improve the standard of living by increasing productivity. As agriculture is the main livelihood of the vast majority of the rural population, agricultural policy plays a central role in that strategy. The broad aims of GOB policy are:

1. the development of the livestock industry on a sustained basis.
2. the development of basic food crop production to provide improved and more reliable foodstuffs to most farm families, and the encouragement of commercial production to increase cash incomes and provide the basis of a progressive arable industry.
3. the introduction of systems of land use that will allow increased production while conserving the country's natural resources.

IVS is able to make a positive contribution to the attainment of these objectives through participation in the following projects:

Nethouse Project

purpose: Local production of fresh fruits and vegetables increased.

number of volunteers: 2

There is a very large market for fresh fruits and vegetables within Botswana. The amounts and variety of fruits and vegetables imported daily from South Africa and other suppliers is considerable. The importation of such amounts from foreign sources is an enormous drain on Botswana's economy.

'ntil recently, Botswana had not fully attempted to develop a local growing capacity of its own. Traditionally, expanded growing efforts were considered too risky, due to serious shortages of water in many parts of the country.

However, a new technology has been introduced to Botswana: the Nethouse. This innovation can vastly improve the growing environment, being similar to a conventional greenhouse, with inexpensive nylon or plastic netting being substituted for expensive glass. Nethouses can dramatically reduce the amount of water needed to grow many types of plants by as much as two-thirds, provide a weed and pest free growing medium with excellent drainage and aeration.

Preliminary projects have demonstrated that a nethouse could cover its capital and operating costs within the first year, and perhaps produce a profit as well. Potential for local or export use of fruits and vegetables and virus-free seedlings is great.

The GOB has established a pilot project designed to run for 2 years, after which a decision will be made whether to develop nethouse agriculture on a large scale basis.

IVS role

IVS will provide two volunteers to the Ministry of Agriculture with responsibilities for nethouse horticulture growth and marketing. The volunteer will supervise the pilot project soon to begin. In addition to providing technical assistance and support to nethouse growers, the volunteers would attempt to encourage farmers in other areas to develop their own nethouses. Most importantly, the volunteers will be responsible for evaluating the pilot project so that GOB will have the data it needs available when replanning for the future.

On the marketing side, the volunteers would encourage local nethouses to grow and sell surpluses, organizing a cooperative that would sell produce to the Gaberone and possibly South African markets.

2. Smallstock Project

purpose: Increased rationalization and commercialization of the smallstock industry.

number of volunteers: 1 (possible expansion as project develops.)

Smallstock are of particular importance in the economy of the rural poor. Sheep and goats are a very major source of meat protein and milk as well as income. Smallstock can amount for as much as $\frac{1}{4}$ of the ready cash income of rural farmers, especially those owning no cattle. Sheep and goats are also a type of insurance, being able to withstand a drought better than cattle.

Sheep and goats are usually bought, sold, and slaughtered in local transactions. However, the Botswana Meat Commission is able to sell all the smallstock it produces at its abattoir in Lobatse. The product is sold largely to South Africa at a very high price. The major South African market is the black urban area. Rising black African wages have helped generate a demand for meat, and lamb is an attractive alternative to high beef prices. The South African sheep and goat market ranks as one of the highest in the world.

A team of consultants visiting Botswana in January of this year was optimistic about the prospects for development of a smallstock industry. Such a development need not inhibit the cattle industry as the addition of smallstock to the range would not create competition. It has been found that smallstock can actually compliment cattle on the range.

IVS role

The spread and adoption of rational methods of smallstock and cattle raising is an objective of the USAID sponsored range management team in Botswana. The team will be setting up a series of ranches to demonstrate livestock raising techniques under varying environmental conditions. While these pilot ranches are still in their early development stages, IVS will

supply a smallstock technician. This technician will be responsible for appropriate planning inputs concerning smallstock on the pilot ranches. This volunteer should be supplied as soon as possible to join the team already at work. The technician would also assist the Ministry of Agriculture efforts to implement the recommendations of the above mentioned consultants.

As ranch sites are selected and developed, IVS participation could expand and each ranch could be supplied with a smallstock technician responsible for maintenance of ranch smallstock herds and training of Botswana farmers in improved care and raising techniques.

3. Land Utilization Project

purpose: rational methods of livestock grazing adopted by rural farmers.

number of volunteers: 4

Currently, 75% of Botswana's exports come from the cattle industry. Within the industry, the critical problem to be faced is over-grazing. If the livestock industry is to maintain a steady growth in the future, the degradation of the velt through poor range management must be stopped. Such ruination can only be prevented if cattle raisers adopt and implement sound methods of livestock grazing. Methods being considered now include the zoning and fencing of tribal range land and the combining of numerous small holders into larger ranching units.

The introduction of such practices will require an enormous effort by several central government ministries, and the major task of actually implementing the new procedures will fall on local land boards. These land boards are under staffed and under qualified. Data will be collected by land use teams and provided to the local land boards as a basis for new allocations.

IVS role

- A. IVS will provide 2 land use officers who will travel throughout the districts determining land use capabilities. In addition to determining capabilities and recording them on maps for the land boards, they will be responsible for training the counterparts assigned to them. Development of the survey teams is the top priority of the project.
- B. IVS will provide one volunteer as a land training officer to train local land board clerks in the processing and monitoring of the new allocation system.
- C. As a consequence of land tenure changes, new ranches of formerly small holders joined together will be formed. The current USAID sponsored range management project is developing models of ranches that can be replicated by these new ranch units. As part of the range management team, IVS will provide an agricultural economist whose functions will be to collect data on livestock economics as they pertain to the new ranches, so that farmers will be able to determine the needed amounts of inputs to guarantee the desired level of livestock and other outputs.

4. Staple crop production and marketing

purpose: increase production and reduce riskiness of staple crop production.
number of volunteers:

RURAL, NON-AGRICULTURAL INCOME CREATION

purpose: number of rural income earning population increased.

number of volunteers: 6

Botswana is attempting to create new employment possibilities wherever feasible in the rural areas. Two institutions, the Botswana Enterprises Development Unit and the Brigade Movement, have been established to address this need. IVS is encouraged by this development and will participate in helping these institutions grow.

1. Botswana Enterprises Development Unit (BEDU) Project

purpose: number of rural job opportunities increased

number of volunteers: 4

The main goal of BEDU is to provide assistance for the development of enterprises owned and operated by local entrepreneurs so that citizens may play a greater role in the commercial and industrial development of Botswana. It is intended that these enterprises should create employment, increase exports, reduce the dependence of Botswana on imported products and provide the support services for larger industrial undertakings.

IVS role

A. Rural Construction Advisers

The demand for well established small and medium sized contractors in the building industry is great. At present, the building industry is dominated by a few large foreign contractors who are mostly unwilling to work in the rural areas. There are local construction companies, but they tend to be loosely formed, lacking knowledge and experience.

Two volunteers working with rural construction units would work closely with local supervisors and assist them in their day to day problems. In addition to the on the job training provided to construction crews, volunteers will be expected to train one or more counterparts in the above activities to the extent that they are able to provide such services to Botswana building contractors after the completion of the volunteer's assignment.

B. Estate Managers

The initial phase of BEDU's work included the construction of industrial estates in the fields of ready made garments, semi-precious stones, metal and woodwork. The estates were built in Gaberone, Francistown and Mochud where local entrepreneurs can rent workshops, get technical advice and management training. Two volunteers would be responsible for the complete management of two estates, including the provision of basic training in management techniques, and the training of a local counterpart to replace the volunteer at the end of his assignment.

2. BRIGADES Project

purpose: rural youth trained to accept employment opportunities

number of personnel: 2

The brigades are involved with the training of rural youth who will not have the opportunity to attend secondary school. The vocational training for men and women covers many trades from building and auto work to textiles. The training, combining theoretical and on the job elements, takes an average of 3 years to complete. Currently, there are 10 Brigade centers with 38 different activities. There are roughly 1,100 trainees, 400 employees and 90 staff.

The Brigades are relevant to Botswana's development, and have been fairly successful in training young people with skills that can keep them in the rural areas.

IVS role

The major problem of the Brigades at present is the quality of local instructor. Most do not have a great deal of experience. Two volunteers will be provided to work with the Brigades and their instructors to upgrade the quality of the training experience.

SOCIAL SERVICES

purpose: trained rural health care manpower pool increased.

Number of volunteers: 5

A key objective of the GOB is to improve the medical and welfare services to the rural areas in order to achieve smaller, better educated and better fed families. Presently, the quality and scope of such services is limited due to a shortage of skilled manpower in the rural health field.

1. Health

In the period between independence and 1973, the GOB concentrated on hospital construction, achieving a beds per population ratio that is one of the most impressive in Africa. Yet there is little evidence that the hospital expansion program has had any effect on the incidence of disease in the country. The same diseases seem as prevalent today as they were before independence, and some, such as TB and VD are increasing. The hospitals' curative programme does not appear to have improved the welfare of the community.

Thus, there has been a shift from the past policy of expanding hospitals. The major consideration in the immediate future will be to ensure that rural health services are expanded, increased and improved. Naturally, the expansion of facilities should be accompanied by an acceleration in training programs for auxiliary and para-medical personnel.

As part of this training, a programme has been developed for enrolled nurses, to ensure that they are capable of simple diagnostic and therapeutic work on their own in rural areas. The 2 1/2 year training will also give them a background in public health and midwifery which will enable them to divide their time between simple curative work and public and preventive health in the village.

IVS role

IVS will provide two nurse trainers to assist the training of rural health staff. The provision of nurse trainers takes preference over the placing of nurses in clinics because of the IVS desire to work in training positions having a wider spread effect.

2. Community Development

number of personnel: 3

The Ministry of Local Government and Lands provides training to village development and assistant development officers. These people are trained to work in the Districts at the grass roots level, where they assist the Village Development Committees in increasing productivity and caring for community welfare through motivation of the population and development of programs.

The training program for staff is conducted at the Botswana Agricultural College in Sebele. Students receive training in a number of subjects including human relations, country understanding, change, social welfare, home economic and communications. Serious attention is being given to the problem of neglected children in both the rural and urban areas. These children are commonly born of parents who have come to settle in squatter areas and are without employment. The result is hunger, deprivation, disease and a tendency towards juvenile delinquency. The Ministry will begin a program of training Social Workers to deal with these problems.

IVS role

A. In keeping with its preference for training local personnel to deal with their own problems, IVS will provide two social workers to train local development staff in problems of child neglect and delinquency. During training holidays, staff will be assigned to the Districts for follow-up training.

B. In order to improve nutritional standards in villages and make better use of food resources, the Training Center has established a course in Home Economics to advise women on methods of food production, utilization, storage and preservation. An IVS volunteer technician will conduct courses on the above for village development staff, expanding the subjects taught to include the role of women in development.

BUDGET

calendar year 1975

16 volunteers @ 4 months each	53,333.12	
1 volunteer @ 6 months	4,999.93	
1 volunteer @ 7 months	5,833.31	
staff (including salary, housing)	10,400.00	
		<u>74,566.41</u>

calendar year 1976

20 volunteers @ 12 months	199,999.20	
staff (salary, housing)	12,400.00	
		<u>212,399.20</u>

calendar year 1977

16 volunteers @ 8 months	106,666.24	
2 volunteers @ 12 months	19,999.92	
1 volunteer @ 6 months	4,999.98	
1 volunteer @ 5 months	4,166.63	
		<u>147,232.82</u>

three year total 434,198.43

Volunteer costs based on the figure of \$10,000 per
volunteer year or \$33.33 per volunteer month.

SUMMARY SHEET

<u>POST</u>	<u>MINISTRY</u>	<u>AREA OF WORK</u>	<u>TRAINING ROLE</u>	<u>ARRIVE</u>	<u>TERMIN</u>
house (2)	Agri.	increased crop production	helping farmers establish ntshses.	9/75	8/77
lstock <i>No Gov</i> <i>Cv Lp pny-t</i>	Agri.	planning and extension	demonstration to farmers, pilot ranches	9/75	8/77
economist	Agri.	econ. analysis for farmers		7/75	6/77
use officer (2)	Agri.	land use capabilities	training counterparts	9/75	8/77
board g. officer	LG/L	management of new land tenure system	trng. land board clerks in allocation and monitoring	9/75	8/77
production (2)	Agri.			1/76	12/77
U Estate mgr (2)	Comm/Ind.	management	training of local businessmen/ctprt.	9/75	8/77
U rural advsr. (2)	Comm/Ind.	management	training of local rural businessmen/ctprt.	9/75	8/77
gade instr. (2)	Education	training rural youth	training rural youth and instructors	9/75	8/77
se trnrs. (2)	Health	trng. rural nurse corps	trng. rural nurses	9/75	8/77
cial workers (2)	LG/L	child neglect and delinquency	trng. local CD staff	9/75	8/77
se ec Splst.	LG/L	nutrition, role of women	trng. local CD staff	6/75	5/77

Why two years what for?