



Strategic and Organizational Plan of the Community Services Division

Final Report

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Department of Wildlife and National Parks, MCI, Government of Botswana
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Submitted by:

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ACRONYMS

BWTI	Botswana Wildlife Training Institute
CBNRM	Community-Based Natural Resource Management
CBO	Community-Based Organization
CCF	Community Conservation Fund
CHA	Controlled Hunting Areas
CSD	Community Services Division
DWNP	Department of Wildlife and National Parks
GIS	Geographic Information System
JV	Joint Venture
M&E	Monitoring and Evaluation
M&U	Management & Utilization
NDP	National Development Plan
NGO	Nongovernmental Organization
NRM	Natural Resource Management
PRA	Participatory Rural Assessment
SGL	Special Game Licenses
TBNRM	Trans-boundary Natural Resource Management
VDC	Village Development Committee
VTC	Village Trust Committee
WMA	Wildlife Management Area

Executive Summary

The Community Services Division's (CSD) Strategic and Organizational Plan is based on an assessment of the activities of the divisional officers, the Community-Based Natural Resource Management program that CSD supports, and the organization of other divisions in the Department of Wildlife and National Parks. In developing the plan, a comprehensive and participative process was followed, including workshop sessions. The BIOFOR CBNRM advisor worked closely with division officers to arrive at a plan that enjoys broad support and consensus for implementation.

The Community Services Division's Strategic and Organizational Plan sets a vision for the future that focuses CSD on technical support needs of communities in relation to natural resource management. In addition, it is designed to facilitate communities as they develop their capacity to manage resources, develop joint venture enterprises, and invest in their own future. Finally, it will serve as the department's link to rural men and women in a way that is innovative and responsive to the socioecological relationships in wildlife conservation.

Values

The CSD Strategic and Organizational Plan commits the division to values of equity, participation, cooperation, trust, and transparency in all its activities; to professional service with respect for indigenous knowledge; and to community participation in the conservation of the biodiversity of Botswana.

The plan proposes a reorganization of national-level divisional units to allow it to respond more efficiently to its mandate, enable national-level staff to back up field staff more effectively, and enable officers to evaluate and focus extension support where it is most needed. The most important change proposed is to bring the information/data gathering/data analysis activities together in one unit so that planning, CCF, and M&E would fall under the planning unit.

The plan also identifies a technical gap in CSD, that of the lack of an officer dedicated to community NRM issues. In response, it proposes that one officer in the new Community Mobilization Unit be allocated to work on those issues. This officer would, for example, be responsible for preparing reports for national and international use on the activities of all communities toward reducing poaching and on sustainable resource use.

The plan also:

- Underscores the extension partnership between CSD, NGOs, and the private sector in achieving CBNRM objectives
- Defines conservation extension and shows graphically how the broad activity areas of the division fit into an extension cycle
- Recommends an urgent review of CSD officer performance and an upgrading of officers where merited based on a recognition that all CSD units at headquarters are headed by an

officer of relatively junior grade even where the officer is performing at a much higher grade level with a similar situation in the districts

- Recommends urgent recruitment to fill vacant positions, and that the allocation of additional positions to CSD be dealt with as a matter of utmost priority