

KGALAGADI & GANTSI DRYLANDS ECOSYSTEM PROJECT (KGDEP)

"Managing the Human-Wildlife Interface to sustain the flow of Agro-Ecosystem Services and prevent Illegal Wildlife Trafficking in the Kgalagadi and Ghanzi Drylands"



BOTSWANA NATIONAL ANTI-POACHING STRATEGY 2025 -2030



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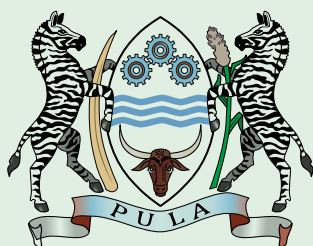


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LIST OF ABBREVIATIONS

AU	African Union
AWF	African Wildlife Foundation
BDF.....	Botswana Defence Force
BPS.....	Botswana Police Service
BWPA.....	Botswana Wildlife Producers Association
CBNRM....	Community-Based Natural Resources Management
CBO	Community-Based Organisation
CITES.....	Convention on International Trade in Endangered Species (of fauna and flora)
CoP	Conference of Parties
DEA	Department of Environmental Affairs
DWNP	Department of Wildlife and National Parks
EU.....	European Union
FIA.....	Financial Intelligence Agency
GEF.....	Global Environment Facility
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
IUCN	International Union for the Conservation of Nature
IWT	Illegal Wildlife Trade
KAZA.....	Kavango-Zambezi
LEAP	Law Enforcement and Anti-Poaching
M&E	Monitoring and Evaluation
MEA	Multi-Lateral Environmental Agreements
MENT	Ministry of Environment, Natural Resources Conservation and Tourism
MIKE.....	Monitoring of Illegal Killing of Elephants
NAPS.....	National Anti-Poaching Strategy
NDP	National Development Plan
NGO.....	Non-Governmental Organisation
OECD	Organisation for Economic Co-operation and Development
PPC.....	Parliamentary Portfolio Committee
SADC.....	Southern African Development Community
SWOT.....	Strengths, Weaknesses, Opportunities and Threats
TFCA.....	Trans-Frontier Conservation Area
ToRs.....	Terms of Reference
TRG	Technical Reference Group
TWIX	Trade in Wildlife Information eXchange
UNCBD	United Nations Convention of Biological Diversity
UNDP	United Nations Development Programme
UNODC....	United Nations Office on Drugs and Crime
WWF.....	World Wildlife Fund

ACKNOWLEDGEMENTS

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Preparation of this strategy was made possible through financial support from the United Nations Development Program (UNDP), Global Environment Facility (GEF) and the Government of Botswana. We are especially indebted to the team that managed this process; Mr. Fred Dipotso and Chimbizani Bratonovic at the Kgalagadi and Ghanzi Dryland Ecosystem Project (KGDEP). They have been supportive of our work and worked tirelessly to provide us with organizational and logistical support to carry out our tasks.

We owe our profound gratitude to the Department of Wildlife and National Parks and the law enforcement security agencies; Botswana Defence Force, Botswana Police Services, Botswana Prisons Services, Directorate of Intelligence Security Services and Directorate on Corruption and Economic Crime. The security agencies provided diverse outlooks, technical expertise, truthful and critical comments that assisted us in making this strategy as sound as possible, objective, evidence-based, and responsive.

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FOREWORD



It is with great resolve that I present the second National Anti-Poaching Strategy (NAPS 2025-2030), a national document that represents Botswana's continued commitment to protecting biodiversity in all its forms, especially critically endangered species. The first strategy commenced in 2014 and ended in 2019, having achieved significant results - making Botswana one of the few countries on the African continent to achieve an effective collaboration between its security agencies in combating poaching and illegal wildlife trade. Combating poaching and illegal wildlife trade demands close cooperation and coordination between a broad range of agencies within and outside government. The global community has increasingly recognized the connection between wildlife crimes and other forms of serious organized crime. Notably, the

Financial Action Task Force (FATF) has identified wildlife crime as a predicate offence to money laundering, a finding further supported by Botswana's own National Risk Assessment (NRA) findings (2017-2024). The NRA's findings demonstrated that poaching and illegal wildlife trade serve as a conduit for illicit financial flows, posing significant risks to our financial systems and national security. Wildlife crimes often linked to transnational syndicates, are not only a threat to biodiversity but also an enabler of money laundering and other illicit activities where the proceeds are laundered through complex networks.

Botswana recognizes that the fight against poaching is inseparable from the broader struggle against financial crime. Thus we will intensify our efforts to disrupt networks and eliminate the financial incentives that drive wildlife crime. The Botswana government remains deeply committed to implementing robust measures to combat money laundering associated with wildlife crimes. The commitment is aligned with the broader national agenda to comply with international money laundering standards.

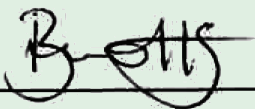
Closer home, we aim to have every community benefit directly from natural resources in their environs, including those with low wildlife resources but rich in highly sought-after natural resources such as clay, shale, slate, granite, river sand and salts as provided for in the national policy on Community-Based Natural Resources. Our investments to date have proven that local communities will guard their natural resources well if they are given the latitude to manage and use them for their own development.

I shudder to paint too rosy a picture by not mentioning the challenges of not only preparing a national strategy for anti-poaching but also implementing it. The multifaceted nature of illegal

wildlife trade demands a multi-pronged approach and harnessing the comparative strengths of all partners. Access to financial resources presents a greater challenge, with situations such as health pandemics (Covid 19) and global economic recession, making it even worse. It is worthy to acknowledge that we are working with a moving target, the perpetrators of illegal wildlife trade as they are constantly changing strategy, acquiring modern technology and infiltrating regulatory and licensing systems. These are real challenges that the NAPS will be facing. However, an elaborate and inclusive stakeholder consultation process that has ensued in the preparation of this strategy gives me confidence that these challenges have been considered.

I am assertive that the next five years will see discernible changes in the state of protection accorded to Botswana's biodiversity resources through the implementation of this strategy. The enthusiasm of the many agencies (local and international) who have contributed to this strategy and identified their specific roles in its implementation gives me solace.

MINISTER OF ENVIRONMENT & TOURSIM
HONOURABLE BOIPUSO WYNTER MMOLOTSI

Signature  Date: 7/4/2025

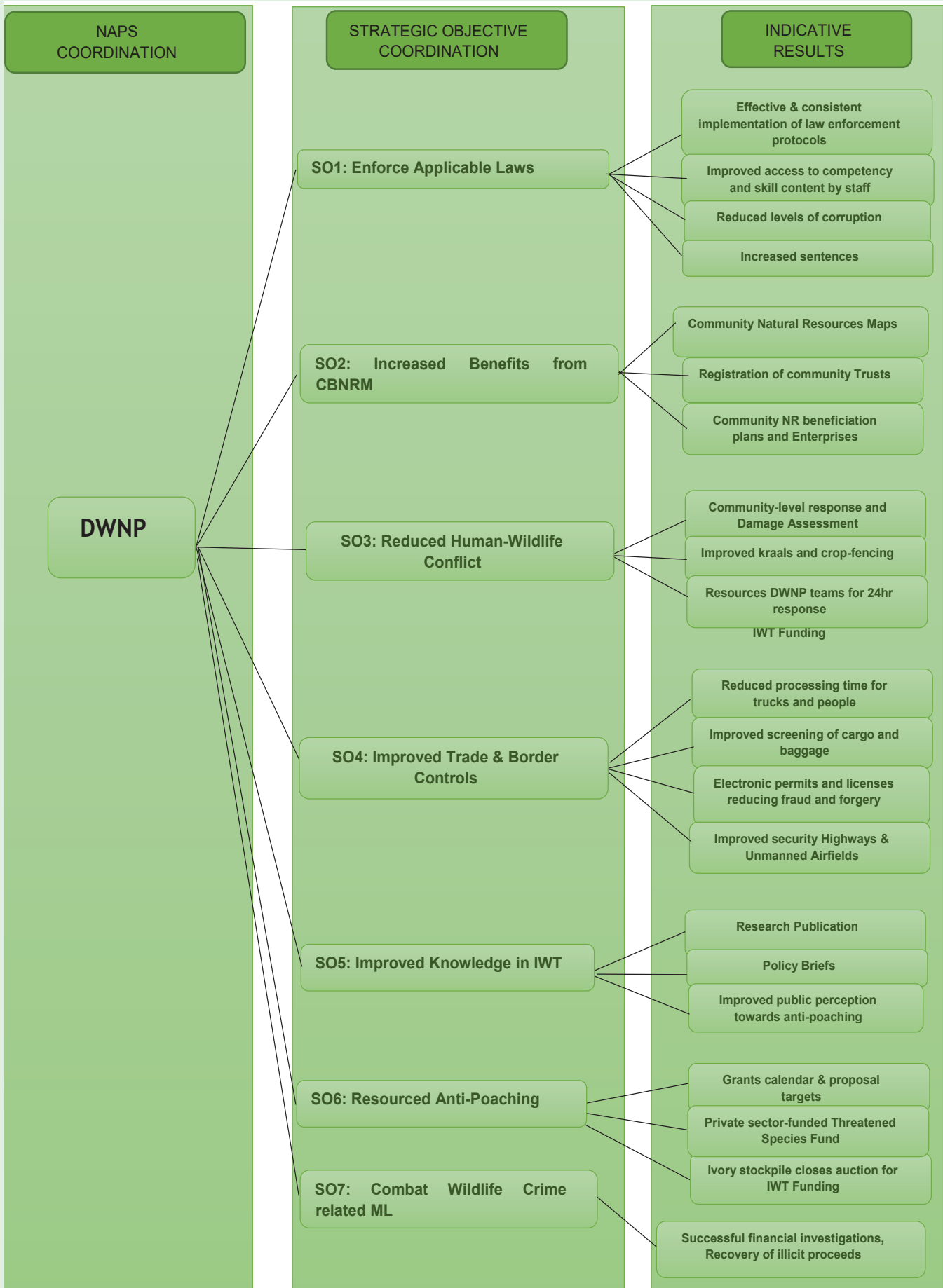
EXECUTIVE SUMMARY

Botswana's first strategic plan for anti-poaching was developed in 2014 and implemented over a five-year period till 2019. The National Anti-Poaching Strategy (NAPS) 2014-2019 aimed to curb wildlife population declines caused by illegal off-take and associated trafficking of wildlife products. The strategy was also in part addressing various state party obligations to International Conventions and Agreements of which Botswana is a signatory.

During the implementation of the NAPS 2014-2019, there was overwhelming evidence that incidents of illegal wildlife trading were rising and poaching syndicates were becoming diverse in their nationalities. Another trend in Illegal Wildlife Trade (IWT) is its level of sophistication in terms of both logistics and equipment. This in turn threatens human security and governance. In mitigation, several countries through local national efforts and support of the United Nations put measures in place aimed at improving the capacity of stakeholders, including government and civil society to better understand Illegal Wildlife Trade and plan appropriately to combat it. Botswana's efforts in nature conservation and anti-poaching have entailed integrated efforts between national partners such as local communities, NGOs and international development partners. Specific actions include anti-poaching training, procurement of anti-poaching equipment, establishment of a canine unit, partnership between Department of Wildlife, police, the army and other security agencies (including border control officials) and creating incentives for communities in management and use of wild fauna and flora.

Collaboration between the Department of Wildlife and National Parks (DWNP), Botswana Police Service (BPS) and Botswana Defence Force (BDF) has been hailed as a good practice and contributing to increased geographical coverage of anti-poaching operations. The partnership between DWNP and other agencies has helped to deliver a more integrated conservation agenda in Botswana. Of note are the partnerships with the Botswana Police Service who provide wildlife crime investigations and, prior to establishment of a Directorate of Public Prosecution (DPP), prosecutorial services. The DPP has worked with investigations teams comprising of the police and DWNP officers to guide investigations. Partnerships with the Botswana Defence Force have also been a best-practice, providing support on international borders and combat against poachers armed with assault rifles.

In crafting the future strategy, lessons from the region, other continents and locally helped to inform the strategy. The multiplicity of issues and role players in poaching were also taking into consideration through the development of the SWOT and Theory of Change analysis. The assessment of incentives for poaching pointed to weaknesses in law enforcement capacity, low incentives for conservation in local communities and border control and leakages. In developing strategic responses, law enforcement, community incentives and participation and control of international too priority, with research and knowledge management providing a complementary role. The figure below shows the strategic objectives and their respective results. These are explained on the next table.



STRATEGIC OBJECTIVE 1: REDUCED POACHING & IWT LEVELS BY ENFORCING APPLICABLE LAWS

This strategic objective entails combating poaching and illegal wildlife trade at every stage of the chain, commencing with unlawful entry into protected areas, hunting and other harvesting exercises, transporting of wildlife products, sale of wildlife products, exporting, sale and use of proceeds from illegal wildlife trade. To succeed, the NAPS is targeting a 25% increase in arrests by NAPS 2025-2030 mid-term, raise success rate of trials by 30% at mid-term and reduce poaching incidences by 25% from 171 in 2019 to 128 by 2030. The following elements need to be in place this objective; competent workforce with clear roles and responsibilities, equipment and consumables needed for various operations, responsive laws and regulations, and low levels of corruption.

STRATEGIC OBJECTIVE 2: INCREASING BENEFITS FROM CBNRM AND THEIR EQUITABLE DISTRIBUTION

This strategic objective targets increasing benefits from Community-Based Natural Resources Management (CBNRM) and their equitable distribution to local communities and the wider society, with number of Community-Based Organizations rising by 15% in all districts, CBO incomes rising by 45% and 10% from non-wildlife products and wildlife products respectively; including a rise in household incomes by 20%. These targets are based on the notion that CBNRM is meant to improve nature conservation and rural livelihoods. The NAPS will increase benefits from CBNRM as a means of incentivising local communities to support anti-poaching work and invest the proceeds of CBNRM in nature conservation. As demonstrated in other countries in the sub-Saharan Africa, poverty and corruption contribute to rising poaching levels. By increasing both the benefits and their effective distribution to beneficiaries, CBNRM stands to reduce poaching levels in Botswana.

STRATEGIC OBJECTIVE 3: REDUCE HUMAN-WILDLIFE CONFLICT TO LEVELS THAT INCENTIVISE COEXISTENCE WITH WILDLIFE

This strategic objective is about reducing human-wildlife conflict to levels that incentivise coexistence with wildlife by local communities by reducing crop damage by 25%, livestock predation by 40%, damage to property by 25%, wildlife killed in defence of property reduced by 40%, and human deaths from wildlife reduced by 80%. Achieving these targets requires collaboration between various agencies in government, civil society and private sector.

STRATEGIC OBJECTIVE 4: IMPROVE TRADE AND BORDER CONTROLS

Illegal Wildlife Trade thrives on weaknesses in border controls and falsified documentation presented to immigration and customs officials. This strategic objective is about improving controls in trade and border to reduce illegal trafficking of wildlife products; with number of arrests rising by 15% in the first 2 years; and reducing to 2019 levels. Key actions to attain this objective will be around improving detection systems at ports of entry, electronic licensing and permit systems, and improving control of highways and airfields.

STRATEGIC OBJECTIVE 6: HARNESSING RESOURCES FOR ANTI-POACHING

Financing of nature conservation in general and anti-poaching specifically, is a huge challenge for many developing countries also being the source countries for many of the wildlife products traded illegally in markets of consumer countries. This strategic objective is about seeking creative ways to harness resources for anti-poaching, including establishing a special funding window in the National Environmental Fund (NEF) for Combating IWT and replenishment of the Conservation Trust Fund (CTF). The primary sources of funding for Botswana's nature conservation programmes are domestic funds obtained through stiff competition between other sectors such as agriculture, education and health. Anti-poaching work is funded under the nature conservation category although other inputs are from other sectors whose work overlaps with anti-poaching. Such single-source financing is risky and the present situation of Covid-19 is putting the sustainability of many government programmes to test. The NAPS targets to diversify resources for anti-poaching to include local philanthropy, Corporate Social Responsibility (CSR) and Overseas Development Assistance (ODA). While local philanthropy and CSR are new sources for anti-poaching, ODA has a long history of supporting nature conservation in Botswana, including anti-poaching work. Nature-based funding sources supporting nature conservation in Botswana are NEF and CTF. NEF is supported by proceeds from CBOs engaged in CBNRM enterprises and subletting their wildlands to private sector partners. CTF is supported by proceeds from the sale of ivory stockpile following CITES approvals of 1999 for 71,300Kg and of 2008 for 43,682.91Kg of stockpiled ivory to China and Japan.

STRATEGIC OBJECTIVE 7: COMBATING WILDLIFE CRIME RELATED MONEY LAUNDERING

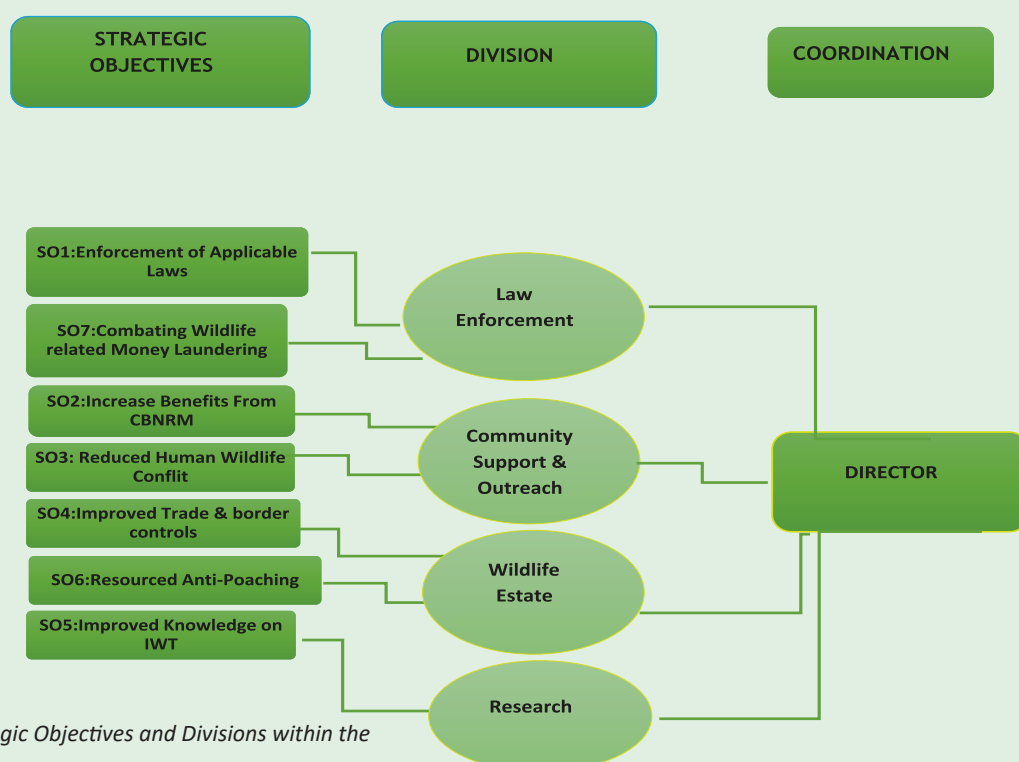
The fight against wildlife crime and its link to money laundering requires an integrated and collaborative approach. Wildlife crime in Botswana has increasingly been recognized as a significant threat, not only to biodiversity and conservation efforts but also a facilitator of broader criminal activity, particularly money laundering. The illegal wildlife trade often involving high value species like elephants and rhinoceros generates substantial illicit profits, which criminals attempt to integrate into the legitimate financial system through money laundering. The National Risk Assessment (NRA), 2022 identified wildlife crime (poaching) as one of the key predicate offences for money laundering in Botswana with substantial risks and vulnerabilities that threaten national security and economic stability. To address these challenges, the NAPS 2025-2030 outlines a robust approach to combat both wildlife crime and associated money laundering activities, placing a strong emphasis on financial investigations, inter-agency collaboration and recovery of illicit proceeds. The NAPS will prioritize the use of financial intelligence and investigations to disrupt wildlife trafficking networks and recover illicit proceeds. By working closely with the FIA, law enforcement agencies and financial institutions, Botswana will strengthen its ability to combat wildlife crime and ensure that the profits from illegal wildlife trade are not used to fuel further criminal activities. The successful implementation of this strategy will protect Botswana's natural resources and reinforce its commitment to upholding the rule of law.

FINANCIAL, ADMINISTRATIVE AND GOVERNANCE GOALS & OBJECTIVES

The NAPS targets to achieve financial sustainability, effective coordination and an inclusive governance structure for its implementation. Lessons from the NAPS 2014-2019 point to some deficiencies in the coordination, financing and governance structures. Many of the important stakeholders such as Department of Veterinary Services and Department of Forestry and Range Resources. The NAPS also defines staffing needs for administration of the NAPS implementation based on the defined role of DWNP as the coordinating agency. Resource mobilisation targets are also defined to ensure that programmatic objectives are met.

STAFFING REQUIREMENTS FOR ADMINISTRATION OF THE NAPS IMPLEMENTATION

Effective implementation of the NAPS requires adequate staffing for both the programme activities and administration of the NAPS implementation. Staffing requirements for programmes are covered in the respective Strategic Objectives with only enough detail to guide the appropriate agencies on what is needed to achieve specific outcomes. Department of Wildlife and National Parks (DWNP) is the coordinating agency for the NAPS. The department comprises of several divisions each with a part of its mandate contributing to the NAPS' Strategic Objectives. These are directly linked to the programmatic elements of the strategy and will be coordinated from the office of the Director of DWNP with all divisions reporting on specific elements of the strategy relating to both the core mandate of DWNP and to the coordination of specific sub-committees. The Law Enforcement Division will serve as the secretariat for the NAPS coordination within the DWNP and remain responsible for the strategic objective on law enforcement as other divisions will for their relevant strategic objectives.



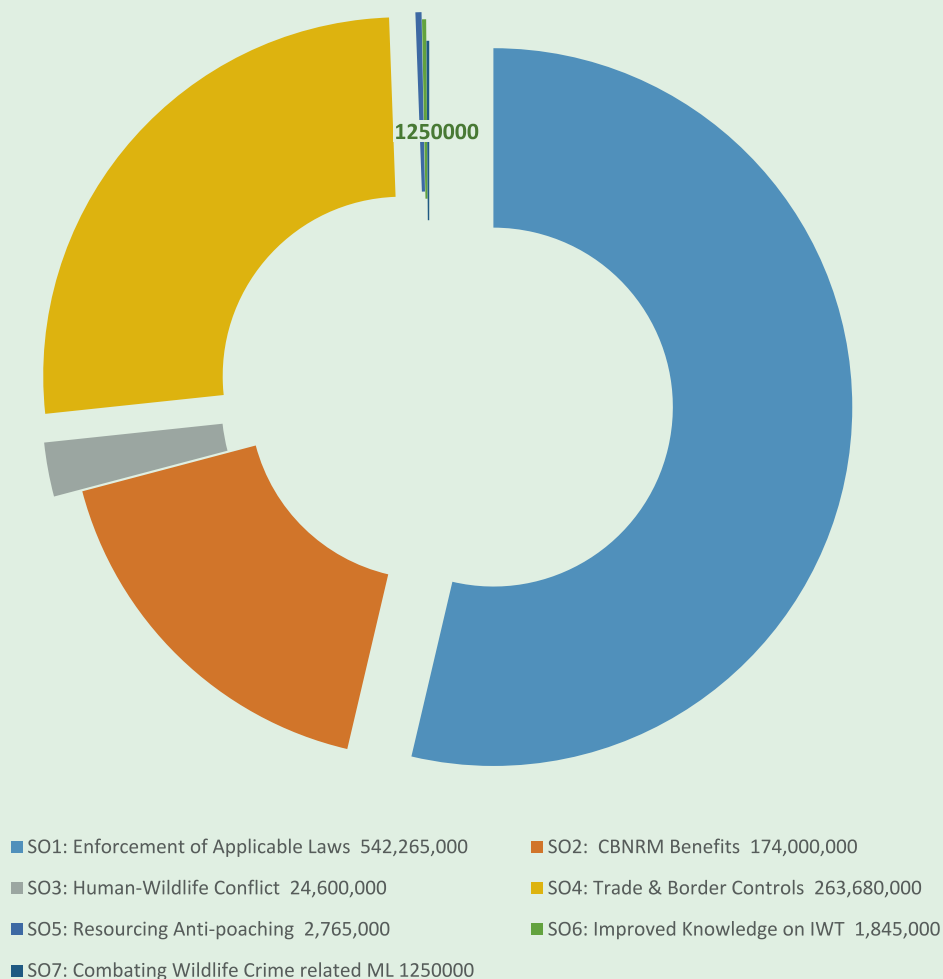
Links between the NAPS Strategic Objectives and Divisions within the Coordinating Agency

The NAPS targets to have a multi-disciplinary team drawn from each of the DWNP divisions to coordinate various elements of the NAPS and reporting to a Deputy Director. Each division within DWNP has at-least two Strategic Objectives to contribute to. The Head of Division will thus be working with other agencies outside DWNP in the delivery of outputs relating to that Strategic Objective. With each Strategic Objective driven by a Sub Coordination Committee, a Head of Division from DWNP will serve as the secretariat for the sub-committee with the chairperson of the sub-coordination committee elected by the members of the committee.

RESOURCE MOBILISATION

The coordinating agency will establish a team for coordinating various resource mobilization activities in conjunction with civil society and private sector partners. This team will support various agencies to access various grants for anti-poaching and facilitate formation of CSR and philanthropy funds.

Estimated implementation costs of the NAPS 2025-2030 above the current baseline funding is BWP1.01 Billion over a five-year period. This is broken by strategic output as shown below. The bulk of the costs fall under law enforcement but also include outputs that are essential for the attainment of other strategic outcomes.



Cost Estimates (above baseline) for implementation of NAPS over 5years

MONITORING, EVALUATION AND KNOWLEDGE MANAGEMENT

Success in the implementation of NAPS 2025-2030 will largely be determined by the diligent planning, monitoring, evaluation and knowledge management through processes that define the year-on-year detail of outputs that collectively form the outcomes of each Strategic Objective. Knowledge management will intentionally foster and capture information from learning loops emanating from all interventions in the implementation of the NAPS and integrating them to drive decision-making at various levels.

A monitoring and evaluation plan developed for the NAPS 2025-2030 identifies outputs to be generated at various points over the 5 years, the lead agencies and indicators of what success will look like. In addition to a 5-year plan, implementation will entail developing annual work-plans, monitoring the activities and evaluating the overall NAPS implementation. Strategic level monitoring of the NAPS is critical as it guides the attainment of the goal of the strategy. This level of monitoring is the responsibility of the National Anti-Poaching Committee and is supported by the Ministry of Environment, Natural Resources Conservation and Tourism through DWNP. Focusing on the NAPS Outcomes ensures that while activities varied in response to changes in the project environment, e.g. training being implemented by new partners not anticipated in the strategy or introduction of new technologies rendering certain activities irrelevant. The oversight structures will thus evaluate success of project activities according to their collective contribution to the strategy outcomes and the strategy goal.

The NAPS 2025-2030 will undergo an independent evaluation at the end of Year 3 (mid-term) and Year 5 (terminal). Mid-term evaluation will inform stakeholders how the programme is progressing, weak points requiring attention and lessons to be considered in the remaining strategy period. The strategy logical framework and implementation arrangements may be revised, based on the recommendations of the mid-term review.

INFRASTRUCTURE

Management and administrative infrastructure required for the NAPS is largely in place. The various agencies contributing to the implementation of the NAPS are each already working on a sector plan to improve agency-specific infrastructure. In the advent of Covid-19 and the need to observe the set protocols, electronic communication has gained higher importance. Physical meetings have been reduced as virtual meetings are preferred and some of the offices have become virtual or at least partly so with staff working from home. The biggest challenges in this transition are (i) poor internet infrastructure and (ii) weak cyber security. While e-business is made more essential by the covid-19 pandemic, it has always been a factor that contributed to efficient organizations. The NAPS implementation involves Botswana National Anti-Poaching Strategy 2025-2030 local and international agencies, regular meetings with various international agencies and working groups; with nearly all of the meetings likely to require a virtual platform. Other elements of infrastructure are covered under the specific programme and includes facilities such as storage and transportation of exhibits, forensic analysis of exhibits and suspect identification facilities.

1 INTRODUCTION

The first strategic plan for anti-poaching in Botswana was written in 2014 and implemented over a five-year period till 2019. The strategy aimed to curb wildlife population declines caused by illegal off take and associated trafficking of wildlife products.

The strategy was also in part addressing state party obligations to the United Nations Convention of Illegal Trade in Endangered Species (UN-CITES) and the United Nations Convention on Biological Diversity (UN-CBD). Both conventions site uncontrolled harvesting of wildlife products as a contributor to declining wildlife populations and with some threatened by extinction. At a regional level, Botswana is part of the Southern African Development Community and a signatory to the SADC Protocol on Wildlife Conservation and Law Enforcement (SADC, 1999). At the continental level, Botswana is a member of the African Union and thus committed to the vision of “An Africa free from illegal exploitation and illegal trade in wild fauna and flora by 2063” as espoused in the African Strategy on Combating Illegal Exploitation and Illegal Trade in Wild Fauna and Flora in Africa (African Union, 2015).

While poaching is by definition encompassing all forms of illegal harvesting of fauna and flora, an overwhelming amount of effort in anti-poaching is directed towards protecting mega fauna species (Lindsey, et al., 2017). Elephants have been the main target due to a demand for ivory that was not adequately met by the legal supply. Demand for rhino horn has also fueled illegal killing of rhinos to meet demand that could not be met by the legal supply (Hauenstein, et al., 2019). Both elephant and rhino have now been listed by the Convention on International Trade in Endangered Species of wildlife fauna and flora (CITES) in Appendix I so they cannot be traded, an exception for the southern African elephant population exists covering Botswana, Namibia, South Africa and Zimbabwe. The Appendix II listing of elephant requires that any sale of ivory be approved by the CITES Conference of Parties (CoP). This implies that while the demand for ivory exists, there are no readily available supplies unless approved by the CITES CoP. In the case of rhino horn, there is no provision for its trade since rhino is listed in Appendix I of CITES act.

Between 2009 and mid-2014, 170 tonnes of ivory were estimated to have been illegally exported out of Africa, representing about 230,000 African Elephants. In South Africa alone, the number of rhinos illegally killed rose from 13 in 2007 to 1,215 in 2014 (African Union, 2015). While the 2017 Wildlife Crime Status Update (United Nations Office on Drugs and Crime, 2017) reports declines in elephant and rhino killings, the success seems to have been short-lived. According to the World Wildlife Crime Report of 2020 (United Nations Office on Drugs and Crime, 2020), demand for ivory increased since 2017 as its use went beyond medicinal to include artistic and investment value. Results on MIKE programmes in participating countries (representing 30-40% of the African elephant population) indicate a rise in Proportion of Illegally Killed Elephants (PIKE) in 2009 from 0.45 to 0.75 in 2011, after which it steadily declined to below 0.55 in 2018 (United Nations Office on Drugs and Crime, 2020).

The complexity of combating poaching is compounded by the fact that all segments of society are involved in poaching. Poverty and gender dimensions of poaching have been studied, albeit marginally and confirm the involvement of all economic strata (Hauenstein, et al., 2019) (Lindsey, et al., 2013) and of both women and men (Sundström, et al., 2020).

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1.1 GLOBAL EFFORTS IN CURBING ILLEGAL WILDLIFE TRADE

Trade in fauna and flora between Africa and Asia represents the largest in terms of diversity of species and, for many species, the largest volume. A few exceptions exist where a species trade volume to other continents exceeds that of Africa-Asia, for example, more African Cherry (*Prunus Africana*) is exported to Europe (8,578,855kg) than to Asia (29,000kg) (Outhwaite & Brown, 2018). An analysis of 2006-2015 data on export and import of fauna and flora (Outhwaite & Brown, 2018) also indicates a global trend of under-reporting of imported live animals and over reporting of skins. This may be due to mortality in live animals and additional skins entering consumer countries from illegal sources.

In the mist of growing challenges, there are also opportunities in tackling illegal wildlife trade. In 2015, the United Nations General Assembly adopted the first wildlife trafficking resolution and during 2014-2018, the United Kingdom government led a series of four international conferences intended to address illegal wildlife trade (Esmail, et al., 2020). At the 13th Conference of Parties (CoP) of the United Nations Convention of Biological Diversity (UNCBD), the parties agreed to expand technical support to the bush-meat sector, recognizing the existence of the sector provides grounds for scaling up into global illegal wildlife trade if remaining unchecked.

A growing trend in illegal wildlife trade is that it is getting more sophisticated in terms of both logistics and equipment. This in turn threatens human security and governance, thus necessitating the engagement of the United Nations Office on Drugs and Crime (UNODC). International awareness programmes, especially on ivory have contributed to a reduction of consumption and more pronounced action by consumer countries, especially China (Lawson & Vines, 2014). The number of seizures has also increased as a response to increased effort by consumer countries and shared intelligence (Lawson & Vines, 2014). Other measures at a global level have aimed at improving the capacity of stakeholders, including government and civil society to better understand IWT and plan appropriately to combat it. One of the major tools in this regard is the Wildlife and Forest Crime Analytic Toolkit which has been adapted in numerous ways for both planning and training (UNODC, 2012).

1.2 AFRICA CONTINENTAL EFFORTS IN CURBING ILLEGAL WILDLIFE TRADE

At the continental level, one of the strides achieved in combatting illegal wildlife trade has been the establishment and implementation of the Africa Trade in Wildlife Information eXchange (TWIX) system. The use of TWIX has improved tracking of Trans boundary poaching syndicates as TWIX users share information on seizures and modus operandi used by the poachers. The ability of TWIX to operate in mobile phones has proved most valuable in reducing the burden of having constant internet connections in offices (including border posts) (Ratsimbazafy, et al., 2019).

Other areas of interventions to curb poaching and illegal wildlife trade include strengthening of forensic analysis and capacity building for rangers, investigation officers, prosecutors and judges. The costs of such interventions are enormous and not all that has been intended has been achieved. At best, the areas of intervention have been identified and thus providing a framework for mobilizing financial and technical resources.

As explained above, while the generic problem is of poaching, it is the commercial element that illegal wildlife trade relates to. In many parts of Africa bush meat is still an important source of protein despite it being obtained through illegal hunting. The lack of data in many countries on the scale of bush meat hunting makes the practice a high risk for biodiversity conservation. While bush meat may be considered as subsistence, where it is not controlled, it evolves into a commercial operation servicing nearby towns and cities, and even inter-continental (Lindsey, et al., 2013).

Deriving from the African Union (AU) Executive Council Decision EX.CL/Dec.832 (XXV) of the 29th Ordinary Session was the African Strategy on Combating Illegal Exploitation and Trade in Wildlife (African Union, 2015). The strategy aims to (i) increase political commitment, (ii) improve governance and regional cooperation, (iii) enhance engagement with consumer states, (iv) promote participation of local communities, (v) reduce impact of illegal wildlife trade, and (vi) increase capacity of source and transit states (African Union, 2015).

Progress on the African continent includes increased intensity of patrols, training at various levels of the anti-poaching hierarchy from rangers all the way up to high court judges. Bi-lateral and multilateral agreements have enabled sharing of information, collaboration on training and coordinated border-control procedures (European Union, 2015).

1.3 SADC-LEVEL EFFORTS

Illegal wildlife Trade in the SADC region is managed through the SADC Protocol on Wildlife (SADC, 1999) and the SADC Law Enforcement and Anti-Poaching Strategy (SADC, 2015). The protocol emphasizes cooperation at national level between government, nongovernmental organizations (NGOs) and private sector in the management and protection of wildlife; cooperation between member states in the development of common approaches to the conservation and use of wildlife; and to collaborate in achieving objectives of international agreements applicable to conservation and use of wildlife. The primary objective of the protocol is to establish common approaches to conservation and use of wildlife and to assist with effective enforcement of laws governing wildlife.

The SADC Law Enforcement and Anti-poaching (LEAP) Strategy, revised in 2021, is intended to provide a framework for regional cooperation and international engagement on natural resources management and wildlife-related law enforcement, including anti-poaching. The strategy pays particular attention to trans-boundary issues. Part of the actions emanating from implementation of the SADC LEAP Strategy include the establishment of the SADC Trade in Wildlife Information eXchange (TWIX) to facilitate information exchange and cooperation between wildlife law enforcement officials.

Lessons learnt from the European Union TWIX and the Africa TWIX provided motivation for establishing a SADC-level TWIX.

1.4 BOTSWANA'S EFFORTS IN CURBING ILLEGAL WILDLIFE TRADE

Botswana's efforts in nature conservation and anti-poaching have entailed integrated efforts between national partners such as local communities, NGOs and international development partners. Specific actions include anti-poaching training, procurement of anti-poaching equipment, establishment of a canine unit, partnership with the border control officials and creating incentives for communities in management and use of wild fauna and flora.

Collaboration between the Department of Wildlife and National Parks (DWNP), Botswana Police Service (BPS) and Botswana Defence Force (BDF) has been hailed as a good practice and contributing to increased geographical coverage of anti-poaching operations. This collaboration is part of a growing trend across Africa where rhino and elephant killings are rife and the rangers are under-resourced with limited training. On the contrary, there is a growing resentment to the involvement of armed forces in conservation as it is seen as fueling armed conflict (Duffy, et al., 2019). While armed anti-poaching had been a direct response to poaching of Megafauna species wherein the poachers are armed and often respond by opening fire on rangers, it has also indirectly protected other species which would have otherwise suffered from bush-meat

poaching. Botswana's biodiversity conservation success has been attributed to both geographically extensive protected areas and high investment per unit area of protected area, subsequently scoring the highest MCI (Megafauna Conservation Index) on the African continent (Lindsey, et al., 2017).

The involvement of local communities in management and sustainable use of wildlife in Botswana has also been a strategic act of combating illegal resources-use by creating incentives for community conservation and reducing poverty. The proportion of people living in extreme poverty (defined as <US1.25/day) has been proven to correlate with the incentive to collaborate with commercial poachers (SADC, 2015). High levels of corruption has also been identified as correlating with high levels of poaching and illegal wildlife trade in Africa (Hauenstein, et al., 2019) (United Nations Office on Drugs and Crime, 2020).

The current NAPS (2025-2030) was prepared drawing lessons from the successes and failures of the previous NAPS (2014-2019), from global best practices and from the SADC LEAP Strategy. One of the most prominent successes was the collaboration between law enforcement agencies and is being refined and strengthened in the current strategy. One of the weakest elements of the previous strategy implementation was stakeholder participation especially private sector and local communities. The current strategy places emphasis on harnessing the strengths of private sector, rural communities and the general public in supporting a national agenda to curb poaching and illegal wildlife trade.

2 STRATEGIC ANALYSIS

A set of strategic processes were undertaken to derive the core strategies to be pursued for the period of 2024 to 2030. The initial input was derived from stakeholder consultation during the evaluation of the NAPS 2014-2019. The evaluation scope included both past actions and insights to the future. Stakeholder inputs on future priorities for combating poaching and illegal wildlife trade were derived through an analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT) and Theory of Change. The results of the SWOT analysis are presented in Figure 21 below.

Collaboration between law enforcement agencies is noted as one of the biggest strengths in Botswana's fight against poaching and illegal wildlife trade. The evaluation of the NAPS 2014-2019 also noted that many of the achievements in the implementation of the strategy were a product of this collaboration. Other strengths of note include community and private sector willingness, existence of regional anti-poaching strategies and support from the policy making levels of government. Opportunities available to Botswana's fight against poaching and illegal wildlife trade include support from stakeholders such as private sector and international cooperating partners. Technology advancements also present opportunities for Botswana's vast and remote wilderness areas and international boundary.

Weaknesses identified include low public participation in NAPS implementation, including that of non-security government agencies and non-state actors); inconsistent legislation between Botswana and neighbouring countries; weak operational procedures for handling internal misconduct; difficulties in the handling and movement of exhibits; and absence of Standard Operating Procedures (SOPs) for monitoring game meat, timber and medicinal plants from protected plant species; and weak gender considerations in planning and operations. Key amongst the threats identified were porous international borders, cyber security breaches, human wildlife conflict, suppressed legal markets for wildlife products and growing complexity of illegal wildlife trade operations.

Strategic programmes outlined in Programme Goal and Objectives, page 24, were derived from the SWOT Analysis using Strengths to leverage Opportunities and minimise Threats; improving on weaknesses by taking advantage of Opportunities; and eliminating Weaknesses to minimise Threats. The process is referred to as a TOWS Analysis.

The logic of the strategy is illustrated in the Theory of Change (Figure 22) and outlined in the Logical Framework (Annex 71). Drawing from both the experience of the first strategy (NAPS 2014-2019) and stakeholder consultations, the strategy logic recognises the drivers of poaching and illegal wildlife trade as social, economic and institutional, collectively resulting in a cultural demand for wildlife products, economic returns from poaching and aided by weak enforcement of laws and corrupt practices. These factors have informed the vision and goal of the strategy.

To achieve the goal of “Protecting Botswana’s biodiversity by reducing illegal off take in species of plants and animals, especially those species threatened with extinction”, a number of mutually complementary outcomes, each addressing a specific problem area, were identified. These outcomes range from law enforcement, reducing poverty and human-wildlife conflict, improving controls in ports of entry and transit road and rail routes, increasing knowledge about poaching and IWT, and promoting public awareness of and action against poaching and illegal wildlife trade.

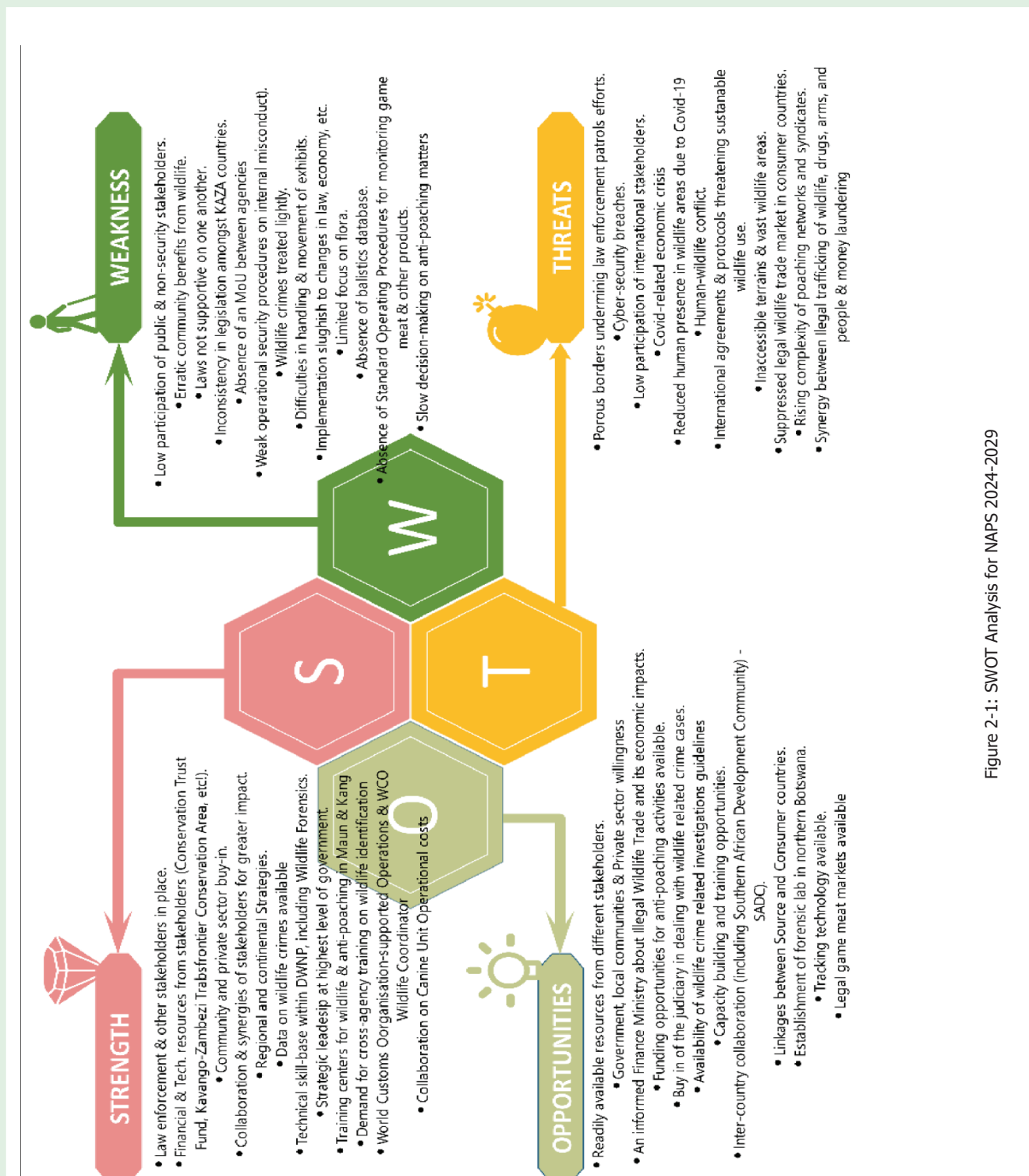


Figure 2-1: SWOT Analysis for NAPS 2024-2029

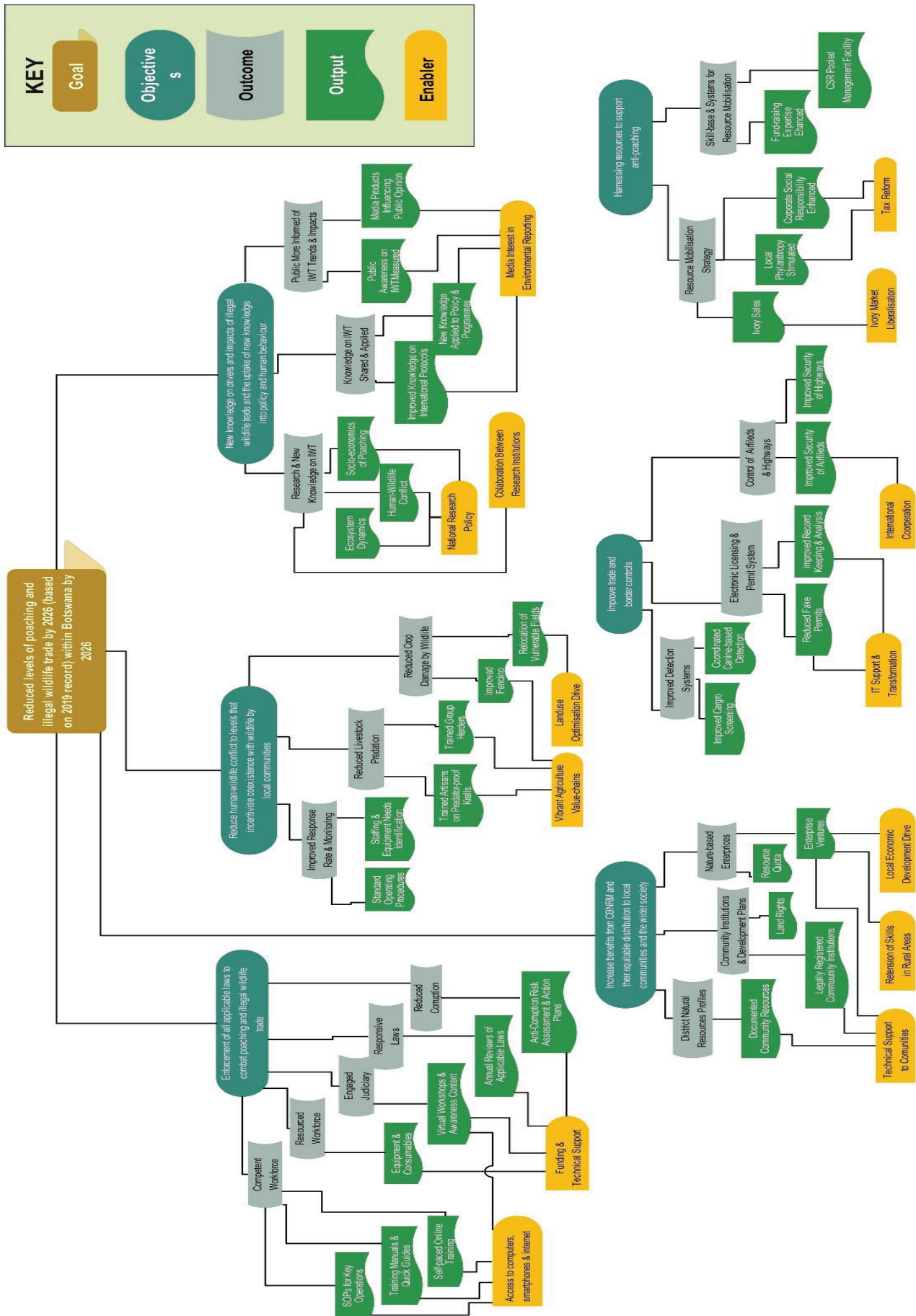


Figure 2-2 : Theory of Change for NAPS 2024-2029

3. MISSION, VISION AND VALUES

MISSION OF THE NAPS

To protect wild plants and wild animals (wildlife) of Botswana from illegal harvesting and associated trade; doing so in partnership with national and international stakeholders. More specifically, the NAPS will;

- Facilitate enforcement of all applicable laws in inter-agency collaborative framework to combat poaching and illegal wildlife trade;
- Support efforts for increased benefits from CBNRM and their equitable distribution to local communities and other wider society;
- Reduce human-wildlife conflict to levels that incentivize coexistence with wildlife by local communities;
- Support continuous generation of new knowledge on drivers and impacts of illegal wildlife trade and support the uptake of new knowledge into policy and human behavior; and
- Continuously seeks creative ways of harnessing resources to support anti-poaching.

VISION OF THE NAPS

Botswana's wildlife plants and wild animals free from illegal harvesting and associated trade; flourishing and supporting local and national economies with equitable benefits to all citizens especially those most dependent on wildlife, and to the global community.

VALUE DRIVING THE NAPS

- Integrity
- Teamwork
- Commitment
- Transparency
- Service Excellence

4. HISTORY AND ORGANISATIONAL PROFILE

Botswana is revered as one of the countries highly committed to the conservation of biodiversity and natural resources in general. The country's history of nature conservation predates its year of independence, 1966, but its most significant strides were achieved after independence. Botswana boasts of protected areas of various categories making up 41% of the country's land territory.

While earlier efforts to establish protected areas succeeded only to the state of "no hunting" areas in Chobe (in 1932) and along the Nossob river (in pre-1938), further efforts were more successful resulting in the promulgation of Nossob River Game Reserve in 1940 (to be later called Gemsbok Game Reserve), Chobe Game Reserve in 1960, Central Kalahari Game Reserve in 1961, Moremi Game Reserve in 1964, Mabuasehube Game Reserve in 1971, Makgadikgadi Pans Game Reserve in 1970, Nxai Pan National Park in 1971 and Khutse Game Reserve in 1971 (Campbell, 2004). Establishment of protected areas progressed further to include Wildlife Management Areas (WMAs) (established for consumptive use of wildlife), private game reserves and sanctuaries to protect ecosystems not covered by the national parks and large game serves. These include Gaborone Game Reserve, Maun Game Reserve and Manyelanong Sanctuary. Private game reserves have also been established to add to the proportion of land under conservation. Their location has been based primarily on land availability and less on ecosystem needs. Private game reserves include Northern Tuli Game Reserve, Mokolodi Nature Reserve, Khama Rhino Sanctuary, Jwana Park, Orapa Game Park and Sowa Game Park.

The management of wildlife in Botswana was vested with the District Commissioners before independence and evolved to the present day Department of Wildlife and National Parks (DWNP) through a number of phases beginning with the establishment of an Elephant Control Unit based in Francistown in 1957. The purpose of the Elephant Control Unit was to reduce destruction of crop by elephants along the Shashe River (Campbell, 2004). The unit changed into a Game Department through the Fauna Conservation Proclamation of 1961 and relocated to the capital city, Gaborone, in 1966. The Game Department was renamed Department of Wildlife and National Parks in 1967 through the enactment of the National Parks Act.

Wildlife populations were reported only as estimates from eyewitness accounts with no systematic ecological methodologies. The first wildlife survey was conducted through the assistance of the Food and Agriculture Organisation (FAO). By the 1960s, Botswana's elephant populations were reported to be increasing from an all-time low of the 1930s while other species such as wildebeest and zebra were reported as abundant (Campbell, 2004). The elephant populations grew due to protection from hunting regulations but other species declined as hunting licenses did not have a requirement for endorsing the animals hunted. Many hunters therefore hunted more animals than was provided in their licenses. Only after 1980 did DWNP establish a wildlife quota for hunting. Tourism also grew significantly and that was recognised during a reorganisation of the department in 1985.

Present day Department of Wildlife and National Parks enjoys the support of a coordinated institutional environment where other departments dealing with biodiversity are housed in the same ministry. This has contributed immensely to coordination of the nature conservation efforts. DWNP has also achieved growth over the years, professionalizing conservation and achieving a wider geographical footprint. The department is represented in all the administrative districts of the country with each district headed by a District Wildlife Coordinators on a rank equivalent to an assistant director. The management of protected areas has also seen immense improvements on the infrastructure, personnel and management systems. The department has two staff training centres, one in the north (Botswana Wildlife Training Institute- BWTI) and one in the south (specializing in the anti-poaching training). The current structure of DWNP reflects its key priorities as is shown below (see Figure 4-1).

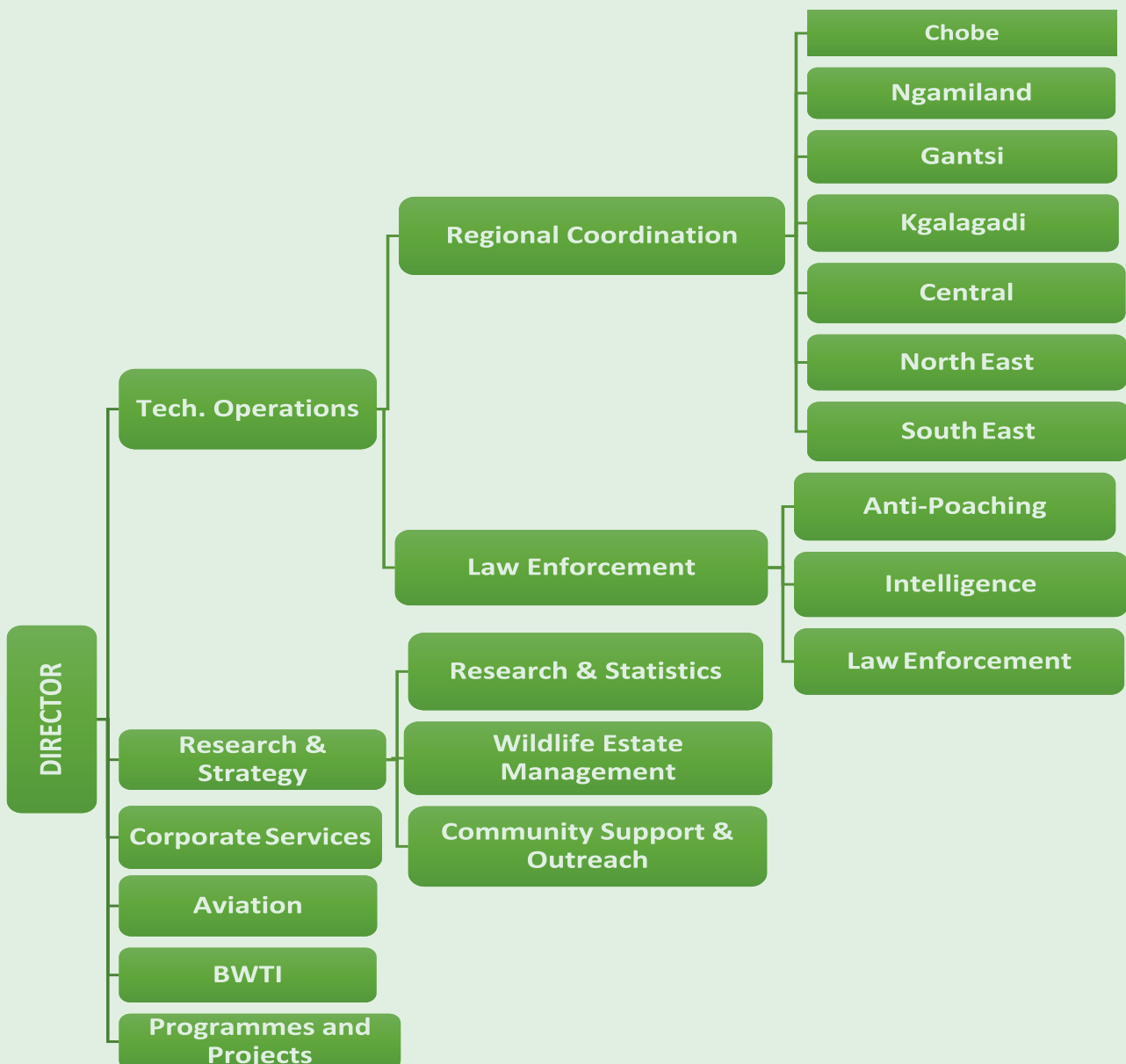


Figure 4-1 Organizational Structure of Department of Wildlife and National Parks

Partnerships between DWNP and other Law agencies have helped to deliver a more integrated conservation agenda in Botswana. Of note are the partnerships with the Botswana Police service who provide wildlife crime investigations and, prior to establishment of a Directorate of Public Prosecution (DPP), prosecutorial services. The DPP has worked with the investigations teams comprising of the police and DWNP officers to guide investigations.

Partnerships with the Botswana Defence Force have also been a best-practice, providing support on international borders and combat against poachers armed with assault rifles.

Other agencies not directly involved in anti-poaching but have been part of the national agenda to combat poaching and illegal wildlife trade include the Directorate on corruption and Economic Crime (DCEC) and the Financial Intelligence Agency (FIA). The DEC has been instrumental in supporting general awareness on risk assessment in various ministries and departments, including DWNP and the resultant risk management action plans.

Other elements of coordination include international borders and ports of entry. In the former, DWNP has coordinated with BDF, Police, Immigration, BURS and DVS to patrol international borders in an effort to reduce incidences of illegal crossing of people, goods and animals.

Detection of wildlife crimes has also been facilitated through other government agencies such as Ministry of Agriculture and Food Security (MAFS), Botswana Unified Revenue Services (BURS), Civil Aviation Authority of Botswana (CAAB), and Department of Immigration and Citizenship (DIC) during regular patrols, searches and inspections. These roles are elaborated below.

MINISTRY OF AGRICULTURE (MoA)– The Government of Botswana passed the Diseases of Animals act of 1977 that provides guidelines on the prevention and control of animal diseases, the regulation of imports and exports, and the movement of animals and animal-related products. Consequently, the country is divided into 19 veterinary districts demarcated by criss-crossing fences, each containing one or more disease control zones (Derah & Mokopasetso, 2005). Veterinary disease control fences are patrolled and maintained by mobile crews of the Department of Veterinary Services. The crews also report suspicious activities involving wildlife poaching.

BOTSWANA UNIFIED REVENUE SERVICES (BURS) – The agency is tasked with controlling safe movement of goods in and out of the country as well as collection of taxes and duties. Their regular work involves ensuring that goods are declared and preventing those goods prohibited from leaving or entering the country. Collaboration between BURS and other agencies is important in ensuring effective control at ports of entry. Collaborating agencies include Department of Wildlife and National Parks, Department of Forestry and Range Resources, Department of Crop

Protection, Department of Veterinary Services, Botswana Police Services, Department of Road Transport and Safety, and Civil Aviation Authority of Botswana (at airports). These various agencies set parameters for BURS operations in relation to their respective organisational mandates hence the need for their regular collaboration with BURS.

CIVIL AVIATION AUTHORITY OF BOTSWANA (CAAB) – The agency is responsible for safe operation of airborne vehicles, licencing of airfields, aircrafts and pilots. CAAB ensures that all aircrafts entering Botswana airspace have duly filed flight plans which are executed as filed. Such supervision is important in tracking those aircrafts with unlicensed pilots or unapproved flight plans as these may also be used for transporting illegally acquired wildlife products. A number of unlicensed airfields, especially in remote areas, and unmanned airfields present challenges in ensuring that all flights meet the legal requirements in terms of cargo, pilots, aircrafts and flight plans.

5. SUMMARY OF STRATEGIES

This section makes explicit the thinking behind the strategic plan and illuminates the areas where the strategy will focus its resources over the period of 2025-2030. The summary of core strategies is a brief listing of the NAPS 2025-2030 six core future strategies. Each section is an explanation of a strategy intervention area on the rationale of the strategy.

5.1 COMMUNITY INCENTIVES FOR CONSERVING WILDLIFE

The role of communities (both rural and urban) in combatting poaching has been noted in several reviews (Lotter & Clark, 2014) (Gaodirelwe, et al., 2018) (Booker & Roe, 2017). The most crucial factor driving active participation of citizens in anti-poaching is the extent of control of, and benefits from natural resources (Dikobe & Thakadu, 1997) (Dikobe, 2012) (Mogomotsi, et al., 2020). The second most important factor is patriotism derived from the pride of hosting globally important natural heritage (Cafaro, 2009), (Milfont, et al., 2020) (Hamada, et al., 2021). The latter is more important in urban environments. Personal and political values have also been found to correlate with environmental attitudes and pro-environmental behavior (Agissova & Sautkina, 2020).

Botswana's policies, notably the Wildlife Conservation Policy of 1986 and Community Based Natural Resources Management Policy of 2007, have provided for communities to control natural resources and derive benefits from their sustainable use. Local communities are granted user rights over natural resources in defined areas, often Wildlife Management Areas where they enter into partnerships with private sector tourism companies for photographic and hunting tourism. Proceeds from these ventures are invested in community development (education, social security, health, food security, etc.) and conservation. Other wildlife management areas are managed directly by private companies as tourism concessions wherein the concessionaire is responsible for protecting the natural resources within their boundaries of the concession.

Wild animals and areas proximal to villages present opportunities for tourism but also problems of livestock predation and damage to crops and property. This human-wildlife conflict has been demonstrated to reduce community interest in wildlife and breed appreciation for poaching (Ngorima, et al., 2020). Effective management of human wildlife conflict is thus an important part of creating an atmosphere for communities to appreciate wildlife and detest poaching or collaboration with poachers from outside the community.

5.1.1 PROMOTING CBNRM

Community Based Natural Resources Management (CBNRM) has been in the southern Africa region for over 30 years. The goal of CBNRM in Botswana is to create community-level incentives for sustainable management of natural resources, thus serving rural development and nature conservation objectives. The relevance of CBNRM in combating poaching and Illegal Wildlife Trade is that local communities protect wildlife from poaching

and in turn protecting their livelihoods. The NAPS will therefore support the implementation of CBNRM to ensure it creates the levels on incentives required to achieve community custodianship that reduces poaching and illegal wildlife trade. Promoting CBNRM entails, as per the National CBNRM Policy, registered accountable legal entities (RALEs) to represent community interests and hold in trust community resource rights. RALEs would then be allocated land and natural resources rights by appropriate agencies of government for direct management and utilisation by local communities. Local communities, require certain skills to engage with various development partners such as private sector, NGOs and government licencing agencies in order to create programmes for management and use of natural resources. Such skills are often lacking due to emigration to urban Centres.

5.1.2 ENHANCING BENEFITS FROM CBNRM

Various status reports on the implementation of CBNRM in Botswana (Schuster, 2007) (Dikobe, 2012) (Dikobe, 2016) indicate significant growth in number of communities engaging in CBNRM, geographically skewed growth in benefits and limited distribution of benefits to households. While the CBNRM Policy provides for local communities to utilise a broad range of natural resources including plants, wildlife animals, wildlands, water and various forms of rocks and their derivatives, CBNRM in Botswana has been skewed more to wild plants and animals, less to the use of abiotic resources (soils, rocks and water).

Enhancing benefits from CBNRM will entail a broadening of the resources accessed by local communities, increasing efficiency in resource use, increasing household benefits, improving equitable access by women and men to opportunities created by CBNRM, and improving the management of natural resources. While the respective government agencies and land authorities require RALEs to present management plans for the areas used for CBNRM as a condition to granting natural resources user rights and land rights, implementation, monitoring and evaluation of the plans is weak. One of the main reasons for this lapse is lack of capacity within both local communities and authorities.

5.1.3 MITIGATING HUMAN-WILDLIFE CONFLICT

The existence of a higher diversity and numbers of wildlife in rural areas owes to the low rates of habitat transformation and low human population numbers in these areas. While there may be benefits in supporting local communities to transform this natural capital to human, physical and financial capital, there remains challenges of mitigating the costs of coexisting with wildlife.

Inhabitants of rural Botswana depend on agriculture for income and food security but with limited resources to protect such labor-intensive investments from wildlife. Crop raiding by herbivores, livestock predation, human injuries and death represent immense costs to rural

dwellers. While benefits from living with wildlife have been erratic, crop raiding and livestock predation have been consistently rising. This inverse relationship erodes the commitment of local communities to protect wildlife. In a study of community attitudes towards elephants within the KAZA TFCA (Ngorima, et al., 2020), 80% of local community respondents in the area reported that they would be willing to support community interventions to reduce elephant populations if there are no benefits from elephants.

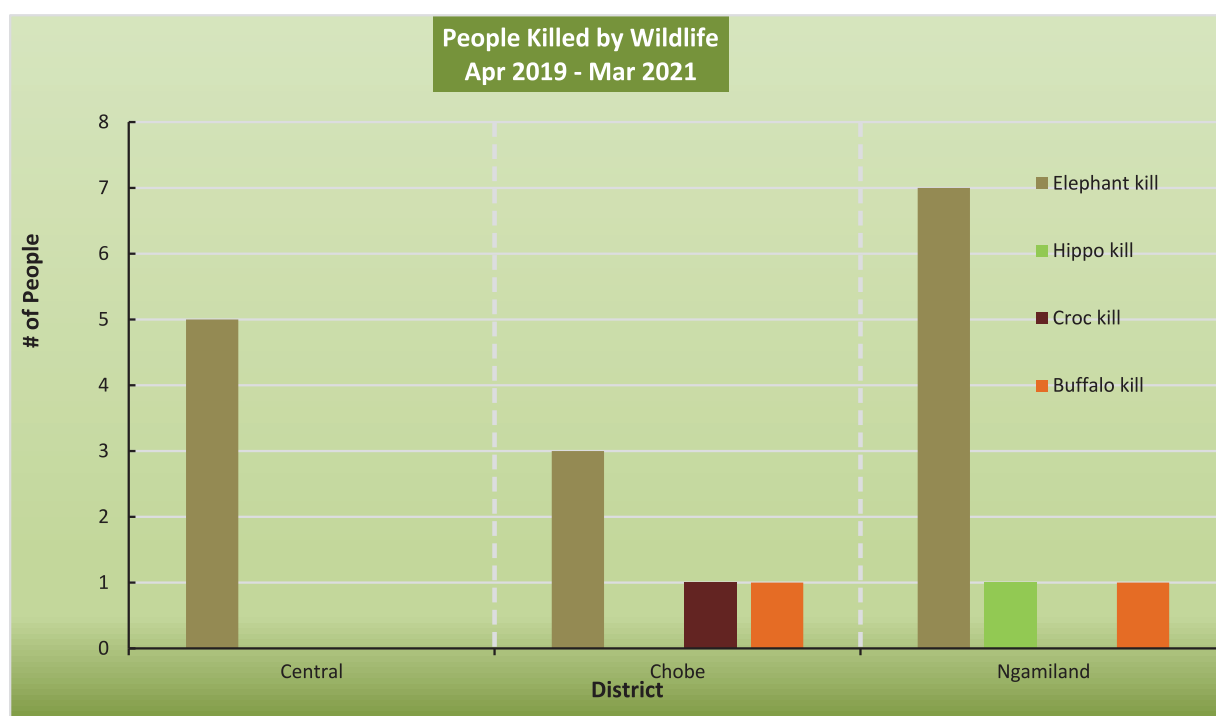


Figure 5-1 Numbers of people killed by wild animals in Botswana (by district) between 2019 -2021, Source 2021 : (DWNP Unpublished)

An even higher majority (87%) reported they would be less willing to support anti-poaching work (Ngorima, et al., 2020). Most recent records from DWNP show that elephants are the most common culprits in areas where they occur as shown by Figure 5-1 above.

In the light of the above, an effective anti-poaching strategy will include managing human-wildlife conflict and ensuring that community benefits from wildlife outweigh the costs of living with wildlife. Such efforts will include identifying sources of conflict, documenting and analysing the frequency and types of conflicts and implementing mitigation measures. As stated above, low investments in protection of crops, livestock and property is associated with low income levels hence the need for increased beneficiation from wildlife to offset the costs borne by local communities due to crop damage and livestock predation. Crop damage by wild animals is present in all parts of Botswana except Kgalagadi district (see Figure 5-2)

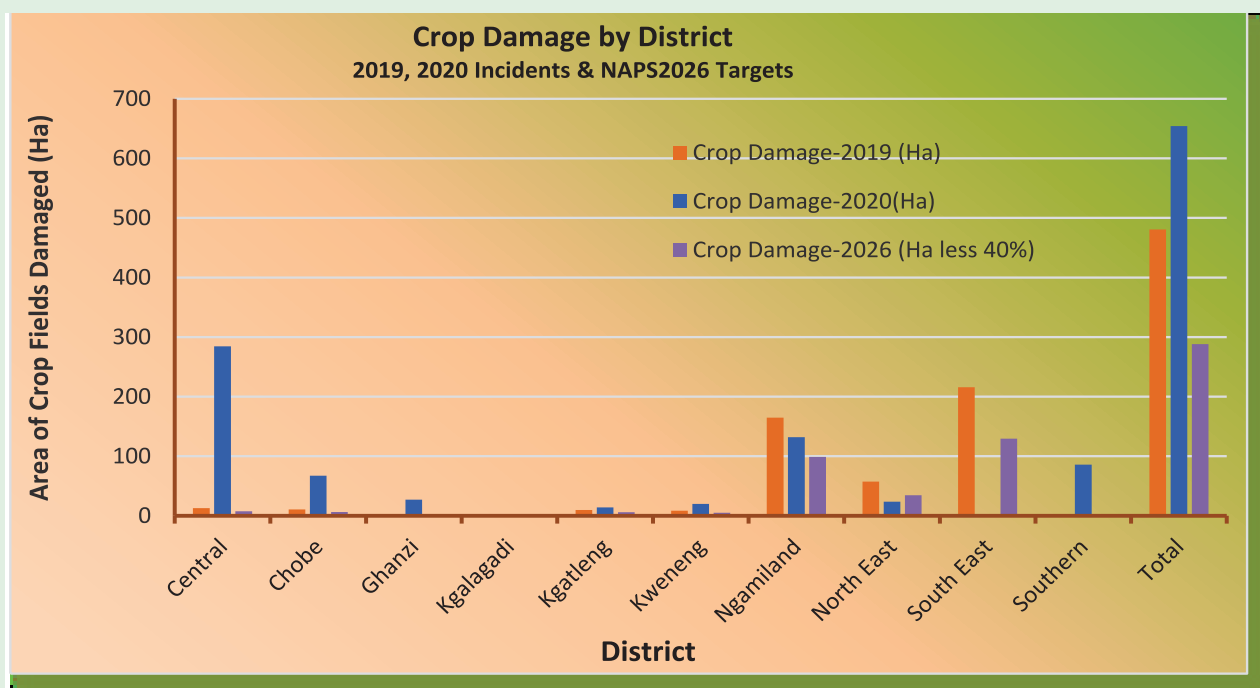


Figure 5-2: Crop damage by wild animals (in Hectares, by District) reported in Botswana between 2019 and 2021. Source: DWNP, 2021 (unpublished)

Livestock predation by wild animals occurs in all parts of Botswana with cattle being the most affected, except in southern district where goats are the most affected (see Figure 5-3 below).

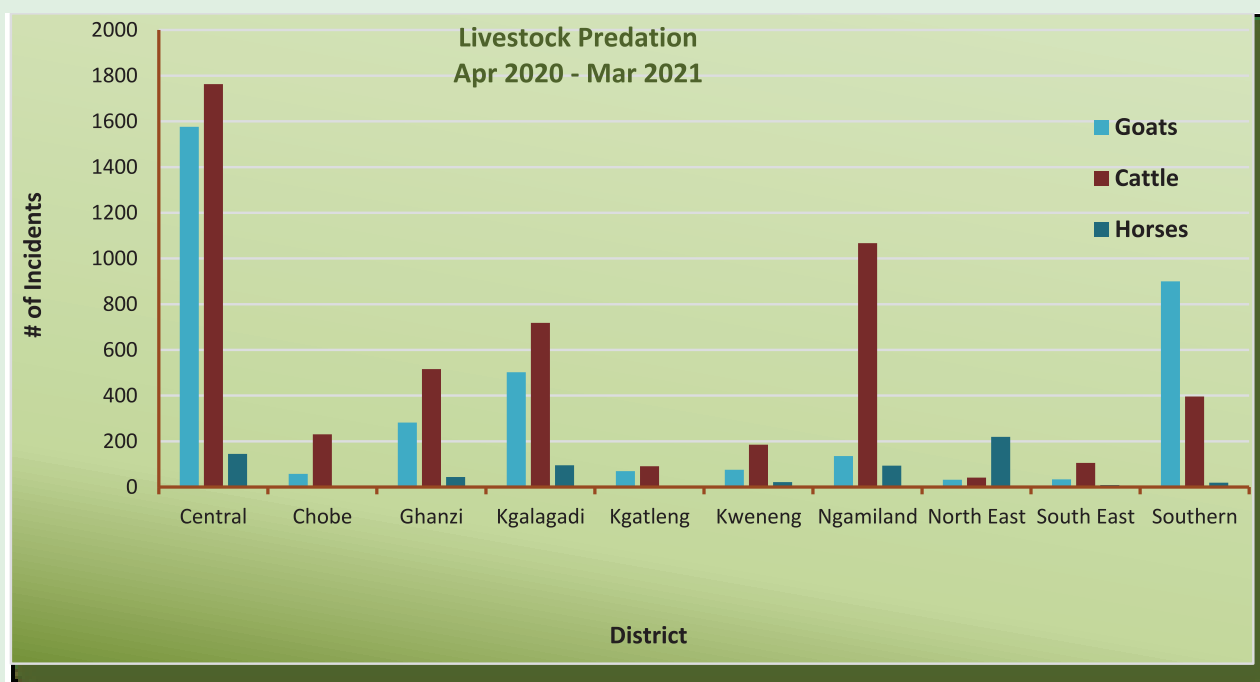


Figure 5-3 Livestock predation by wild animals reported in various districts in Botswana between 2019 and 2021. Source: DWNP, 2021 (unpublished)

5.1.4 CONSERVING NATURAL RESOURCES

CBNRM's objectives entail both rural development and nature conservation. Investment by local communities in the protection of natural resources is thus an integral part of CBNRM. Depletion of natural resources due to other factors than poaching may reduce benefits from CBNRM and in turn reduce incentives for nature conservation. The relationship between community benefits and nature conservation is thus symbiotic (Dikobe & Thakadu, 1997). An integrated programme for nature conservation will identify the various elements of the ecosystem that local communities depend on, their threats and sustainable offtake levels and actions for reducing threats. Support to the CBNRM through the NAPS will take the form of community capacity building for natural resources management planning , implementing management actions and deriving financial benefits from sustainable use of natural resources.

5.2 LAW ENFORCEMENT, LEGISLATION AND JUDICIAL PROCESSES

The effect of law in protecting natural resources comes from responsive laws and regulations, awareness of the applicable laws, capacity to enforce laws, and a judicial system that understands the implications for biodiversity and national economies. Combating poaching and illegal wildlife trade in Botswana is based on a number of laws vested with specific agencies. While the Wildlife Conservation and National Parks Act is the principal law defining offences related to wildlife, there are other laws dealing with offences associated with poaching. These include the Proceeds and Instruments of Crime Act (Parliament of Botswana, 2014), Financial Intelligence Act (Parliament of Botswana, 2019), Counter Terrorism Act (Parliament of Botswana, 2014), Aviation Security Act, and the Criminal Procedure and Evidence Act.

Capacity of law enforcement agencies to implement laws, identify offences, investigate and present evidence is essential in combating poaching and illegal wildlife trade. With the various laws vested with different agencies, investigation is challenged with identifying specific offences as defined in this wide array of laws and consolidating them into a cohesive charge-sheet for presenting before the courts. Collaboration between various law enforcement agencies is thus key to achieving effective trials of wildlife cases. Availability of equipment and personnel for compiling evidence needed to prove offences before the judiciary is one of the limiting factors requiring attention. Increased appreciation within the judiciary of the link between poaching, biodiversity loss and economic losses is important in ensuring that sentences handed down match the gravity of the offences. Between 2014 and 2020, incidents of poaching in Botswana increased by 384%, with the most frequent species being kudu at 1,267% increase from 2014 record (see Figure 5-5 below). Some of the threatened species with increased frequency of poaching incidents were pangolin and lion. Elephant poaching generally declined during the period of 2014-2020.

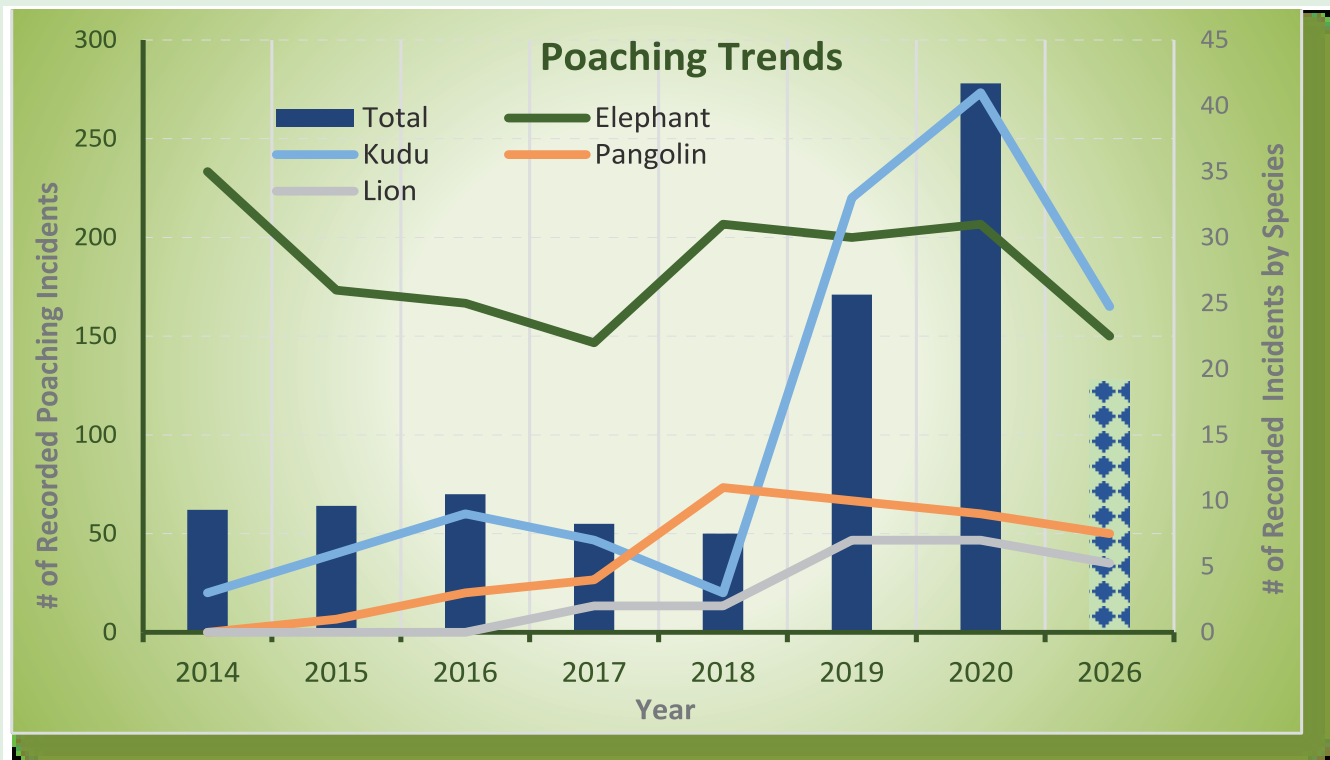


Figure 5-4: Trends in poaching incidents and selected poached species in Botswana, also reflecting a 2029 NAPS target.

While law enforcement is primarily conducted by specific agencies of government, the private sector and community based organisations contribute to law enforcement efforts through routine boundary patrols in their concession areas. During these patrols, evidence of criminal activity will be reported to government law enforcement agencies. Non-state actors also contribute to law enforcement by sharing information on wildlife offences with law enforcement agencies. Citizens constitute the highest number of poaching incidences and the highest diversity of affected species dominated by kudu and impala in recent years (see Figure 5-5 below).

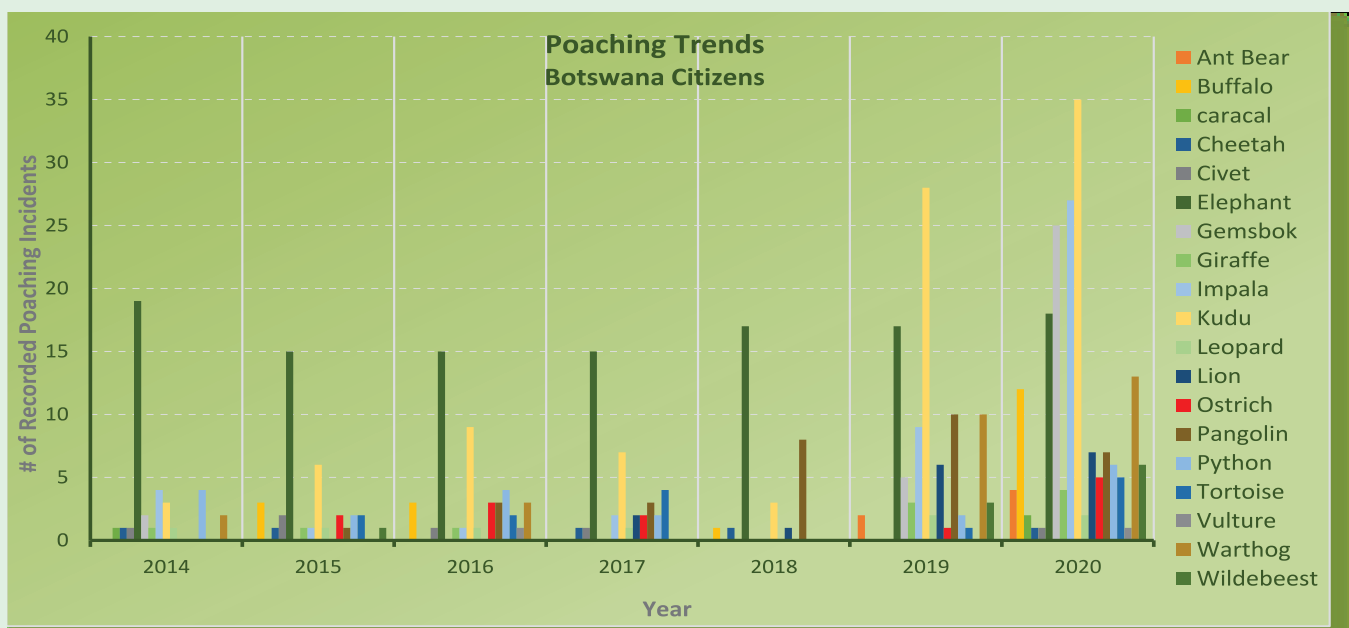


Figure 5-5: Trends in poaching incidents and selected poached species in Botswana, also reflecting a 2029 NAPS target.

On the contrary, foreign nationals working in teams target fewer species, the most common being elephant (see Figure 5-6 below). These patterns are important for crafting anti-poaching interventions an establishing targets and baselines.

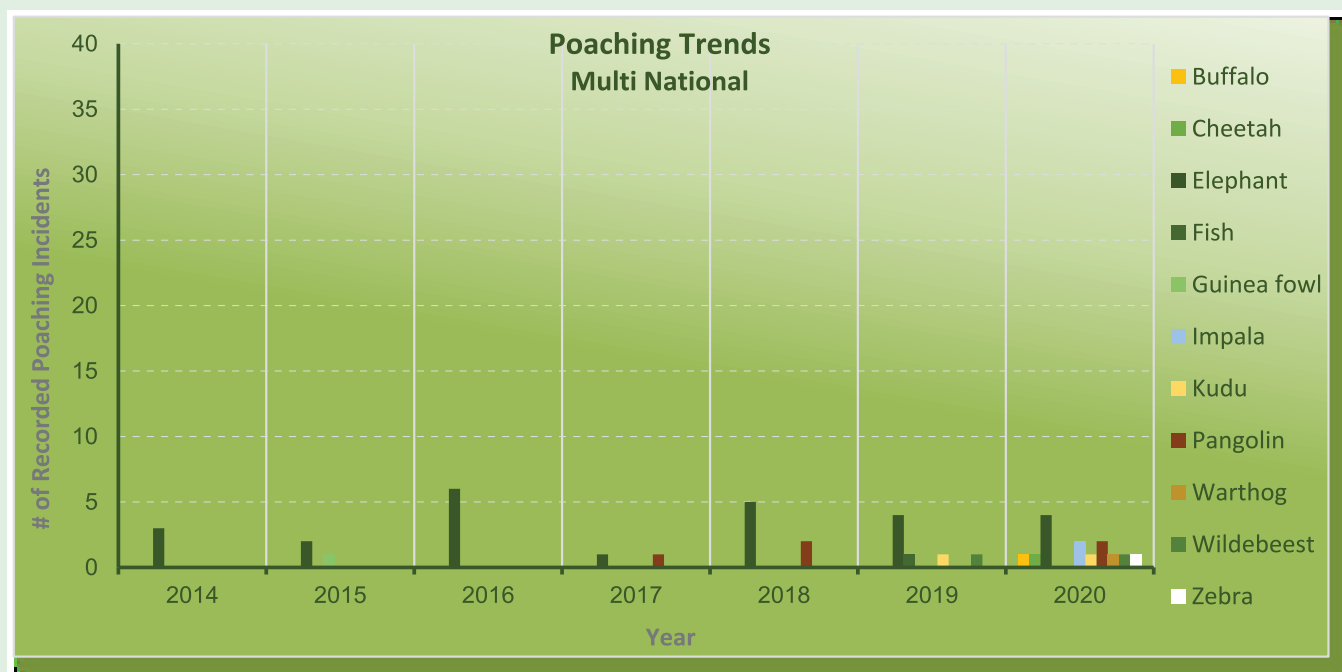


Figure 5-6: Trends in Poaching by multi-nationals between 2014 and 2020.

5.2.1 REVIEW OF LAWS AND REGULATIONS LINKED TO ILLEGAL WILDLIFE TRADE

The legislative framework governing anti-poaching and the combating illegal wildlife trade is dynamic, influenced by both local circumstances and global multilateral agreements to which Botswana is a signatory to. The most influential of these conventions is the United Nations Convention on International Trade in Endangered Species (UNCITES) and others include the United Nations Convention on Biological Diversity (UNCBD) and United Nations Convention on Combating Desertification (UNCCD), United Nations Convention against Transnational Organised Crime (UNTOC), United Nations Convention against Illicit Traffic in Narcotic Drugs (UNITND) and the United Nations Convention for the Suppression of the Traffic in Persons and the Exploitation of Prostitutes (UNSTPEP). While the UNTOC, UNITND and UNSTPEP do not deal directly with illegal wildlife trade, they provide a platform for suppressing some of the avenues through which illegal wildlife trade flourishes, especially where the same intermediaries (Phelps, et al., 2016) such as logisticians, government colluders and launderers provide service to all the different crimes covered by the above-mentioned UN conventions.

Strategic interventions will entail reviews of various legislations to respond to the provisions of international conventions (as outline above) and to local contexts such as development of new policies.

5.2.2 IMPROVING CAPACITY OF LAW ENFORCEMENT AGENCIES

Law enforcement agencies are charged with the responsibility of promoting awareness about wildlife crimes, detecting crimes as they occur and gathering evidence to present before the courts during trials. Within this process capacity challenges have been identified in nearly every part of the chain. These are listed below.

5.2.2.1 DETECTION OF WILDLIFE CRIMES

The task of detecting wildlife crimes is the basis for combatting poaching and illegal wildlife trade. This takes collaboration between the general public and law enforcement agencies. All law enforcement agencies have collaboration mechanisms between themselves and the general public. This aspect of anti-poaching needs to be retained and strengthened where possible. Another aspect of detecting wildlife crimes is through patrols, roadblocks and remote surveillance.

Botswana remains a shining example of collaboration between the military, the police and wildlife rangers wherein each agency is deployed in accordance with its comparative advantage of organisational mandate, skill and budgets. While patrols remain the exclusive of the trained officers, private sector and local communities can help to enhance the effectiveness of anti-poaching patrols by providing basic information of potentially problematic areas and supporting law enforcement agencies with resources such as rations, fuel and vehicle maintenance. Examples from other parts of Africa have demonstrated improved effectiveness due to private sector tourism companies supplementing park rangers with non-military support such as uniforms, rations, camping equipment, fuel and vehicle maintenance.

The use of Unmanned Aerial Vehicles (UAVs), commonly called drones has been rising in wildlife management and anti-poaching. Botswana has been slow in the use of UAVs and relying exclusively on foot-based patrols. The surge in poaching incidents in the last 5 years suggests that troops need to be placed more strategically into areas targeted by poachers. Such an approach requires prior knowledge of the areas poachers are targeting through both intelligence information and scanning with UAVs. UAVs have also been effectively deployed in game reserves in South Africa to stimulate rhinos to flee from potentially dangerous areas (Penny, et al., 2019).

Detection of wildlife crimes has also been facilitated through other government agencies such as Ministry of Agriculture and Food Security (MAFS), Botswana Unified Revenue Services (BURS), Civil Aviation Authority of Botswana (CAAB), and Department of Immigration and Citizenship (DIC) during regular patrols, searches and inspections.

5.2.2.2 INVESTIGATION

Investigation of wildlife crimes follows once law enforcement agencies have detected or been informed of a possible offence. All offences are reported to the police where an investigating officer is appointed to collate the necessary evidence, identify charges deriving from various laws and prepare a docket for assessment by the DPP. Specialised units for investigating wildlife crime are weak at district offices thus compromising the rigour of investigations. The multi-faceted nature of wildlife crimes also requires specialised investigators who can develop skills in these areas. General police officers tend to struggle with wildlife cases.

Capacity for investigation remains a challenge in all law enforcement agencies. Training of wildlife investigators is a dire need, requiring that law enforcement agencies collaborate on capacity building and provision of the necessary equipment and systems for effective investigations.

5.2.2.3 COLLECTION AND HANDLING OF EVIDENCE

Collection of evidence starts with an officer who receives and acts on a report about a possible wildlife crime. Before a case can be handed over to the police, the officer needs to collect all the evidence found at scene of crime (including exhibits) and be in a position to present such evidence before the court.

Challenges relating to collection and handling of evidence include inadequate experience of officers collecting evidence and inappropriate handling and storage of exhibits. Where electronic evidence has been collected, the procedures stated in the Electronic Records (Evidence) Act 2014 have not been fully followed and such omissions leading to the evidence not being admissible in court. Shortage of equipment such as cameras also reduces the quality of the evidence as everything has to be reduced to writing.

5.2.2.4 TRIAL

Court trial is the final stage of a lengthy process of investigation, including identification parades, interviews with witnesses and accused persons, pre-trial conferences, case management conferences and post-charge conferences. The built-up to a court trial is a result of coordination between various agencies including expert witnesses and forensic facilities. Attendance at trial is important for both prosecutor and Investigating Officers. Future successes in court trials depend largely on coordination and pre-trial conferences between investigation and prosecution. Pre-trial conferences are important in establishing that all evidence required for the trial is available, all witnesses are aware of the trial date and able to attend, the needed translation has been requested and confirmed, exhibits are ready for presentation to the court and that due considerations for bail have been noted.

Strategic intervention for ensuring effective trial management will require regular training and review of operation procedures and manual for investigating officers and other law enforcement agencies.

5.2.3 IMPROVING THE JUDICIAL SYSTEM

Magistrates handle a broad array of cases, including wildlife-related cases. The concepts associated with wildlife crimes differ from concepts related to personal property such as livestock and money or human bodily injuries. Wildlife crimes represent a threat to biodiversity which is a global asset held in trust by the country. While many cases brought before the courts have been found to be of possession of wildlife trophies (horns, skins, scales, tails, teeth, etc.) each of those represents killing or injury of a wild animal, at times a globally threatened species such as pangolin. The wider implications of wildlife crimes on local and national economies and on biodiversity loss are rarely articulated in courts.

Previous interventions to create awareness within the judiciary about wildlife crimes have been reported as effective but lacked continuity due to limited funding. The NAPS needs to consider more cost-effective ways of continuing the awareness workshops and information packages that illustrate the broader context of wildlife crimes.

Wildlife Crime dedicated courts have been established in countries such as Tanzania and have proven effective in enabling magistrates to focus on wildlife crimes. This specialisation of courts for wildlife crimes represents a strategic intervention towards combating wildlife crimes and is to be pursued during the NAPS 2024-2029.

5.3 BORDER CONTROL AND CUSTOMS

Illegal Wildlife trade is an international trade and thrives because of the porosity of many of the borders within both the sources and consumer countries. Some of the illegal wildlife products travel through gazetted borders (by road and air) while some cross at non-gazetted points. The task of controlling non-gazetted points is immense and is not the responsibility of just one agency. Agencies with an interest in securing Botswana's borders include the following; Department of Immigration and Citizenship, Botswana Unified Revenue Services, Civil Aviation Authority, Botswana Police Service, Directorate of Intelligence and Security Services, Botswana Defence Force, Department of Wildlife and National Parks, Department of Veterinary Services, and Department of Crop Production. Collaboration between agencies is listed by UN Counter Terrorism Centre (UNCCT) as one of the Good Practices in Border Security (UNCCT-GCTF, 2016). Regular and focussed training has been noted by several anti-poaching partners as effective in improving the capacity of officials involved in border controls. Considering the number of agency guidelines that the customs officials need to consider in the course of discharging their duties, and the evolving state of such guidelines, the following needs to be implemented to improve

efficiency and precision;

- Regular training and refresher programmes on basic immigration and customs procedures,
- Automation and electronic systems for permits, implemented by the various permit-issuing agencies,
- Linking permit system with the customs and immigration system to enable up-to-date information about the permits issued and their prescriptions.

Automation will reduce fraud in the various permit systems. Nearly all permits, except for road transport, flight plans and passport control are managed manually and thus presenting a high risk of fraud and forgery.

Non-human detection mechanisms have been deployed throughout the world to help customs officials. These include scanners for various types of goods, scales and sniffer dogs. These remain supplementary and not replacements to human rigour. There already exist scanners, scales and sniffer dogs in selected ports of entry but a lot less than what is presently required. Strategic intervention will require coordination in planning and budgeting for extending detection infrastructure, electronic licencing and staff training. UNDP has one of the global best practices in staff training using online self-paced courses which, in consideration of the Covid-19 pandemic, reduce the need for travelling and physical meetings.

5.4 COMBATING WILDLIFE CRIME RELATED MONEY LAUNDERING

The illegal wildlife trade often involving high value species like elephants and rhinoceros generates substantial illicit profits, which criminals attempt to integrate into the legitimate financial system through money laundering. The NRA 2022 highlighted the convergence of wildlife crime with money laundering as a growing concern. The report identified several risks and vulnerabilities associated with wildlife trafficking:

5.4.1 HIGH VALUE OF ILLICIT WILDLIFE TRADE: Botswana's rich biodiversity, particularly its large elephant population, has made it a target for transnational criminal networks involved in the poaching and trafficking of wildlife products. The illegal trade in wildlife generates significant illicit profits, often channelled through complex money laundering schemes.

5.4.2 USE OF SHELL COMPANIES AND INFORMAL CHANNELS: The NRA found that wildlife traffickers frequently use shell companies, informal money transfer systems, and cross-border smuggling routes to conceal the proceeds of their crimes. These methods make it difficult for law enforcement to trace financial flows and dismantle criminal networks.

5.4.3 VULNERABILITIES IN THE FINANCIAL SECTOR: Botswana's financial institutions, while generally compliant with Anti-Money Laundering (AML) regulations, were found to have some vulnerabilities, particularly in detecting suspicious transactions linked to wildlife crime. Limited awareness of the scale of wildlife crime as a money laundering predicate offense contributed to this gap.

5.4.4 LACK OF SPECIALIZED FINANCIAL INVESTIGATIONS: The report noted a lack of expertise and resources within law enforcement agencies to conduct financial investigations into wildlife crime, which hinders efforts to track illicit financial flows and recover proceeds from wildlife trafficking.

5.4.5 RECOMMENDATIONS FROM THE NATIONAL RISK ASSESSMENT

In response to these findings, the NRA recommended several actions to combat wildlife crime and its link to money laundering. These recommendations form the basis of the strategic objectives of the NAPS 2024-2029:

1. **Strengthen Inter-Agency Collaboration:** A critical recommendation was the need to enhance coordination between the Financial Intelligence Agency (FIA), law enforcement agencies, and conservation authorities. This collaboration will be essential for sharing intelligence, conducting joint investigations, and pursuing the recovery of illicit proceeds.
2. **Capacity Building for Financial Investigations:** The NRA emphasized the need to build the capacity of law enforcement agencies to conduct financial investigations. This includes specialized training on tracking financial flows, asset recovery, and the use of financial intelligence to dismantle wildlife trafficking networks.
3. **Awareness Raising in the Financial Sector:** The report recommended that financial institutions be sensitized to the risks of wildlife crime and trained to identify suspicious transactions linked to wildlife trafficking. This will be done through increased collaboration between the FIA and the banking sector, ensuring greater vigilance in monitoring wildlife crime-related transactions.

5.5 FINANCIAL SUSTAINABILITY

Financing of anti-poaching is a huge challenge in many countries. Anti-poaching is an investment not only to citizens of the source country here anti-poaching takes pace but also to the global community as biodiversity has global benefits. Botswana is reputed for her high investment per unit area of protected area compared to many African countries. Despite such acclaim, the challenges of poaching and illegal wildlife trade far outweigh the current investments. Coordination and partnership between government and private sector and between government and international partners has become more crucial.

Increasing donor interest in combating IWT has seen the Global Environment Facility (GEF) expand its portfolio to include IWT, providing over US\$131 million to cover 19 countries in Africa and Asia with a target of US\$704 million by 2024 (World Bank, 2016). As shown in Figure 04 below, the level of annual funding commitment from donors on combating Illegal Wildlife Trade has been rising over the years.

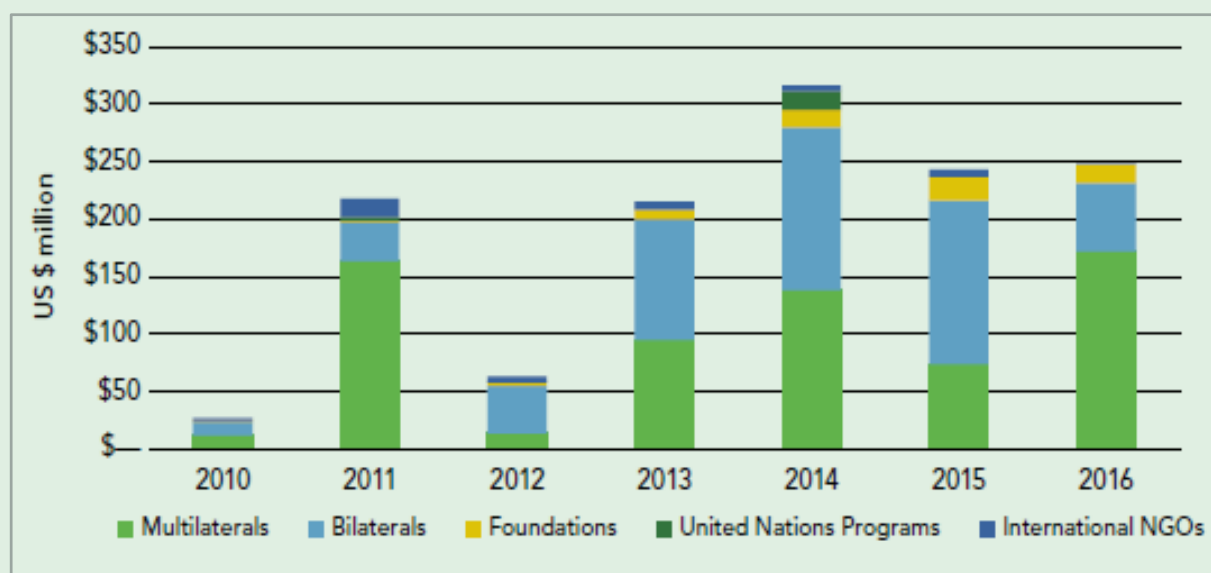


Figure 5-7: Annual IWT Commitments Amounts (in US\$) between 2010 and 2016.

A 2019 review of biodiversity financing solutions for Botswana (Van Zyl, 2019) identified a range of solutions for increasing biodiversity financing in Botswana, among which the most relevant to combating illegal wildlife trade are (i) adjustment and retention of fees to protected areas, (ii) CBNRM and (iii) Green Climate Fund, totalling BWP478 Million between 2019 and 2028. These figures do not include benefits from the proposed establishment of a parastatal for management of protected areas, biodiversity offsets from Environmental Impact Assessments, Ecotourism Certification and certification system for beef products and commercial use of invasive species.

Other possible financing for supporting anti-poaching work include legal trade in wildlife products, various levies associated with transport (land and air), customs and international trade. Levies would reduce wildlife-related offences in these sectors. Botswana raised about US\$1.6million in 1999 and US\$7.1million in 2008 from the legal sale of 17,300Kg and 43,682.91Kg of ivory, respectively. These funds were used to establish a Conservation Trust Fund (CTF). Over the years, the CTF has supported CBNRM, reducing human-wildlife conflict and financing non-military anti-poaching work within law enforcement agencies.

Strategic actions for enhancing the financing of anti-poaching will need to draw from a deeper analysis of the economic landscape and legal trading in wildlife products. Long-term partnerships with private sector in tourism and game ranching will also contribute to sustainability of anti-poaching work. These are explained in more detail under **6.6 STRATEGIC OBJECTIVE 6: HARNESSING RESOURCES FOR ANTI-POACHING, page 56.**

5.6 COORDINATION AND STAKEHOLDER ENGAGEMENT

Coordination of the implementation of the NAPS is the responsibility of the Department of Wildlife and National Parks (DWNP) under the Ministry of Environment, Natural Resources Conservation and Tourism (MENT). Two levels of coordination are envisaged based on the nature of anti-poaching work which are:

- a) DWNP will assume the overall coordination of all activities associated with anti-poaching and combating illegal wildlife trade; and
- b) A second tier of coordination will be through sub-committees dealing with various aspects of the strategy such as Law Enforcement, CBNRM and Human-wildlife Conflict, Trade and Border Controls, Research and Public Awareness, and Financing and Sustainability.

Implementation of various elements of the NAPS will be tasked to specific agencies based on mandate and commitment. It is envisaged that numerous Memoranda of Understanding (MoUs) will emanate from the NAPS defining the roles and responsibilities of agencies.

6. PROGRAMME GOAL AND OBJECTIVES

The NAPS 2024-2029 is intended to reduce levels of poaching and illegal wildlife trade to a degree they do not threaten existing biological diversity. The goal of the strategy is thus “to reduce the levels of poaching and illegal wildlife trade by 25% (based on 2019 record of 171 incidents) within Botswana by 2029”. Specific objectives for achieving this goal are listed and explained below.

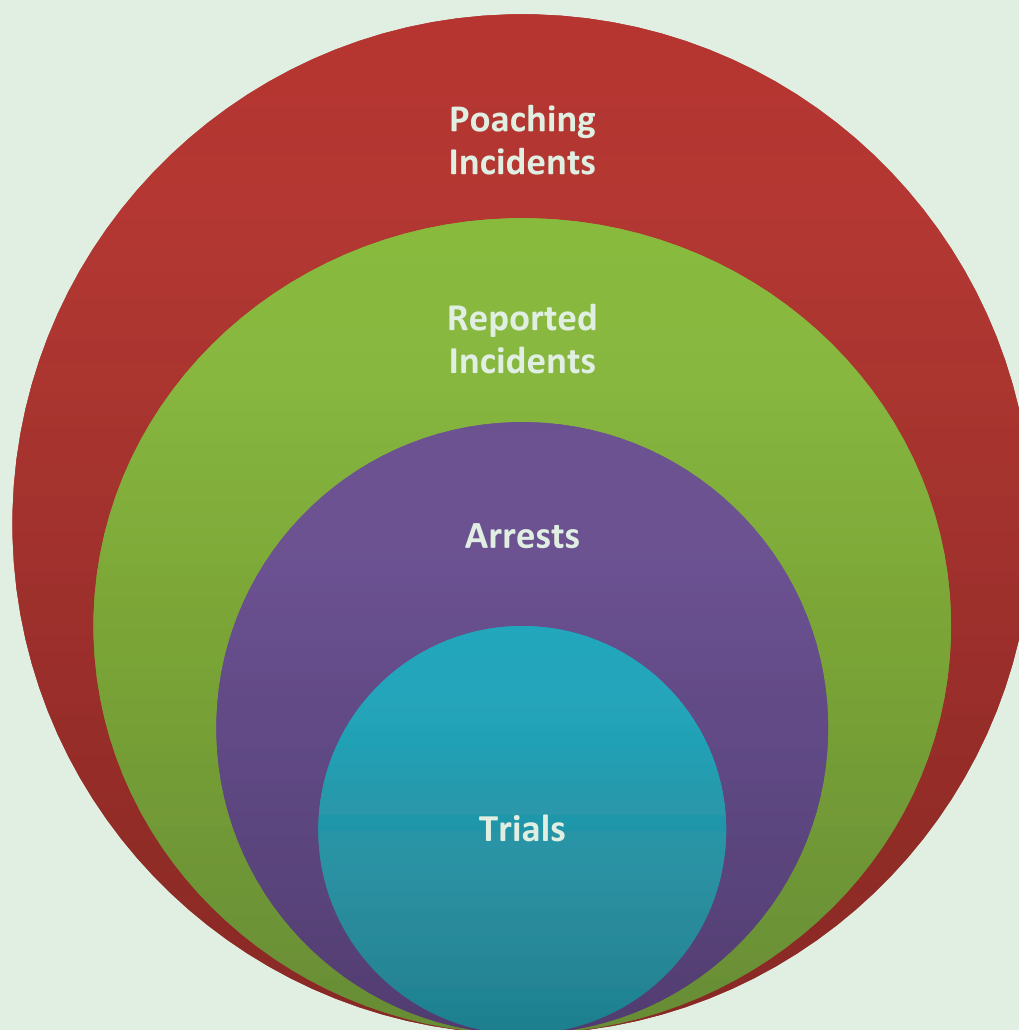


Figure 6-1: Relationship between poaching incidents, arrests and trials.

- Facilitate enforcement of all applicable laws to combat poaching and illegal wildlife trade, based on the relationship between incidents, arrests and trials as depicted in below, **with arrests** rising by 25% by mid-term, **success rate of trials** rising by 30% and **poaching incidences reduce by 20% by arrests** against poaching incidents rising by 25% by mid-term
- success rate of **trials** rising by 30%
- poaching **incidences reducing by 25% from 171 in 2019 to 128 by 2029;**
- Promote increase in **benefits from wildlife and equitable distribution** to local communities and the wider society, with number of Community-Based Organisations

rising by 15% in all districts, CBO incomes rising by 45% and 10% from non-wildlife products and wildlife products respectively, and number of new jobs;

- Reduce human-wildlife conflict to levels that **incentivise coexistence with wildlife by local communities** with crop damage reducing by 40%, livestock predation by 40%, damage to property by 15%, wildlife killed in defence of property reduced by 25% and human deaths from wildlife by 80%.
- Improve **trade and border controls** to reduce illegal trafficking of wildlife products with number of arrests rising by 15% in the first 2 years; and reducing to 2019 levels.
- Support **continuous generation of new knowledge** on drivers and impacts of illegal wildlife trade and the uptake of new knowledge into policy and human behaviour, with a minimum of 5 peer-reviewed/technical publications and associated policy briefs by mid-term, 4 features stories per annum on national television and on radio on illegal wildlife trade and monthly IWT features on social media and e-news bulletin, 4 radio jingles on IWT per annum; and
- Continuously seeks creative ways of **harnessing resources to support anti-poaching**, including establishing a Local Philanthropy Fund, a special funding window in the National Environmental Fund (NEF) for Combating IWT and replenishment of the Conservation Trust Fund (CTF) by 2029 with a collective value of BWP10 Million.

The strategy logical framework (Annex 0 1, page 82) links the strategy goal and the outcomes listed above. It further describes what success will look like at various stages of the strategy implementation. The framework also identifies partners responsible for the attainment of the outcomes. Targets for the NAPS 2024-2029 are set as a percentage of the baseline because of lack of baseline data at the time of preparing the strategy. Relative targets allow for a baseline to be determined at the start of the NAPS 2024-2029 implementation.

6.1 STRATEGIC OBJECTIVE 1: REDUCED POACHING & IWT LEVELS BY ENFORCING APPLICABLE LAWS

This strategic objective is about combating poaching and illegal wildlife trade at every stage of the chain, commencing with unlawful entry into protected areas, trapping, hunting and other harvesting exercises, transporting of wildlife products, sale of wildlife products, exporting, sale and use of proceeds from illegal wildlife trade. To achieve the level of success, the NAPS is targeting a 25% increase in arrests by NAPS 2024-2029 mid-term, success rate of trials rising by 30% at mid-term and poaching incidences reducing by 25% from 171 in 2019 to 128 by 2029. The following elements need to be in place to achieve this objective; competent workforce with clear roles and responsibilities, equipment and consumables needed for various operations, responsive laws and regulations, and low levels of corruption. These are depicted in Figure 6-2 below;

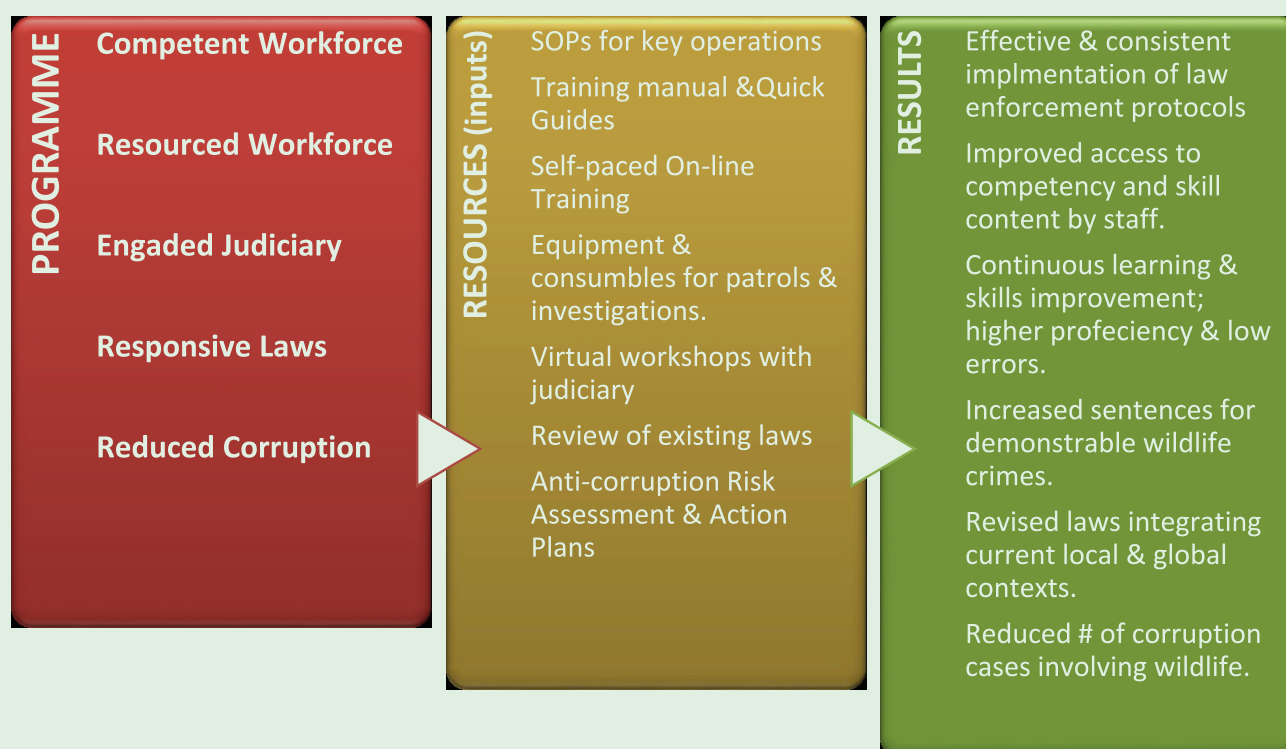


Figure 6-2: Outcomes, Resources and Outputs of Strategic Objective 1 - Enforcing Laws to Reduce Poaching and Illegal Wildlife Trade

Developing capacity of staff involved in various parts of the illegal wildlife trade chain is important and needs to cover training, mentoring and accountability. Low success rate of cases points to low capacity in investigation and evidence handling. A regular on-line training programme implemented for all cadres starting with the patrol teams who need to be vigilant in searches and collecting initial evidence, to investigating officers who need to meet all requirements for proving the occurrence of an offence. Such training would cover all agencies involved in anti-poaching, including those indirectly involved such as staff patrolling veterinary disease control fences.

Lack of resources for patrols and investigation have also led to low trial success. Patrols require vehicles, boats, drones, uniforms, navigation equipment, firearms and ammunition, rations, medical equipment and communication equipment. These are rarely in adequate supply for a number of reasons including procurement lapses, funding and wrong specifications. It is envisaged that various agencies will use their comparative advantage to collectively contribute to the required equipment pool. Partnerships with the private sector for such support in resourcing patrol teams has proved invaluable in other countries. The NAPS invites private sector companies involved in various businesses to contribute to the pool of non-military equipment.

Activities associate with crime investigation have in the past also suffered from lack of resources. Low numbers of trained investigators have been the biggest challenge and others have included lack of evidence-collection tools such as still cameras, video cameras, voice recorders, ballistics testing equipment, wildlife forensic facilities, suspect identification facilities and storage of

perishable exhibits. The NAPS aims to improve availability of facilities for efficient investigations and collection of evidence.

The judiciary forms an important link between the application of law and wildlife crimes. Wildlife crimes are relatively new in the field of criminal law and the impact of the crimes are not directly related to persons or the state. The connection to biodiversity and threat of species is not obvious. Previous initiatives in raising awareness about the link between wildlife crimes, biodiversity and the global loss of ecosystem services are reported to have created an impetus for sterner fines and longer prison terms. The transnational nature of IWT also makes a compelling case for more rigor in discussing bail applications as many of the crimes involving globally threatened species involve foreigners and money transfers thus requiring extradition and Profits of Crime treaties. These challenges will also be highlighted in arrest and investigation training.

Due to the multi-faceted nature of illegal wildlife trade, a responsive legal framework is important in combating the trade. A multiplicity of agencies involved in combating IWT, each with a specific law, calls for coordination in investigation, arrests and trials. The NAPS will endeavour to constantly review of factors that impact on the application of laws governing the combat of illegal wildlife trade. The UN Conventions represent one set of numerous constantly changing factors. Each convention holds a Conference of Parties (CoP) based on a cycle different from others conventions, at which CoP decisions made may require countries to adjust the national laws accordingly.

Corruption has been reported as one of the inhibitors of justice against wildlife crimes. Part of Botswana's success in combating illegal wildlife trade may be attributable to relative low levels of people living in abject poverty and relatively low levels of corruption. The NAPS takes a proactive approach by working with the various agencies to prevent corruption in the anti-poaching chain. The DCEC supports government agencies in assessing anti-corruption risks and developing actions plans to manage the risks. While this support has in the past been driven by the demand of the agencies, the NAPS will work with the DCEC to have the assessments done in all agencies involved in anti-poaching and combating illegal wildlife trade.

6.1.2 INTERNATIONAL COOPERATION/INFORMATION EXCHANGE

A considerable part of IWT is transnational. It is therefore crucial to open and improve channels for cooperation (joint investigations & information exchange) with other countries especially neighbouring ones and those that are common destination for illegally traded wildlife. This will assist in investigations on poaching and IWT as a predicate crime, and parallel investigations on related domestic and international financial flows (money laundering).

Partners for this initiative may include MIAC, DWNP, financial regulators, investigatory and prosecution authorities as well as their counterparts in identified relevant countries. Exploiting regional and international intergovernmental organizations especially those that Botswana is a member of would be beneficial.

6.2 STRATEGIC OBJECTIVE 2: INCREASING BENEFITS FROM CBNRM AND THEIR EQUITABLE DISTRIBUTION

This strategic objective is about increasing benefits from CBNRM and their equitable distribution to local communities and the wider society, with number of Community-Based Organisations rising by 15% in all districts, CBO incomes rising by 45% and 10% from non-wildlife products and wildlife products respectively; including a rise in household incomes by 20%. CBNRM is aimed at improving nature conservation and rural development goals. The NAPS will increase benefits from CBNRM as a means of incentivising local communities to support anti-poaching work and invest the proceeds of CBNRM in nature conservation. As demonstrated in other countries in the sub-Saharan Africa, poverty and corruption contribute to rising poaching levels. By increasing both the benefits and their effective distribution to beneficiaries, CBNRM stands to reduce poaching levels in Botswana.

Accepting that Big-5 tourism ventures may not be available in all parts of the country but rather limited to the northern parts where there is permanent surface water, the NAPS will leverage other natural resources as espoused in the National CBNRM Policy, to improve community benefits from natural resources. The National CBNRM Policy provides for local communities to acquire user rights for abiotic elements of the environment such as sand, clay, stones and water for use in enterprises that generate income and create jobs. Very little has been done in Botswana about these resources despite their potential to support CBNRM in parts of the country where Big-5 tourism is not viable. The following elements will be achieved through this objective; (i) increase in number of communities engaged in CBNRM in all districts, (ii) CBO incomes will rise by 45% by mid-term in communities that utilise abiotic resources and by 10% in communities that utilise biotic resources (wild plants and animals). These will be achieved through assessment of natural resources in the various districts; mobilising local communities around identified natural resources into representative, accountable and legal entities; facilitating preparation of resource management plans, acquisition of land rights and natural resources rights; establishing enterprises for economically efficient use of natural resources; and reinvesting in the community's human development programme. These elements are depicted in **Figure 6-3**

6.2.1 ASSESSMENT OF NATURAL RESOURCES IN THE VARIOUS DISTRICTS

Natural resources within each district will be assessed and communities within those areas identified. This process is a coordinated effort between the various government agencies at the district level under the guidance of the TAC.

6.2.2 MOBILISING LOCAL COMMUNITIES AROUND IDENTIFIED NATURAL RESOURCES

Communities within areas where natural resources of commercial potential have been identified will be facilitated to form a CBO as an entity to request for land and resources-use rights for the said resources. The presently skewed distribution of CBOs is noted and the strategy will target more CBOs formed in the other districts with an already low number of CBOs.

6.2.3 PREPARATION OF RESOURCE MANAGEMENT PLANS

Management Plans for natural resources identified will be prepared by the respective TACs with support from external experts. These plans will state the resources' extent, commercial exploitation and sustainable harvest levels. The plans will also elaborate the community benefits from the exploitation of the resources.

6.2.4 ACQUISITION OF LAND AND NATURAL RESOURCES RIGHTS

Based on the management plans, CBOs will be facilitated to apply for land rights from the respective tribal land boards. The same management plans will be used to apply for resource-use rights from the respective government agencies. In the case of sand, clay, stones, gravel and other abiotic resources, the licences will emanate from Department of Mines. The strategy is about conservation of fauna and flora. The inclusion of abiotic natural resources is primarily to generate community-level benefits that be used to leverage a more extensive conservation and community development agenda. This is especially important in areas on low wildlife densities where photographic and hunting tourism are economically marginal.



Figure 6-3: Outcomes, Resources and Outputs of Strategic Objective 2 – Increasing Benefits from CBNRM and their Equitable Distribution.

6.2.5 ESTABLISHING ENTERPRISES FOR ECONOMICALLY EFFICIENT USE OF NATURAL RESOURCES

In partnership with LEA, CBOs will develop business plans for the commercial exploitation of the identified resources. The plans will also identify areas of community development investment such as diversification from non-renewable resources, promoting education and access to housing, energy, water and sanitation.

6.2.6 REINVESTING IN THE COMMUNITY'S HUMAN DEVELOPMENT PROGRAMME

A community investment programme goes beyond just the management and use of natural resources. It is the integrated development plan of the village, encompassing all sectors and their targets. Such a programme defines community priorities in health, education, transport, food security, trade, culture, housing and nature conservation.

The success of such a programme will go a long way in reinforcing the relationship between nature conservation (including anti-poaching) and human welfare.

6.3 STRATEGIC OBJECTIVE 3: REDUCE HUMAN-WILDLIFE CONFLICT TO LEVELS THAT INCENTIVISE COEXISTENCE WITH WILDLIFE

This strategic objective is about reducing human-wildlife conflict to levels that incentivise coexistence with wildlife by local communities by reducing crop damage by 25%, livestock predation by 40%, damage to property by 25%, wildlife killed in defence of property reduced by 40%, and human deaths from wildlife reduced by 80%. Achieving these targets requires collaboration between various agencies in government, civil society and private sector. Key elements of such a response are explained below and depicted in **Figure 6-4**.

6.3.1 IMPROVED RESPONSE RATE AND MONITORING

The rate of response by the Problem Animal Control Unit (PAC) will be improved by equipping the unit with vehicles and trained staff for assessment of damages and processing of compensation to be done in a timely manner. The NAPS is targeting a response time of 24 hours. Shortage of vehicles is often a stumbling block to achieving a shorter response time. Other viable options include establishing community-based PAC teams that record incidences and conduct assessments for DWNP to confirm upon arrival. This will greatly enhance the quality of evidence as it will be recorded while still recent and undisturbed. The use of photographs is also rarely used despite its benefits of capturing the scene as it is without relying only on verbal descriptions. Other options for managing compensation should be considered, including privatisation or community-based management.

6.3.2 PREDATOR-PROOF KRAALS

Predator-proof kraals have been tried in a few villages in Botswana and more extensively in other parts of southern Africa. These will be extended to ensure every village has a

minimum of one demonstration predator-proof kraal and at-least four trained artisans. Four artisans will be trained in each village on construction of predator-proof kraals. A target of four artisans is based on lessons from previous skills development programmes in rural Botswana wherein the skilled community members leave the village to market their skills in urban centres. This rural-urban skills drain has been demonstrated in CBNRM when community members had been trained in bookkeeping and other skills. Other times there may be less than four due to illness or family commitments. Monitoring of the effectiveness of the kraals also needs to be conducted in a systematic way to inform future adaptations of the designs.

6.3.3 HERDING

Human presence during grazing has proved effective in many countries where it is done consistently. This also ensures that livestock is returned to kraals to spend the night in safety, prevent stock theft and illegal hunting (Heermans, et al., 2021). The effectiveness of predator-proof kraals in reducing livestock predations requires that livestock are herded back into the kraals for the night (Weise, et al., 2018). The NAPS is targeting to facilitate group herding wherein livestock are grouped together under the protection of 2 herders and there would be 4 herders in each village. The herding costs would be covered by participating livestock owners. The principle of Herding for Health (H4H) has been piloted in several countries in Southern Africa, including South Africa (GDSA and CSA, Undated) and Botswana and showed promising results (Heermans, et al., 2021). Assessment of livestock predation in the Okavango panhandle (northern Botswana) (LeFlore, et al., 2019) showed that most livestock predation was taking place in the veld and less in kraals hence the need for herding as a means of reducing livestock predation by wild predators. Case studies from Zimbabwe and Kenya have demonstrated that herding reduces mortality by as much as 90% (Nyoni & Williams, 2008).

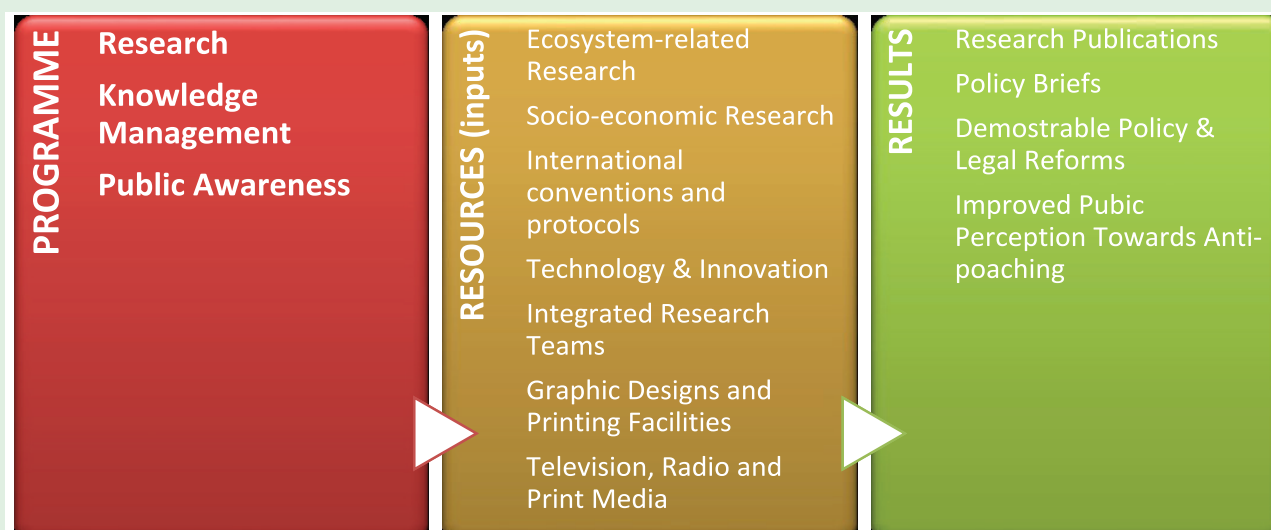


Figure 6-4: Outcomes, Resources and Outputs of Strategic Objective 3 – Reducing Human-wildlife Conflict to Levels that Incentivize Nature Conservation by Local Communities.

6.3.4 FENCING OF CROP FIELDS

Fencing of crop fields has also been piloted in some localities under various projects. The results will be consolidated and replicated in crop-raiding hotspots. According to DWNP unpublished data on human wildlife conflict, of the ten administrative districts in Botswana, South East district had the highest levels of crop damage by wild animals, followed by Ngami land and North East (see Figure 6-5 below). The NAPS will, through its partner agencies (DWNP, DCP and DAP) target improving the use of fencing and relocation of vulnerable fields.

Planting of less desirable but high-value crops will be considered based on pilot studies from other countries within the southern African region.

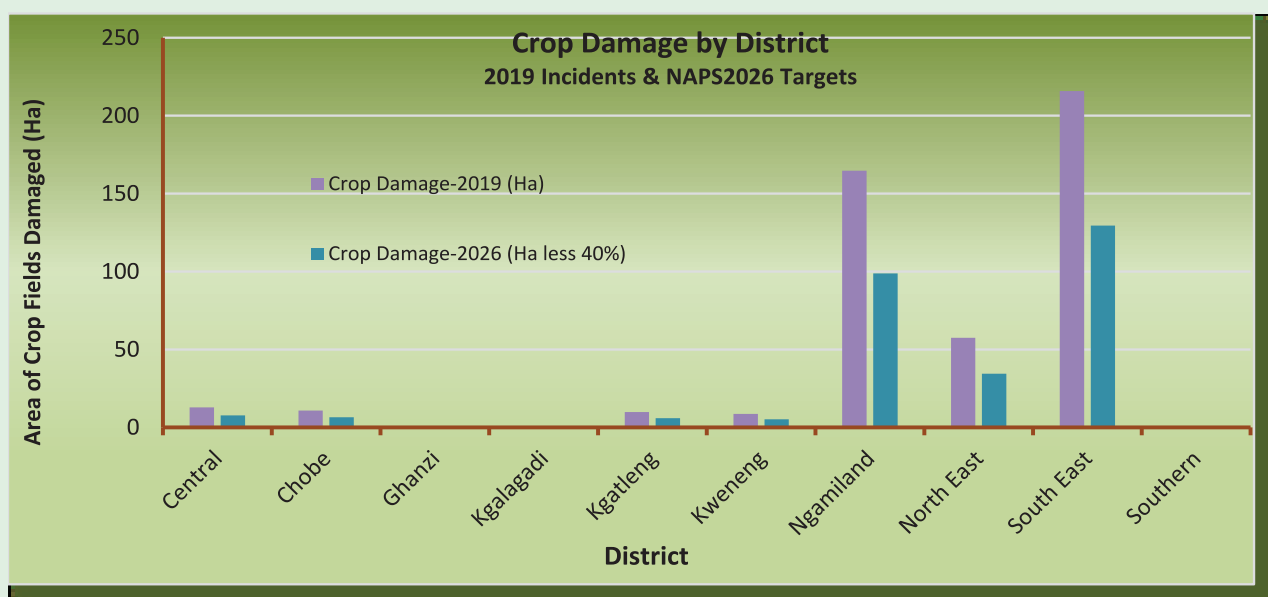


Figure 6-5: Crop damage in different districts in Botswana during 2019 and the target for NAPS 2025-2030.

6.4 STRATEGIC OBJECTIVE 4: IMPROVE TRADE AND BORDER CONTROLS

This strategic objective is about improving controls in trade and border to reduce illegal trafficking of wildlife products; with number of arrests rising by 15% in the first 2 years; and reducing to 2019 levels. The actions described below are intended to effect the change anticipated in this Strategic Objective. These are further depicted in Figure 6-6.

6.4.1 IMPROVED DETECTION SYSTEMS

Detection of offensive items at ports of entry is an important aspect of control. Border controls will establish a combination of machine-based detection, sniffer dogs and human interphase. Guidelines for prohibited items are dynamic and keep changing in response to laws and regulations. Constant awareness-raising for customs officials is a priority for the NAPS. Partner agencies will provide the content for such awareness raising campaigns. The use of sniffer dogs will be improved through shared kennel facilities, joint training between agencies using sniffer dogs and increased number of locations with kennels so that dogs do not travel long distances.

6.4.2 ELECTRONIC LICENCING & PERMIT SYSTEM

Ports of Entry deal with numerous permits and licences from all licencing and permit – issuing agencies. The said permits and licencing keep changing in content and format, making it difficult for customs officials to remain fully conversant. The use of hard-copy permits also make forgery easy to pass undetected.

An electronic permit and licencing system will ensure that permits remain unaltered and that fake permits carry no significance as they will not be part of the official database. Associated with each permit in the database will be guidance content on the nature of permissible items (including pictures and videos), thus making it easy for customs officials to determine the legitimacy of the items presented to them. Only a few of existing licences and permits have an electronic database. Majority of the permits are still issued as hard-copies.

6.4.3 CONTROL OF AIRFIELDS AND HIGHWAYS

A number of airfields are unmanned and present opportunities for trafficking of wildlife products as well as trafficking of people, weapons and drugs. While flight plans for use of unmanned airfields are filed telephonically (including over radio), there is no verification of cargo. The NAPS targets to have all airfields equipped with facilities for remote logging of both flight plans and cargo verification.

Highways also present opportunities for trafficking of wildlife products as well as trafficking of people and drugs. The rigor applied to determine nature of shipments imported is more than that for containers on transit. The NAPS targets to improve rigor in verification of transit containers despite their attracting no revenue for the transit country; mainly as a means of reducing trafficking of wildlife products, persons and drugs. The NAPS targets to support trucking companies in maintaining good trucking practices such as satellite tracking of trucks, sealing containers with temper-free seals once shipment is loaded, and sharing awareness material on the negative impacts of illegal wildlife trade.

6.5 STRATEGIC OBJECTIVE 5: RESEARCH, KNOWLEDGE MANAGEMENT AND PUBLIC AWARENESS

This strategic objective is about generating new knowledge on drivers and impacts of illegal wildlife trade, supporting the uptake of new knowledge into policy and human behaviour, with a minimum of 10 peer-reviewed publications and associated policy briefs by mid-term, 4 feature stories per annum on national television, 4 feature stories per annum on radio about illegal wildlife trade, monthly IWT feature articles on social media and e-news bulletin, and 4 radio jingles on IWT per annum. These elements are described below and depicted in **Figure 0 9**.

6.5.1 RESEARCH

The dynamic nature of poaching and illegal wildlife trade demands that there be a constant generation of new knowledge to identify patterns of poaching, trafficking and markets. These three aspects change over time and spatially responding to risk factors associated with anti-poaching and to socio-economic dynamics such as poverty levels in source countries and affluence in consumer countries. Changing levels of corruption in both sources and consumer countries also influence poaching and illegal wildlife trade patterns.

Research on human-wildlife conflict is also an important aspect because of the links between human-wildlife conflict and willingness by local communities to participate in anti-poaching. Botswana collects an extensive amount of data on human wildlife conflict through the compensation programme as victim's report damages by wildlife to DWNP for protection and compensation. The reports tend to be biased towards wildlife species for which there is compensation (LeFlore, et al., 2019). Such data is still useful in informing policy on the state of human-wildlife conflict and the effectiveness of various mitigation measures.

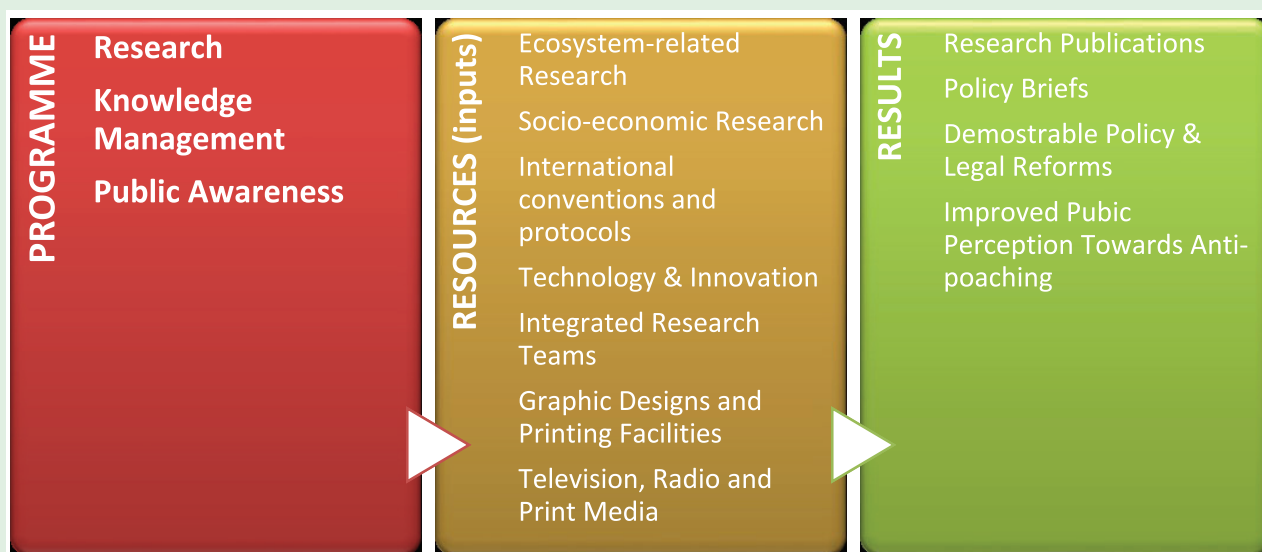


Figure 6-6: Outcomes, Resources and Outputs of Strategic Objective 5 –Research, Knowledge Management and Public Awareness.

Other elements of the research programme will include changes in ecosystem elements, particularly concentrating on species high in the poaching list. Forensic-related research will also be undertaken to contribute to the rather minute body of knowledge on wildlife forensics.

The NAPS targets 10 research publications by 2024 and an additional 20 by 2029, all covering various aspects of poaching and illegal wildlife trade, including CBNRM and human-wildlife conflict.

6.5.2 KNOWLEDGE MANAGEMENT

Knowledge generated through research will inform policy and various public awareness programmes. This element of the strategic objective aims to enhance the utility of research

and create impact. From each research publication, a poster series on key messages, a policy brief and media brief will be generated.

Because of the wide range of skills required in achieving effective knowledge management, the NAPS will bring together various partners within government, private sector, civil society and the United Nations system. The work of a number of international NGOs on anti-poaching and combating IWT has informed many of the strategic objectives in the NAPS 2024-2029. As part of promoting knowledge management within IWT, the NAPS 2024-2029 will foster partnerships on knowledge management with international NGOs.

6.5.3 PUBLIC AWARENESS

The public plays an important role in anti-poaching in terms of their whistle-blowing role and making household decisions that protect natural resources from illegal exploitation. The NAPS targets to have the general public informed about the status of natural resources and the threats presented by poaching and illegal wildlife trade to the ecosystem in general and specific species.

The link between illegal wildlife trade, human trafficking, drugs and arms trafficking and money laundering is a matter of deep public concern. Syndicates involved in trafficking of wildlife products will use their existing networks and infrastructure to pursue either of the trafficking acts and will cross-invest proceeds from one form of trafficking to another or even to several as a means of diversifying, reducing risks and responding to changes in demand.

The NAPS targets to have knowledge generated from research disseminated to the public through existing television, radio, social media and e-newsletters. This exercise draws on the collaboration between various agencies for content and dissemination.

6.6 STRATEGIC OBJECTIVE 6: HARNESSING RESOURCES FOR ANTI-POACHING

This strategic objective is about seeking creative ways to harness resources for anti-poaching, including establishing a special funding window in the National Environmental Fund (NEF) for Combating IWT and replenishment of the Conservation Trust Fund (CTF). These elements are depicted in Figure 0 10 below. Financial and technical resources for anti-poaching remain a challenge for many developing countries, which countries are also the source countries for many of the wildlife products traded illegally in markets of consumer countries. The primary sources of funding for Botswana's nature conservation programmes are domestic funds obtained through stiff competition between other sectors. Anti-poaching work is funded under the nature conservation category although other inputs are from other sectors whose work overlaps with

anti-poaching. Such single-source financing is risky and the present situation of Covid-19 is putting the sustainability of many government programmes to test.

The NAPS targets to diversify resources for anti-poaching to include local philanthropy, Corporate Social Responsibility (CSR) and Overseas Development Assistance (ODA). While local philanthropy are new sources for anti-poaching, ODA has a long history of supporting nature conservation work in Botswana, including anti-poaching work. Nature-based funding sources supporting nature conservation in Botswana are NEF and CTF. NEF is supported by proceeds from CBOs engaged in CBNRM enterprises and subletting their wildlands to private sector partners. CTF is supported by proceeds from the sale of ivory stockpile following CITES approvals of 1999 for 71,300Kg and of 2008 for 43,682.91Kg of stockpiled ivory to China and Japan.

6.61 FINANCIAL SUSTAINABILITY MECHANISMS

Financing for anti-poaching is expensive and complex to manage due to the multi-faceted nature of combating poaching and illegal wildlife trade. While numerous opportunities exist, many developing countries are unable to avail themselves of such opportunities. Some of the factors driving this lapse are (i) lack of resource mobilisation strategies within agencies leading the fight against poaching, and (ii) inadequate human resources and skills for managing the resource mobilisation portfolio.

The NAPS targets to establish a unit within DWNP dedicated to resource mobilisation. Such a team will undertake grants surveillance, compile a grants calendar and identify lead agencies to work with in preparing grant applications and implementation. Botswana's status as an Upper Middle Income Country (UMIC) causes it to be ineligible for many of the Call for Proposals but also has the comparative advantage of being able to mobilise co-financing where it is needed. While many of the Call or Proposals target non-state actors, especially NGOs, the Resource Mobilisation Team will still support the proposal development as the funds will contribute to the NAPS targets. The team will further harness the comparative strengths of the various NAPS partner agencies and their global partnerships through grants surveillance and grant proposal preparation.

Other efforts for enhancing sustainability include mobilisation of local philanthropy for nature conservation and anti-poaching, and private sector partnerships through CSR programmes. There are discussed in more detail in subsequent sections below.

6.61.1 LOCAL PHILANTHROPY

Local philanthropy draws on the goodwill of citizens to contribute financially and through technical skills to the conservation of Botswana's natural resources and more specifically, the protection of threatened species and ecosystems. Covid-19 may have affected disposable incomes of many families and individuals but there is still an opportunity for donations.

The challenge with philanthropy is less about obtaining donations but more about managing donation transactions, accounting for donations and producing the impact originally intended. Amongst the top five reasons why people do not donate are (i) lack of trust in philanthropic organisations and (ii) a belief that organisations do not make a positive difference (DataBridge Market Research, 2018). The NAPS targets to have at-least 2 philanthropy funds established for protection of threatened species and ecosystems by mid-term and an annual programme of at-least BWP1.5 Million by 2029.

6.61.2 CORPORATE SOCIAL RESPONSIBILITY PROGRAMMES

Corporate Social Responsibility (CSR) programmes are a set of activities established and financed by private sector companies to support community development. They also tend to be done only by large corporate bodies. The costs of running these programmes are high and may even exceed the value of the projects implemented. Management costs of CSR programmes make it prohibitive for smaller companies who may be interested in establishing CSR programmes.

The NAPS targets to support companies of various sizes in establishing CSR programmes with shared management costs

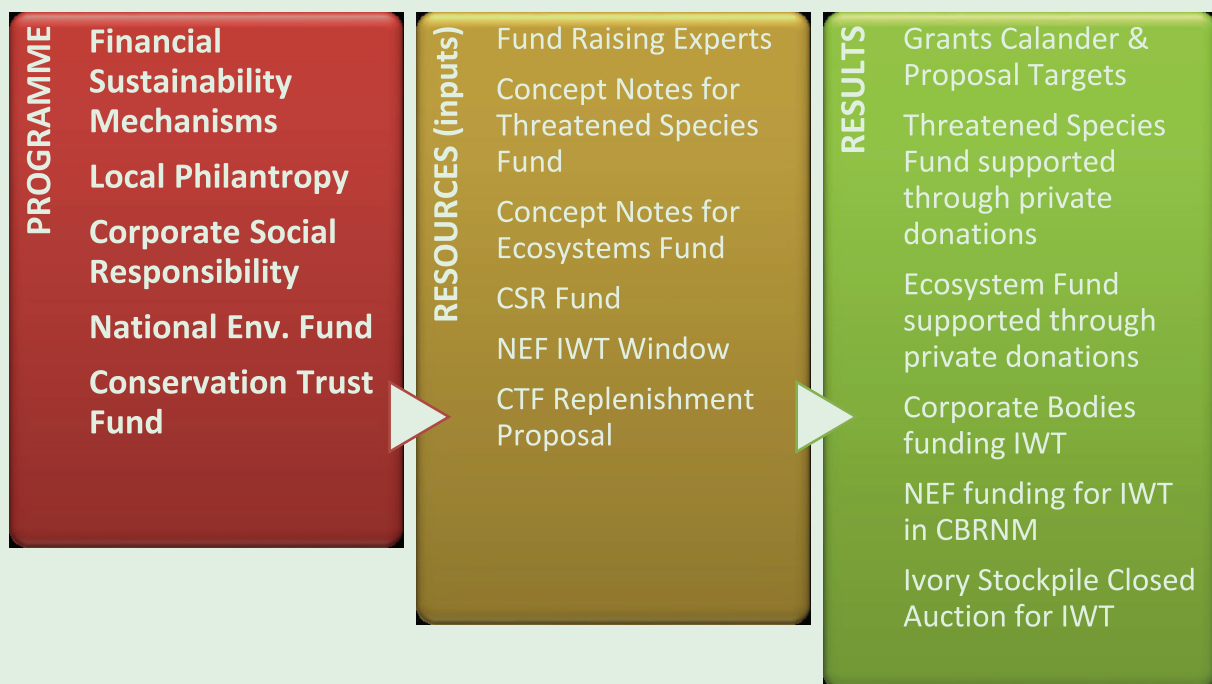


Figure 6-7: Outcomes, Resources and Outputs of Strategic Objective 6 – Harnessing Resources for Anti-poaching.

6.61.3 NATIONAL ENVIRONMENTAL FUND

The National Environmental Fund was established to support implementation of the CBNRM Policy. It is replenished through proceeds from CBOs that are leasing their wildlands to

private sector tourism companies. The fund is managed by a Board whose secretariat is the Department of Environmental Affairs. CBOs and NGOs can access the fund for natural resources related projects. Anti-poaching is part of the project portfolio of NEF. While local communities do not undertake armed anti-poaching patrols, they provide an oversight function of conducting monitoring patrols in their areas of jurisdiction, recording incidents of note such as signs of incursions, animal mortalities, and any other irregularities found during such monitoring patrols. These patrols are useful in deterring poachers but are limited by lack of funding. The NAPS targets to support CBOs and NGOs to access the NEF for anti-poaching work described above, including awareness raising.

6.61.4 CONSERVATION TRUST FUND

The Conservation Trust Fund was established following the successful CITES negotiations for Botswana to auction part of her ivory stockpiles. The fund has two windows; one for community development projects and another for conservation projects. The fund has not been replenished as subsequent CITES negotiations have been unsuccessful.

The NAPS targets to prepare a long-term public awareness campaign and research to enhance negotiations at CITES for another closed auction of ivory stockpiles. Specific work in public awareness campaign and research will be defined in the work programme of the Resource Mobilisation.

6.62 STRATEGIC OBJECTIVE 7: COMBATING WILDLIFE CRIME RELATED MONEY LAUNDERING

A Study conducted by (Financial Task Force) FATF on money laundering and illegal wildlife trade (2020) identified poaching and IWT as predicate offenses therefore, prompting the need for an enhanced understanding on the threat posed by IWT. For the purposes of combating money laundering, member countries are obliged to implement forty (40) recommendations to minimize the risks of money laundering. In the context of wildlife crimes, poaching (illegal killing of wildlife) has been identified as a high risk of money laundering.

In line with implementation of recommendation 1 of the Financial Task Force (FATF) where member countries are expected to effectively respond by putting in place stringent measures to combat money laundering, terrorism financing and proliferation financing, the NAPS 2024-2029 is aimed at ensuring that all law enforcement agencies adhere to the country's standards of mitigating the risk posed by money laundering.

Financial investigations (as well as asset recovery) are crucial in identifying sources of financial flows (criminal networks), reduce profitability relating to poaching and illegal

wildlife trade (IWT) leading up to prosecution using Anti Money Laundering /Counter Financing of Terrorism related laws i.e., Proceeds of the Instruments of Crime Act & Financial Intelligence Act. This is especially true for cases where wildlife and related products are illicitly traded across borders as such exchange involves financing of poaching activities as well as payments for killing, transportation, deliveries, etc. which often occurs through complex financial transactions (money laundering).

7. FINANCIAL, ADMINISTRATIVE AND GOVERNANCE GOALS & OBJECTIVES

Goals and Objectives on the governance, administration and financial sustainability of the NAPS are a distinct part of the strategy defining how the strategy will be implemented. They define what resources are needed to support the NAPS implementation. These Goals and Objectives include staffing and benefits, resource development, governance, planning and evaluation; public relations/marketing; infrastructure (i.e. technology, financial and information reporting, and facilities), and networking and collaboration.

The NAPS targets to achieve financial sustainability, effective coordination and inclusive governance structure for its implementation. These goals are described in more detail below. Lessons from the NAPS 2014-2019 point to some deficiencies in the coordination, financing and governance structures. Many of the important stakeholders within government were not included in the implementation. These were primarily the non-security agencies such as Ministry of Agriculture (Department of Crop Production and Department of Veterinary Services), Department of Forestry and Range Resources (DFFR) within MENT, Ministry of Finance and Economic Development, Ministry of Investment, Trade and Industry, and Ministry of Basic Education. The NAPS also defines staffing requirements for administration of the NAPS implementation based on the defined role of DWNP as the coordinating agency. Resource mobilisation targets are also defined to ensure that programmatic objectives outlined in Chapter 0 are met.

7.1 STAFFING REQUIREMENTS FOR ADMINISTRATION OF THE NAPS IMPLEMENTATION

Effective implementation of the NAPS requires adequate staffing for both the programme activities and administration of the NAPS implementation. Staffing requirements for programmes are covered in the respective Strategic Objectives with only enough detail to guide the appropriate agencies on what is needed to achieve specific outcomes. Department of Wildlife and National Parks (DWNP) is the coordinating agency for the NAPS. The department comprises of several divisions each with a part of its mandate contributing to the NAPS' Strategic Objectives. These are directly linked to the programmatic elements of the strategy and will be coordinated from the office of the Director of DWNP with all divisions reporting on specific elements of the strategy both relating to the core mandate of DWNP and to the coordination of specific sub-committees. The Law Enforcement Division will serve as the secretariat for the NAPS coordination within the DWNP and remain responsible for the strategic objective on law enforcement as other divisions will for their relevant strategic objectives.

The NAPS targets to have a multi-disciplinary team drawn from each of the divisions to coordinate various elements of the NAPS and reporting to a Deputy Director. Figure 0 11 below depicts the coordination structure based on the NAPS Strategic Objectives. Each division within DWNP has at-least two Strategic Objectives to contribute to. The Head of Division will thus be working with

other agencies outside DWNP in the delivery of outputs relating to that Strategic Objective. With each Strategic Objective driven by a Sub-Coordination Committee, a Head of Division from DWNP will serve as the secretariat for the sub-committee and report to a Deputy Director.

7.2 RESOURCES MOBILISATION

Harnessing resources for the NAPS is discussed in Section 0 - 6.6 Strategic Objective 6: Harnessing Resources for ANTI-POACHING, page 60, as a Strategic Objective. In the context of NAPS Coordination, the coordinating agency will establish a team to support various agencies in accessing various grants for anti-poaching and facilitate formation of CSR and philanthropy funds.

7.3 GOVERNANCE OF THE NAPS

The governance of NAPS 2024-2029 will be participatory; allowing the strategy implementation to harness the comparative strengths of various partners. The Ministry of Environment, Natural Resources Conservation and Tourism (MENT) will maintain links to various committees within government Performance Improvement Coordination Force, Rural Development Council, Natural Resources Technical Committee, Poverty Eradication Inter-Ministerial Coordination Committee, Parliamentary Committees and to Cabinet. The Director of DWNP will report to MENT based on the reports of the various sub-committees wherein each sub-committee oversees the implementation of one of the six Strategic Objectives. Sub-committees will each draw membership from agencies directly involved in the implementation of actions defined within the respective Strategic Objective. The Chairpersons of the Subcommittees will form the National Anti-Poaching Committee with possibility to co-opt additional members. The structure of the NAPS Coordination is illustrated in Figure 0 12. The NAPS Sub-committees are briefly described below.

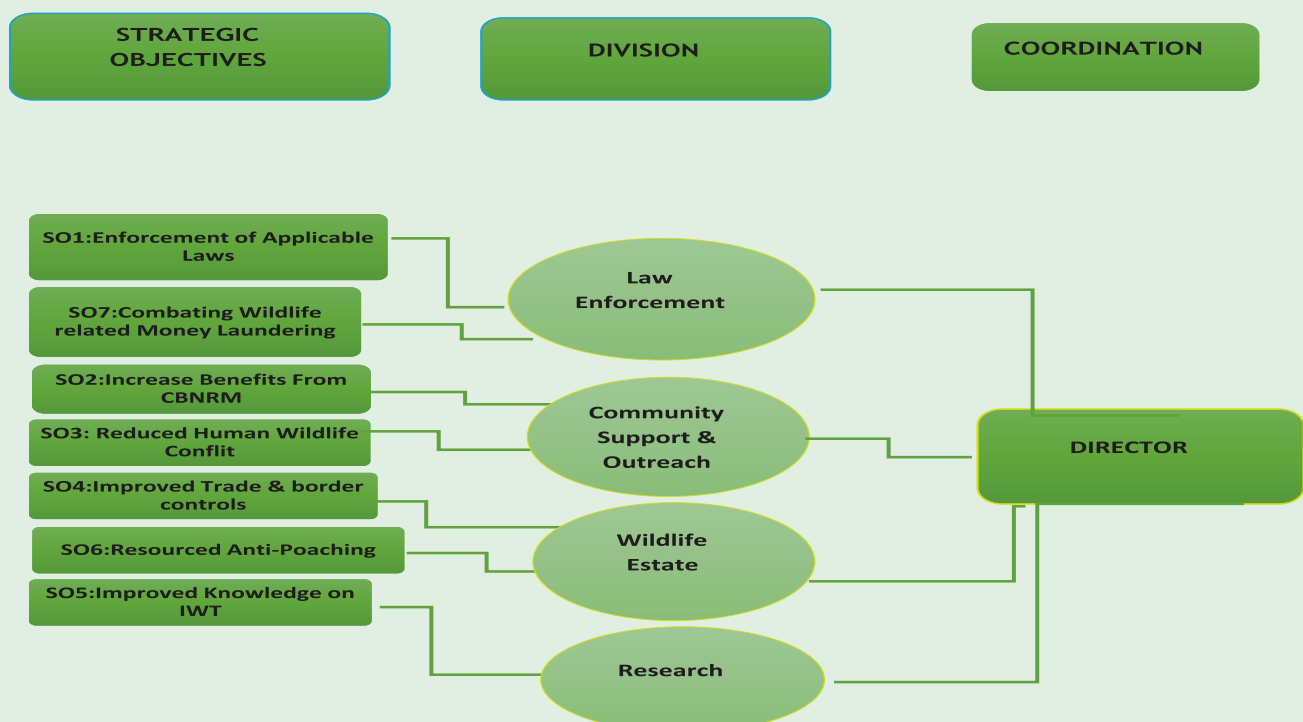


Figure 7-1: Links between NAPS Strategic Objectives and Divisions within the Coordinating Agency.

7.3.1 LAW ENFORCEMENT SUB-COMMITTEE

The sub-committee is responsible for implementation of Strategic Objective 1 and draws membership from law enforcement agencies. These include Botswana Police, Botswana Defence Force, Directorate of Intelligence and Security Services, Directorate on Corruption and Economic Crime, Directorate of Public Prosecution, Botswana Prisons Services and Department of Wildlife and National Parks (DWNP). DWNP will represent law-enforcement action undertaken by non-security agencies. The committee will select a chairperson and co-chairperson while DWNP will assume the role of a secretariat represented by the Head of Law Enforcement Division.

7.3.2 CBNRM SUB-COMMITTEE

The CBNRM sub-committee will comprise of agencies involved in CBNRM such as the CBNRM National Forum, Hotel and Tourism Association of Botswana (HATAB), Botswana Guides Association (BoGA), Botswana Wildlife Producers Association (BWPA), Department of Forestry and Range Resources (DFFR), Department of Mines (DoM), Department of Social Protection (DSP), Department of Crop Production (DCP) and Department of Animal Production (DAP), Department of Veterinary Services (DVS), Botswana Tourism Organisation (BTO), National CBNRM Coordinator, and Department of Rural Development. The committee will select a chairperson and co-chairperson while DWNP will assume the role of a secretariat represented by the Head of Community Support and Outreach (CSO) Division. The sub-committee will be responsible for the implementation of Strategic Objectives 2 and 3.

7.3.3 TRADE AND BORDER CONTROLS SUB-COMMITTEE

This sub-committee will draw membership from agencies involved in matters of international trade, transport (rail, air and road) and border controls. The sub-committee will be responsible for the implementation of Strategic Objective 4. The committee will select a chairperson and co-chairperson while DWNP will assume the role of a secretariat represented by the Head of Wildlife Estate Management Division. Frequent liaison with the Law Enforcement sub-committee will be crucial to ensure trends are noted and integrated into the programmes of the agencies whose mandate is linked to the Strategic Objective 4. Some of the government agencies involved in matters associated with this Strategic Objective are Botswana Unified Revenue Services, Civil Aviation Authority of Botswana (CAAB), Department of International Trade, Department of Immigration and Citizenship, Botswana Railway Services.

7.3.4 RESEARCH AND PUBLIC AWARENESS

The sub-committee on Research and Public Awareness will be responsible for the implementation of Strategic Objective 5 and will draw its membership from relevant agencies such as Statistics Botswana, BITRI, DFRR, media houses and academic institutions dealing with biodiversity. The committee will select a chairperson and co-chairperson while DWNP will assume the role of a secretariat represented by the Head of Research and Statistics Division.

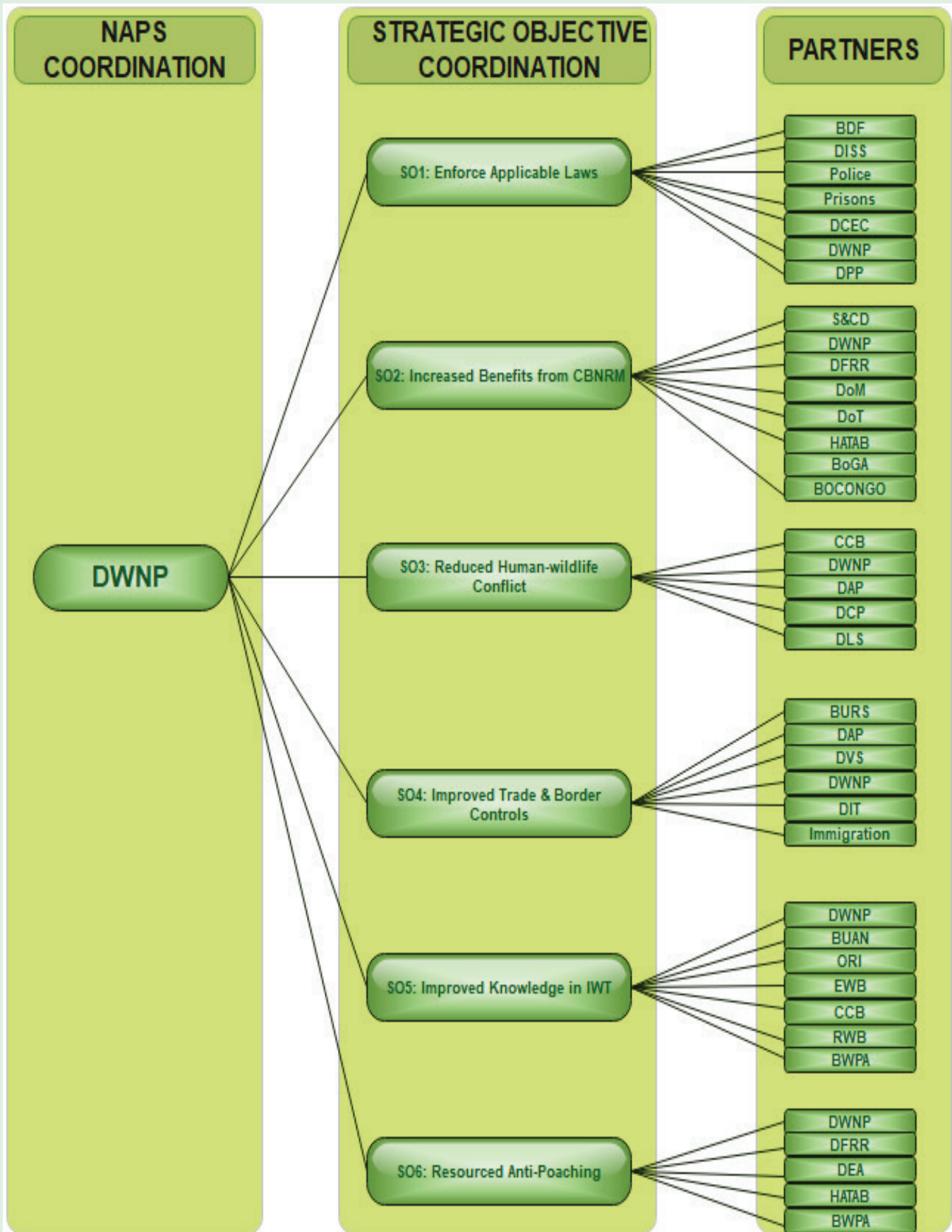


Figure 7-2: Coordination mechanisms for the National Anti-Poaching Strategy 2025-2030

7.3.5 RESOURCE MOBILISATION SUB-COMMITTEE

The Resource Mobilisation Sub-committee will be responsible for the implementation of Strategic Objective 6 and will draw its membership from NGOs and CBOs, DFRR, DEA and Business Botswana. The committee will select a chairperson and co-chairperson while DWNP will assume the role of a secretariat represented by the Head of Community Support and Outreach (CSO) Division.

7.4 MONITORING, EVALUATION AND KNOWLEDGE MANAGEMENT

Planning, monitoring, evaluation and knowledge management are what makes the NAPS alive by defining the year-on-year detail of outputs that collectively form the outcomes of each Strategic Objective. Knowledge management intentionally fosters and captures information from learning loops emanating from all interventions in the implementation of the NAPS and integrating them to drive decision making at various levels. Figure 7-3 below shows the essential elements of a monitoring and evaluation plan.



Figure 7-3: Essential elements of a Monitoring & Evaluation Plan

In addition to a 5-year plan presented in the Results and Resources Framework (Annex 8-2 to Annex 8-7) in the NAPS, implementation will entail developing annual work-plans, monitoring the implementation and evaluating the overall NAPS implementation. Strategic level monitoring of the NAPS is critical as it guides the attainment of the goal of the strategy. This level of monitoring is the responsibility of the National Anti-Poaching Committee and is supported by the Ministry

of Environment, Natural Resources Conservation and Tourism through DWNP. Focussing on the NAPS Outcomes ensures that while activities may be varied in response to changes in the project environment, e.g. training being implemented by new partners not anticipated in the strategy or introduction of new technologies rendering certain activities irrelevant. The oversight structures should thus evaluate success of project activities according to their collective contribution to the strategy outcomes and the strategy goal. A logical framework is included as Annex 8 1, page 76, and defines the high-level results that the oversight structures should focus on in guiding the NAPS implementation.

The NAPS Annual Work plan, will draw from the sub-committee work plans for each of the Strategic Objectives. The consolidated work plan will be approved by the National Anti-Poaching Committee, after which approval, quarterly work plans will be developed by the sub-committees.

7.4.1 PROGRESS REPORTING PLAN

A Monitoring Plan of the NAPS serves as a guide for NAPS implementation and management, so that NAPS Coordinating Agency, sub-coordinating agencies and the respective sub-committees, government executives, development partners and other stakeholders understand the progress being made toward the achievement of NAPS goal, objectives and results, and are aware of variances between targets and actual achievement during implementation.

The Monitoring Plan is a management tool that provides the following functions:

- Details the impacts that NAPS and each of its components are expected to produce in economic, social, and gender elements and how these effects will be achieved.
- Forms a mechanism through which to alert implementers, stakeholders and government executives to any problems in the implementation of NAPS and the basis for effecting any changes needed in the NAPS.
- Maps how information from the various implementing agencies' activities will flow through to the various stakeholders both for public consumption and informing decision-making. It is a mechanism for assuring quality, reliability and accuracy of information regarding the performance of NAPS.

Monitoring of the NAPS implementation will be through quarterly reporting by the sub-committees, drawing from the work of the various agencies as defined in the quarterly work plan. A monitoring plan (Annex 0 8, defines the indicators to be monitored, the type of data to be collected, its frequency and agencies responsible for its collection. The annual work plans of each sub-committee will be integrated into the DWNP Annual work plan and into those of the respective divisions.

7.4.2 MONITORING & EVALUATION PLAN

Evaluation of the NAPS will be conducted at mid-term in year 2023 and at the end of the strategy period in year 2029. The evaluations will assess (i) the extent that the NAPS document is relevant, (ii) whether the planned outcomes were achieved on time, within budget and to the specification originally defined, and (iii) the appropriateness of the governance structures of the NAPS. The mid-term evaluation is important in helping to steer the implementation, adapt to changes that may have occurred since the formulation of the NAPS and catalyse implementation with fresh thinking free of biases.

7.4.3 KNOWLEDGE MANAGEMENT

The NAPS 2024-2029 outputs will be recorded through the M&E process and transformed to knowledge products through a knowledge management system that will draw lessons from implementation of the NAPS /2024-2029 to inform national and regional policy as well as the international community. Knowledge management will also include drawing new knowledge from research publications. Active liaison is expected between agencies producing knowledge management products. These include the UN agencies and international NGOs working on combating IWT.

7.5 PUBLIC RELATIONS AND MARKETING

Interactions with the public and other stakeholders is important for the NAPS implementation and credibility. In addition to the regular public relations work of the individual agencies, the NAPS will undertake Public Relations work that is specific to interagency work on anti-poaching and combating illegal wildlife trade. Acknowledging the sensitivities of the law enforcement work, public relations will target to maintain fair outlook of the NAPS and its agencies, and only in the context of interagency work.

A programmatic set of public relations outputs is described in Section 0, page 58, dealing mainly with public awareness and knowledge management.

7.6 INFRASTRUCTURE

Management and administrative infrastructure required for the NAPS is largely in place. The various agencies contributing to the implementation of the NAPS are each already working on a sector plan to improve agency-specific infrastructure. In the advent of Covid-19 and the need to observe the set protocols, electronic communication has gained higher importance. Physical meetings have been replaced by virtual meetings and some of the offices have become virtual or at least partly so with staff working from home. The biggest challenges in this transition are (i) weak internet infrastructure and (ii) low cybersecurity. While e-business is made more essential by the covid-19 pandemic, it has always been the factor that contributed to efficient organisations. The NAPS implementation involves local and international agencies, regular meetings with various international agencies and working groups; with nearly all of the meetings

being virtual.

Other elements of infrastructure are covered under the specific programme and includes facilities such as storage and transportation of exhibits, forensic analysis of exhibits and suspect identification facilities.

7.7 NETWORKING AND PARTNERSHIPS

The NAPS is an interagency strategy with networking and partnerships management being central to its successful implementation. The NAPS target is to keep all partners informed of progress and new developments. New partners are constantly sought after as a means of enhancing the value of outcomes expected of the NAPS. While each agency has its own network of partners and stakeholders, collaboration between partners across agencies will generate greater benefits. Collaboration within the context of the NAPS will also include trans-national and multi-national platforms. The United Nations system has a number of agencies that have been active in combating poaching and illegal wildlife trade. These are described below, together with their envisaged role in NAPS 2024-2029.

7.7.1 UNITED NATIONS DEVELOPMENT PROGRAMME

The United Nations Development Programme (UNDP) has a presence in over 170 countries and territories, supporting national governments to eradicate poverty, reduce inequalities and exclusion, and build resilience so countries can sustain progress towards attainment of Sustainable Development Goals. This global footprint provides countries with access to global best practices in a broad of development areas. UNDP also facilitates access to development finance.

7.7.2 UNITED NATIONS OFFICE ON DRUGS AND CRIME

The United Nations Office on Drugs and Crime (UNODC) works with governments around the world to prevent proliferation of illicit drugs, organized crime, corruption and terrorism. These measures include combating organised wildlife crime. UNODC publishes an annual World Wildlife Crime Report to appraise nations of the status of wildlife crime. UNODC also prepares guidance and training material for governments and other stakeholders to use in assessing the state of Illegal Wildlife Trade as well as combating wildlife crime.

7.7.3 UNITED NATIONS ENVIRONMENT PROGRAMME

The United Nations Environment Programme is the UN's environment agency responsible for supporting government in assessment of the state of the world's ecosystems and developing tools for analysis, monitoring and protected the world ecosystems. Such tools include those for assessing the impact of illegal wildlife trade and overexploitation of natural resources.

7.7.4 UNITED NATIONS OFFICE OF COUNTER-TERRORISM

The United Nations Office of Counter-Terrorism (UNOCT) supports governments in strengthening security measures entry points of international borders. UNOCT does so by producing good practice guidance, analytical tools, training material and facilitating dialogue between governments. This support is also important in preventing the flow of illegal wildlife products.

7.7.5 UNITED NATIONS WORLD CUSTOMS ORGANISATION

The UN World Custom Organisation represents 183 Customs administrations globally, covering 98% of the world trade. WCO's strategic focus is on coordinated border management, safety and security, capacity building, Revised Kyoto Convention, e-commerce, digital customs and the Covid-19 Action Plan. As a member of the WCO, Botswana enjoys support in the afore-mentioned strategic areas of focus and in being part of global network of Customs administrations.

Bi-lateral agencies have also prioritised combating illegal wildlife trade. A World Bank study revealed an increase in funding for combating illegal wildlife trade, the most significant of which was by bilateral agencies followed by multilateral agencies (World Bank, 2016). The study also reports an increase in funding by foundations and that the bulk of the funding was targeted at Africa. Collaboration with implementing partners have also aided the flow of funding to Africa. These include secretariats of UN conventions, International NGOs and UN special offices such as UNODC. In the Botswana context, sources of funding for combatting IWT include the European Union (EU), United States Agency for International Development (USAID), Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) and Japan International Cooperation Agency (JICA).

The NAPS 2024-2029 has a regional context that dictates collaboration with neighbouring countries, i.e. Namibia, South Africa, Zambia and Zimbabwe through bilateral mechanisms. Other collaboration mechanisms include the TFCA coordination structures, river-basin coordination structures, Customs Union coordination structure and SADC coordination structures.

7.8 SOCIAL AND ENVIRONMENTAL STANDARDS OBLIGATION

The Department of Wildlife and National Parks (DWNP) is responsible for the day-to-day execution of the national wildlife law enforcement activities and the development, and implementation of the NAPS. The NAPS will be implemented and supported by other national law enforcement agencies which are mandated to undertake wildlife crime law enforcement. These institutions include the: Botswana Police service; The Botswana Defence Force; Directorate of Intelligence Services; and the DWNP, which is currently championing the development of the NAPS 2021-2026. All law enforcement agencies, in their execution of duty, above all, they are guided by the Constitution of Botswana which recognises equality and "fundamental rights and freedoms

of all individual, regardless of whatever his race, place of origin, political opinions, colour, creed or sex” as outline in section 3 to 39 of the constitution. Taking lineage from the constitution, the Criminal Procedure and Evidence Act also protects the same through section 49, “Saving of civil rights, nothing contained in this Part shall, except as is otherwise expressly provided, be construed as taking away or diminishing any civil right or liability of any person in respect of a wrongful or malicious arrest.” The respective law enforcement agencies are further guided by the Botswana Penal code which further emphasis the respect of law and understanding of the application of the law in their execution of their duties.

The Department of Wildlife and National Parks understands that the KGDEP will be developing the Environmental and Social Management Plan (ESMP) which will address safeguards risks that are likely to be triggered of the Project, which include all other sub-project activities such as the development and implementation of the NAPS. It Is further premised that as per the requirement of the UNDP SES policy the KGDEP will further undertake an Environmental and Social Impact Assessment (ESIA). These key instruments, together with the Environmental and Social Management Framework (ESMF), and the Indigenous Peoples Planning Framework (IPPF), which are also expected to be compiled by the project, will provide broad guidance in the execution of project activities, and constantly keep the authorities alive the need to conform to the social and environmental safeguards requirement, as expected to be guided by these documents.

All national agencies are trained in the public engagement in their execution of duties to ensure rights of individuals are always observed. DWNP, and the respective stakeholders will continues to undertake training of its officers in similar areas, such as “Public Relations training course for law enforcement agencies to strengthen engagements and interactions with communities, thereby reducing hostilities and contributing to community involvement in addressing wildlife-related crime” and “Advanced Investigations Skills course for law enforcement agencies to strengthen their capacity for detecting and investigating wildlife crimes”, to ensure continued respect to the rule of law for human rights. These training shall build capacity in the law enforcement officials in the execution of duty, not only to address the wildlife contraventions, but to build trust with the affected communities, as a result of their respect to individuals’ rights and freedom.

The execution of duties by these national agencies are guided by internal codes of conduct which underpins the respect of all human rights for all individuals as enshrined in the Constitution of Botswana. Any violation of such, becomes a criminal offence punishable by law, without any exception to the law enforcement personnel. There are national institutions that have been in place for over 5 decades where individuals can raise their grievances and seek justice, in the event they feel ill-treated by law enforcement agencies. These institutions include:

- The Police;

- The Judicial officers;
- Heads of Department of the respective law enforcement agencies;
- The office of the District Commissioner
- Office of the Member of Parliament.
- Community leadership
- Office of the Ombudsman
- Directorate on Corruption and Economic Crime
- Legal aid Botswana

The DWNP recognises that the NAPS has been developed with support from United Nations Development Programme (UNDP), which puts paramount importance to human rights and its commitment to supporting “universal respect for, and observance of, human rights and fundamental freedoms for all”. It is a given that the implementation of the NAPS and the execution of duties by the various agencies shall operate within the existing policies, laws, and regulations without prejudice. Involving Community members in any law enforcement activities such as escort guides and informants has been in practice across the country for more than 15 years as part of the CBNRM program. Furthermore, DWNP train these individuals adequately before releasing them to perform that function. The Department therefore commits to ensure that the NAPS implementation shall uphold the same respect of human rights and the rule of law in the execution of duties by the various stakeholders.

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Annex 8-1 : Logical Framework for combating poaching and illegal wildlife trade in Botswana.

PROJECT SUMMARY				INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
Goal	Protected Botswana's biodiversity by reducing illegal offtake in species of plants and animals, especially those species threatened with extinction.			Reduction in # of poaching incidents	Cases per unit effort assessments	Other factors affecting biodiversity are within the limits of ecosystem resilience.
Strategic objective	1. Reduce Poaching and IWT targeting a 25% increase in arrests by NAPS 2024-2029 mid-term, success rate of trials rising by 30% at mid-term and poaching incidences reducing by 25% by 2029			# of wildlife crime arrests - Success rate of wildlife crime trials	NAPS 1/4ly Progress Reports	Poachers' tactics remain within the realm of anti-poaching capabilities.
	2. Increased benefits from CBNRM and their equitable distribution to local communities and the wider society, with number of Community-Based Organisations rising by 15% in all districts, CBO incomes rising by 45% and 10% from non-wildlife products and wildlife products respectively; including a rise in household incomes by 20% by 2029.			% increase in # of CBOs in each census district - Average CBO annual incomes (BWP) - Average household income in targeted villages	- NAPS 1/4ly Progress Reports - Household surveys in targeted villages	- Existing CBOs remain active - Existing income sources of existing CBOs remain - Existing household incomes do not diminish.
	3. Reducing human-wildlife conflict to levels that incentivise coexistence with wildlife by local communities by reducing crop damage incidents by 10%, livestock predation by 40% (based on 2019 record of 9905), damage to property by 15%, wildlife killed in defence of property reduced by 25%, and human deaths from wildlife reduced by 80% by 2029.			% reduction in incidents of crop damage by wildlife. % reduction in incidents of property damage by wildlife. % reduction in incidents of livestock predation by wildlife. % reduction in incidents of human death and injury by wildlife.	- PAC records - NAPS 1/4ly Progress Reports	- Drought conditions remain within a 50-year average. - Livestock grazing area boundaries do not move into wildlife areas. - Compensation structure remains in its current form. - Current levels of skills of avoiding interaction with and harm from wildlife do not diminish.
	4. Improved controls in trade and borders to reduce illegal trafficking of wildlife products; with number of arrests rising by 15% in the first 2 years; and reducing to 2019 levels by 2029.			% increase in arrests at ports of entry.	BURS Reports	Poachers' tactics remain within the realm of anti-poaching capabilities.
	5. Increased new knowledge on drivers and impacts of illegal wildlife trade, supporting the uptake of new knowledge into policy and human behaviour, with a minimum of 5 peer-reviewed publications and associated policy briefs by mid-term, 4 feature stories per annum on national television, 4 feature trade, monthly IWT feature articles on social media and e-news bulletin, and 4 radio jingles on IWT per annum by 2029.			# of published journal articles on anti-poaching and IWT. # of Policy Briefs on anti-poaching and IWT. # of Feature Stories on anti-poaching and IWT	NAPS 1/4ly Progress Reports	- Researchers are interested in anti-poaching and IWT research. - Policy reforms are driven by SDGs
	6. Creative ways harness resources to support anti-poaching, including establishing a Local Philanthropy Fund, a special funding window in the National Environmental Fund (NEF) for Combating IWT and replenishment of the Conservation Trust Fund (CTF) by 2029 with a collective value of BWP10 Million.			media and e-news bulletin on anti-poaching and IWT, and IWT, and # of radio jingles on anti-poaching and IWT.		
	7. Money laundering			Amount of financial resources (BWP) mobilised for anti-poaching and combating IWT.	NAPS 1/4ly Progress Reports	- Economic impacts of Covid-19 on disposable incomes are abated. - BURS incentives private sector through CSR-related tax rebates

Annex 8-2 : Results & Resources Framework for Strategic Objective 1 -Enforcing Applicable Laws.

Strategic Objective 1: Improved Law Enforcement to Reduce Poaching and IWT targeting a 25% increase in arrests by NAPS 2024 -2029 mid-term, success rate of trials rising by 30% at mid-term and poaching incidences reducing by 25% by 2029.
Cost: BWP 542,265,000

Programme Outcome	Indicator	Target	Baseline	Means of Verification	Timeframe (Years)					Resources	Partners
					1	2	3	4	5		
1.1 Competent Workforce BWP 800,000	% of staff in each agency completing 1/4ly self-paced competency & skills training.	100	0	NAPS 1/4ly Progress Reports						Competency-based training on-line portal; internet Access; Trainers	DWNP, BPS, BDF, DISS, BURS, DPP, UNDP, UNODC, TRAFFIC
	% increase of cases accepted by DPP (based on investigation, and other skills)	25	TBD	NAPS 1/4ly Progress Reports						Competency-based training on-line portal; internet Access; Trainers	DWNP, BPS, BDF, DISS, BURS, DPP, UNDP, UNODC, TRAFFIC
	% of cases applying full spectrum of the criminal law	80	TBD	NAPS 1/4ly Progress Reports						Investigation investigation material mentors; guidance	DWNP, BPS, BDF, DISS, BURS, DPP, UNDP, UNODC, TRAFFIC
	# of district Joint Operations (comprising multi-disciplines of law enforcement).	4 per annum	TBD	NAPS 1/4ly Progress Reports						Staff, vehicles, camping equipment, stationery and data loggers	DWNP, BPS, BDF, DISS, BURS
	Signed MoUs between NAPS partner agencies	MoUs	Nil	NAPS 1/4ly Progress Reports						Staff	All NAPS partner agencies
1.2 Resourced Workforce producing geo-referenced crime scene evidence, diligent recording of investigations,	# of trans-national engagements on strategic actions	4/annum	TBD	NAPS 1/4ly Progress Reports						Staff, travel	DWNP, BPS, BDF, DISS, BURS
	% of Investigating Officers with full basic investigation stationery	100	0	NAPS 1/4ly Progress Reports						Full Basic stationery	DWNP, BPS, BDF, DISS, BURS
	# of Districts with audio-visual evidence collection capabilities.	10 within 2 Years	TBD	NAPS 1/4ly Progress Reports						Audio-visual evidence collection equipment	DWNP, BPS, BDF, DISS, BURS
	% of cases furnished with forensic evidence as needed	75	TBD	Inventory of wildlife cases; NAPS 1/4ly Progress Reports						Forensic facilities; staff; forensic consumables; vehicles	DWNP, BPS, DPP

Strategic Objective 1: Improved Law Enforcement to Reduce Poaching and IWT targeting a 25% increase in arrests by NAPS 2024 -2029 mid-term, success rate of trials rising by 30% at mid-term and poaching incidences reducing by 25% by 2029.
Cost: BWP 542,265,000

Programme Outcome	Indicator	Target	Baseline	Means of Verification	Timeframe (Years)					Resources	Partners
					1	2	3	4	5		
requisite forensic evidence, visual and audio evidence to support trials [BWP 105,000,000]	% of geo-referenced field crime scenes % of cases supported by ballistics forensic evidence	80	0	Inventory of wildlife cases; NAPS ½ly Progress Reports						Vehicles, staff, data loggers	DWNP, BPS, DPP
1.3 Engaged Judiciary with understanding of nature and global impacts of wildlife crimes on biodiversity and economies. [BWP 800,000]	Existence of national guidelines for sentencing of offenders convicted for wildlife crimes.	Available by Year; Fully in use by Year 2	Nil	NAPS ½ly Progress Reports						Staff, Consultancy; Trainers; Internet Access	DWNP, BPS, Judiciary DPP,
1.4 Responsive Laws for combating wildlife crimes are integrated an [BWP 1,000,000]	# of awareness-raising interactions with judges and prosecutors on existing laws, their intent, and avenues for application to wildlife crime.	4/annum	TBD	NAPS ½ly Progress Reports						Content Design Consultants; Internet Access	DWNP, BPS, Judiciary DPP,
1.5 Reduced Corruption [BWP 800,000]	Assessment of policy and regulatory gaps; and recommendations for reform.	Report & recommendations	TBD	NAPS ½ly Progress Reports						Consultants, internet Access, IWT Knowledge Management Portal	DWNP, BURS, BPS, DPP, Judiciary
	% of partner agencies undergoing corruption risk assessment and implementing risk management plans	80	TBD	NAPS ½ly Progress Reports						Staff, Internet Access	DCEC, DWNP, BURS, BPS, DISS, BDF, DPP, Judiciary, UNODC

Strategic Objective 1: Improved Law Enforcement to Reduce Poaching and IWT targeting a 25% increase in arrests by NAPS 2024 - 2029 mid-term, success rate of trials rising by 30% at mid-term and poaching incidences reducing by 25% by 2029.
Cost: BWP 542,265,000

Programme Outcome	Indicator	Target	Baseline	Means of Verification	Timeframe (Years)					Resources	Partners
					1	2	3	4	5		
1.6 Improved traceability of wildlife products [BWP 15,800.000]	% of staff not involved in corrupt practices (investigated or charged).	100	TBD	NAPS ¼ly Progress Reports; Agency Corruption Assessments						Staff, Internet Access	DCEC, DWNP, BURS, BPS, DISS, BDF, DPP, Judiciary, UNODC
	% of staff trained on anti-corruption	100	TBD	NAPS ¼ly Progress Reports; Agency Corruption Assessments						Self-paced in-line training portal	DCEC, DWNP, BURS, BPS, DISS, BDF, DPP, Judiciary, UNODC
	Government-mandated markings and traceability system for wildlife products obtained legally	Traceability System in place by Year 3	TBD	NAPS ¼ly Progress Reports						Consultants, equipment	DWNP, MITI, UNODC, TRAFFIC
	DNA traceability system for controlled supply channels, prevent the introduction of illegal products into the legal trade supply chain.	Present by Year 3	Nil	NAPS ¼ly Progress Reports						Design consultants, equipment, office space	DWNP, MITI, UNODC, TRAFFIC
	# of cases and recoveries supported by product origin evidence	TBD	Nil	NAPS ¼ly Progress Reports						Staff	DWNP, MITI, UNODC, TRAFFIC

Annex 8-3 : Results & Resources Framework for Strategic Objective 2 - Increased Benefits from CBNRM.

Strategic Objective 2: Increased benefits from CBNRM and their equitable distribution to local communities and the wider society, with number of Community-Based Organisations rising by 15% in all districts, CBO incomes rising by 45% and 10% from non-wildlife products and wildlife products respectively; including a rise in household incomes by 20% by 2029.

Programme Outcome	Indicator	Target	Baseline	Means of Verification	Timeframe (Years)					Resources	Partners
					1	2	3	4	5		
2.1 Village-level Natural Resources Assessments in the various districts [BWP 24,000,000]	% of villages with natural resources Participatory Rural Appraisals in each of the 20 ¹ census districts.	30	TBD	NAPS ½ly Progress Reports						TAC, Consultants, Vehicles, camping equipment, audio-visual recorders, GPS and internet Access	DWNP, DRDP, DFRR, DoM, DoT, BTO, DCP, DAP
2.2 Local communities in all districts mobilised for CBNRM [BWP 24,000,000]	% of villages with community-based legal entities per census district.	30	TBD	NAPS ½ly Progress Reports						TAC, Consultants, Vehicles, camping equipment, audio-visual recorders, GPS and internet Access	MENT, MLGRD
2.3 Village development supported with natural resources management plans [BWP 24,000,000]	# of villages with Natural Resources Management Plans	200	0	NAPS ½ly Progress Reports						TAC, Consultants, Vehicles, camping equipment, audio-visual recorders, GPS and internet Access	MENT, MLGRD
2.4 Land and natural resources rights acquired for community use	# of land rights certificates acquired by CBOs	200	TBD	NAPS ½ly Progress Reports						Staff, consultants, internet Access	MENT, MLGRD
	# of resource-use rights acquired by CBOS	200	TBD	NAPS ½ly Progress Reports						Staff, consultants, internet Access	MENT, MLGRD

¹ Census Districts based on 2011 Population Census are: Ngwaketse 39 villages, Barolong 52 villages, Ngwaketse West 11 villages, South East 6 villages, Kweneng East 48 villages, Kweneng West 24 villages, Kgatleng 22 villages, Serowe Palapye 46 villages, Central Mahalapye 37 villages, Central Bobonong 39 villages, Central Boteti 16 villages, Central Tutume 47 villages, North East 45 villages, Ngami East 32 villages, Ngami West 42 villages, Chobe 9 villages, Ngami Delta 12 villages, Gantsi 18 villages, Kgagadi South 35 villages, Kgagadi North 14 villages. Total: 594 villages

Strategic Objective 2: Increased benefits from CBNRM and their equitable distribution to local communities and the wider society, with number of Community-Based Organisations rising by 15% in all districts, CBO incomes rising by 45% and 10% from non-wildlife products and wildlife products respectively; including a rise in household incomes by 20% by 2029.											
Programme Outcome	Indicator	Target	Baseline	Means of Verification	Timeframe (Years)					Resources	Partners
					1	2	3	4	5		
2.5 Enterprises established for economically efficient use of natural resources [BWP 24,000,000]	% of resource-use rights for abiotic resources	80	1	NAPS ¼ly Progress Reports						Staff, consultants, internet Access	MENT, MLGRD
	# of enterprise proposals developed	200	TBD	NAPS ¼ly Progress Reports						Staff, consultants, internet Access	MENT, MLGRD, MAFS, MITI
	# of enterprises operational.	200	TBD	NAPS ¼ly Progress Reports						Staff, consultants, internet Access	MENT, MLGRD, MAFS, MITI
	Amount (BWP) of annual income per CBO	400K	0	NAPS ¼ly Progress Reports						Staff, consultants, internet Access	MENT, MLGRD, MAFS
	Average # of permanent jobs created per CBO	12	TBD	NAPS ¼ly Progress Reports; S&CD Reports						Staff, internet Access, vehicles	MENT, MLGRD, MAFS
2.6 Improved human development (SDGs) from Reinvestment of CBNRM Proceeds [BWP 72,000,000]	Average household income BWP) per annum	5K	TBD	NAPS ¼ly Progress Reports; S&CD Reports						Staff, internet Access, vehicles	MENT, MLGRD, MAFS
	# of trained community members per village in high-demand skills (e.g. business management, admin, bookkeeping, human resources)	10	TBD	NAPS ¼ly Progress Reports; S&CD Reports						TAC, Consultants, Vehicles, camping equipment	MENT, MLGRD, MAFS
	# of trained artisans	10	TBD	NAPS ¼ly Progress Reports; S&CD Reports						TAC, Consultants, Vehicles, camping equipment	MENT, MLGRD, MoTE
	% of households with improved sanitation facilities	90	TBD	NAPS ¼ly Progress Reports; S&CD Reports						Staff, internet Access, vehicles	MENT, MLGRD, MLWSS
	# of households with improved access to potable water	90	TBD	S&CD Monitoring Records						Staff, internet Access, vehicles	MENT, MLGRD, MLWSS

Annex 8-4 : Results & Resources Framework for Strategic Objective 3 - Reducing Human-wildlife Conflict.

Strategic Objective 3: Human-wildlife conflict reduced to levels that incentivise coexistence with wildlife by local communities by reducing crop damage by 40%, livestock predation by 40%, damage to property by 15%, wildlife killed in defence of property reduced by 25%, and human deaths from wildlife reduced by 80% by 2029.

Programme Outcome	Indicator	Target	Baseline	Means of Verification	Timeframe (Years)					Resources	Partners
					1	2	3	4	5		
3.1 Improved response rate to, and monitoring of human-wildlife conflicts [BWP 10,640,000]	# of trained staff, vehicles and equipment (audio-visual and geo-referencing recorders) per administrative district.	6 trained staff; 2 vehicles; 2 audio-visual & geo-referencing recorders	TBD	DWNP PAC quarterly reports						Staff	DWNP
	Computerised database for recording incidences and compensations	1 central database with district nodes	Nil	DWNP PAC Annual reports						Database consultants; hardware & software, internet Access; training manuals	DWNP
	SOPs for Human-wildlife conflict mitigation & monitoring	1 SOP	TBD	DWNP PAC Annual reports						Staff, Printing & Binding	DWNP
	Response rate to reported incidents.	24hr response rate on 80% of incidents.	TBD	DWNP PAC data log						Staff	DWNP
	Response rate to compensation of confirmed incidents.	33 days response rate on 95% of incidents.	TBD	DWNP PAC data log						Staff	DWNP
3.2 Improved livestock safety through predator-proof kraals [BWP 3,360,000]	Consolidated knowledge on best-practices for predator kraal designs	Report on "best-practices for predator kraal designs".	TBD	NAPS ¼ly Progress Reports						Staff, consultants, Printing & Binding	DWNP, DAP
	Training content on construction of predator-proof kraals.	Training Manual, Practitioners' Manual and self-paced online refresher training portal	TBD	NAPS ¼ly Progress Reports						Staff, consultants, printing & binding, knowledge management portal	DWNP, MLGRD-S&CD
	# of trained community members per village on kraal construction in 100 villages	400	TBD	NAPS ¼ly Progress Reports						Staff, consultants, vehicles, camping equipment, training materials for kraal work	DWNP, DAP, MLGRD-S&CD

Strategic Objective 3: Human-wildlife conflict reduced to levels that incentivise coexistence with wildlife by local communities by reducing crop damage by 40%, livestock predation by 40%, damage to property by 15%, wildlife killed in defence of property reduced by 25%, and human deaths from wildlife reduced by 80% by 2029 .											
Programme Outcome	Indicator	Target	Baseline	Means of Verification	Timeframe (Years)					Resources	Partners
					1	2	3	4	5		
3.3 Improved livestock husbandry and safe herding [BWP 5,000,000]	# of villages with demonstration kraals	100	TBD	NAPS %ly Progress Reports						Staff, vehicles, camping equipment,	DWNP, DAP, MLGRD-S&CD
	# of villages implementing a group-herder system.	100	TBD	NAPS %ly Progress Reports						Staff, consultants, vehicles, camping equipment,	DWNP, DAP, MLGRD-S&CD
	# of herders trained in group herding	400	TBD	NAPS %ly Progress Reports						Staff, consultants, vehicles, camping equipment,	DWNP, DAP, MLGRD-S&CD
	% reduction in livestock predation	15%	TBD	NAPS %ly Progress Reports						Staff	DWNP, DAP, MLGRD-S&CD
	Consolidated knowledge on best-practices for protecting crops against wildlife damage.	Report on “best-practices for protecting crops against wildlife damage”.	TBD	NAPS %ly Progress Reports						Staff, consultants, Printing & Binding	DWNP, DCP, MLGRD-S&CD
3.4 Increased protection of crop from wildlife [BWP 5,600,000]	Training content on wildlife-proof crop production.	Training Manual, Practitioners’ Manual and self-paced online refresher training portal	TB	NAPS %ly Progress Reports						Staff, consultants, printing & binding, knowledge management portal	DWNP, DCP, MLGRD-S&CD
	# of trained community members per village on measures to reduce crop damage by wildlife in 100 villages	400	TBD	NAPS %ly Progress Reports						Staff, consultants, vehicles, camping equipment, training kits	DWNP, DCP, MLGRD-S&CD
	% reduction on incidents of crop damage by wildlife	40	TBD	NAPS %ly Progress Reports						Staff	DWNP, DCP, MLGRD-S&CD

Annex 8-5 : Results & Resources Framework for Strategic Objective 4 - Improved Controls in Trade and at Borders.

Strategic Objective 4: Improved controls in trade and borders to reduce illegal trafficking of wildlife products; with number of arrests rising by 15% in the first 2 years; and reducing to 2019 levels by 2029. [BWP 263,680,000]											
Programme Outcome	Indicator	Target	Baseline	Means of Verification	Timeframe (Years)					Resources	Partners
					1	2	3	4	5		
4.1 Improved detection systems at ports of entry [BWP 247,560,000]	Mechanical detection equipment installed in all major ports of entry.	Cargo scanner in 6 ² ports of entry	TBD	NAPS ¼ly Progress Reports						Feasibility Consultants, Scanners, Trainers	BURS, DWNP
	Increased use of sniffer dogs to cover all major ports of entry.	4 Sniffer dogs at each of 8 PoEs	TBD	NAPS ¼ly Progress Reports						Staff, kennels, dogs, upkeep (feed, veterinary services, etc.), dog trailers	BURS, DWNP, BPS, ISS
	% of officers at ports of entry trained in detection of wildlife crimes	100	TBD	NAPS ¼ly Progress Reports						Staff, Consultants, Training Content, Internet Access	BURS, DWNP, BPS, DISS
	Improved baggage inspections systems at airports	Baggage scanners at all international airports and top 8 land PoEs	TBD	NAPS ¼ly Progress Reports						Baggage scanners, staff, training consultants, Training Content Developers, Internet Access	BURS, DWNP, BPS, DISS
	% increase in # of interceptions per quarter	15% by Year 2 2019 levels for Year 3-5	TBD	NAPS ¼ly Progress Reports						Staff	BURS, DWNP, BPS, DISS
4.2 Licensing and permit systems improved through computerisation and training [BWP 8,340,000]	# of licensing and permit systems managed through on-line database	15 by Year 3 25 by Year 5	TBD	Government e-services Portal; NAPS ¼ly Progress Reports						Staff, consultants, internet Access	BURS, DWNP, MITI
	# of Ports of Entry with full internet capability including backup.	13	TBD	NAPS ¼ly Progress Reports						Staff	BURS

² Ramatlabama, Tlokweng, Martins Drift, Ramokgwebana, Kazungula, Ngoma, Mohebo, Mamuno, Bokspits, Middlepits, Werda, McKathy, Mabule

Annex 8- 6: Results & Resources Framework for Strategic Objective 5 -Increased New Knowledge and Public Awareness.

Strategic Objective 5: Increased new knowledge on drivers and impacts of illegal wildlife trade, it uptake into policy and human behaviour, with a minimum of 5 peer-reviewed publications and associated policy briefs by mid-term, 4 feature stories per annum on national television, 4 feature stories per annum on radio about illegal wildlife trade, monthly IWT feature articles on social media and e-news bulletin, and 4 radio jingles on IWT per annum by 2029 [BWP 2,765,000]

Programme Outcome	Indicator	Target	Baseline	Means of Verification	Timeframe (Years)					Resources	Partners
					1	2	3	4	5		
5.1 New knowledge on poaching, illegal wildlife trade, CBNRM and Human-Wildlife Conflict [BWP 1,600,000]	# of peer-reviewed journal articles	10 by mid-term and 30 by 2026	TBD	NAPS progress reports						Staff, Researchers	DWNP, BURS, BUAN, HATAB, ORI
	# of chapter contributions to published.	4	TBD	NAPS progress reports						Staff, Researchers	DWNP, BURS, BUAN, HATAB, ORI
	# of contributions to web-pages (blogs) per annum	12	TBD	NAPS progress reports						Staff, Researchers	DWNP, BURS, BUAN, HATAB, ORI
5.2 Improved Knowledge Management on poaching and illegal wildlife trade [BWP 1,160,000]	# of posters on new knowledge about poaching and illegal wildlife trade.	10 by mid-term and 30 by 2026	TBD	NAPS progress reports						Staff, Graphic Designers & Content Managers, printing	DWNP, BURS, BUAN, HATAB, ORI
	# of Policy briefs	12 by Year 3 and 20 by 2026	TBD	NAPS progress reports						Staff, Graphic Designers & Content Managers, printing	DWNP, BURS, BUAN, HATAB, ORI
	# of policy webinars with parliament and parliamentary committees	2 per annum	TBD	NAPS progress reports						Staff, Graphic Designers & Content Managers, printing, Internet Access	DWNP, BURS, BUAN, HATAB, ORI
	# of downloads and citing of publications/annum	40	TBD	NAPS progress reports; NAPS Portal						Content Manager, internet access	DWNP, BURS, BUAN, HATAB, ORI
5.3 Increased public awareness and commitment to combating poaching and illegal wildlife trade [BWP 1,165,000]	Poaching status reports prepared and shared with public	4/annum	TBD	NAPS progress reports; NAPS Portal						Staff, internet Access, computer hardware and software	DWNP, BPS, DISS, Media Houses
	% of public able to identify 10 most common wildlife species and their products traded illegally	75	TBD	Public Surveys						Staff, Survey platforms (Monkey Survey, Typeform, etc.), Internet Access	DWNP, Media Houses
	% of public aware of anti-poaching financing limitations and options.	75	TBD	Public Surveys						Staff, Survey platforms (Monkey Survey, Typeform, etc.), Internet Access	DWNP, Media Houses
	% of public aware of impacts of poaching on biodiversity and livelihoods	75	TBD	Public Surveys						Staff, Survey platforms (Monkey Survey, Typeform, etc.), Internet Access	DWNP, Media Houses

Annex 8-7: Results & Resources Framework for Strategic Objective 6 - Harnessing Resources to Support Anti-poaching.

Strategic Objective 6: Creative ways to harness resources in support of anti-poaching, including establishing a local philanthropy fund, a special funding window in the National Environmental Fund (NEF) for Combating IWT and replenishment of the Conservation Trust Fund (CTF) by 2026 with a collective value of BWP10 Million by 2029. [BWP 1,845,000]											
Programme Outcome	Indicator	Target	Baseline	Means of Verification	Timeframe (Years)					Resources	Partners
					1	2	3	4	5		
6.1 Improved resources mobilisation mechanisms [BWP 1,075,000]	Dedicated fund management team established under CTF, to implement resource mobilisation plan	Fund Management Team in Place in Year 1	Nil	NAPS 1/ly progress reports						Staff, office space, Computer hardware & software, Operational Procedures, Internet Access, Vehicles	DWNP, BOCONGO, DEA,
	Resource mobilisation plan	Plan approved in Year 1.	Nil	NAPS 1/ly progress reports						Staff, Consultants, Internet Access	DWNP, BOCONGO, DEA,
	# of funding proposals responding to Call for Proposals/annum	8	Nil	NAPS 1/ly progress reports						Staff, internet Access	DWNP, BOCONGO, MFAIR, DEA,
	Amount (BWP) of funds mobilised for implementing the NAPS	30 million	TBD	NAPS 1/ly progress reports						Staff	DWNP, BOCONGO, MFAIR, DEA,
6.2 Increase local philanthropy for protecting biodiversity and ecosystems against illegal wildlife trade [BWP]	# of philanthropy funds established	2 by Year 3	Nil	NAPS 1/ly progress reports						Staff, Vehicles, Printing & Binding, Internet Access	DWNP, BOCONGO, Commercial Banks
	Amount (BWP) of funds mobilised	20 million	Nil	NAPS 1/ly progress reports						Staff, Vehicles, Printing & Binding, Internet Access	DWNP, BOCONGO, Commercial Banks
	% annual growth in subscriptions	15	Nil	NAPS 1/ly progress reports						Staff, Vehicles, Printing & Binding, Internet Access	DWNP, BOCONGO, Commercial Banks
	Civil Society Structure for management of philanthropy work	Structure in place with MoUs.	TBD	NAPS 1/ly progress reports						Staff, Vehicles, Printing & Binding, Internet Access	DWNP, BOCONGO, Commercial Banks
6.3 Increased financial contribution of CSR in Biodiversity conservation	Amount (BWP) of CRS contribution to Biodiversity conservation	8 million	TBD	NAPS 1/ly progress reports; NGO Financial Reports						Staff, Vehicles, Design & Content Consultants, Printing & Binding, Internet Access	DWNP, BOCONGO, Commercial Banks

Strategic Objective 6: Creative ways to harness resources in support of anti-poaching, including establishing a local philanthropy fund, a special funding window in the National Environmental Fund (NEF) for Combating IWT and replenishment of the Conservation Trust Fund (CTF) by 2026 with a collective value of BWP10 Million by 2029. [BWP 1,845,000]

Programme Outcome	Indicator	Target	Baseline	Means of Verification	Timeframe (Years)					Resources	Partners
					1	2	3	4	5		
[BWP]	# of banks participating in collecting donations	4	1	NAPS progress reports						Staff, Vehicles, Printing & Binding, Internet Access	DWNP, BOCONGO, Commercial Banks
	# of Media companies supporting communication & branding of philanthropy work	4	TBD	NAPS progress reports						Staff, Vehicles, Design & Content Consultants, Printing & Binding, Internet Access	DWNP, BOCONGO, Commercial Banks
	# of transport and logistics companies supporting philanthropy work.	4	TBD	NAPS progress reports						Staff, Vehicles, Design & Content Consultants, Printing & Binding, Internet Access	DWNP, BOCONGO, Commercial Banks
	# of tourism companies supporting philanthropy work	8	TBD	NAPS progress reports						Staff, Vehicles, Design & Content Consultants, Printing & Binding, Internet Access	DWNP, BOCONGO, Commercial Banks
	Review of NEF and CTF performance.	Review report with recommendations for improvements	TBD	NAPS progress reports						Staff, consultants, printing & binding	DWNP, DEA, DFRR, BOCONGO
6.4 Improved efficiency of environmental funds [BWP 770,000]	Anti-poaching and Human-wildlife conflict funding windows established. Establish specific funding windows within NEF.	Funding established within Year 1	Nil	NAPS progress reports						Staff	DWNP, DEA, DFRR, BOCONGO
	Communication material on benefits of ivory sales	1 documentary by Year 2. 2 feature stories per annum	TBD	NAPS progress reports						Staff, Vehicles, Design & Content Consultants, Printing & Binding, Internet Access	DWNP, DEA, DFRR, BOCONGO
	Position paper for lifting of ivory ban	Paper reviewed and presented to CITES Secretariat	TBD	NAPS progress reports						Staff, Vehicles, Design & Content Consultants, Printing & Binding, Internet Access	DWNP, DEA, DFRR, BOCONGO
	Bilateral negotiations with China and Japan on closed ivory auctions	100 tonnes sold	Nil	NAPS progress reports						Staff, Vehicles, Design & Content Consultants, Printing & Binding, Internet Access	MEWT, MFAIR, MITI, MLGRD

Strategic Objective 7 : Combating Wildlife Crime related Money Laundering											
Programme Outcome	Indicator	Target	Baseline	Means of Verification	Timeframe (Years)					Resources	Partners
					1	2	3	4	5		
7.1 Increase and improve financial investigations on suspected poaching incidents and suspicious financial transactions/activities	# of financial investigations	TBA	TBA	Progress reports on investigated and Prosecuted cases							DWNP, DIS, NBFIRA, FIA, BOB
7.2 Increase prosecution of Money laundering cases relating to IWT	# of convicted cases (conviction rate)	TBA	TBA	Progress reports on conviction cases/successful prosecution							DWNP, DIS, NBFIRA, FIA, BOB
7.3 Improve cooperation & information exchange	# of MoUs with relevant foreign counterparts	TBA	TBA								MIAC, DWNP, BPS, DI S, FIA
7.4 Improve cooperation & information exchange	# of collaborations or information request on reported poaching/IWT cases for financial and poaching investigations	TBA	TBA								MIAC, DWNP, BPS, DI S, FIA

Annex 8-8: Monitoring and Evaluation Plan for implementation of the NAPS 2025-2030.

Strategic Objective	Outcome	Outcome Indicator	Baseline	Target	Data Collection & Source	Tools	Frequency	Responsible Agency
1. Enforcing Applicable Laws to Reduce Poaching and IWT targeting a 25% increase in arrests by mid-term, success rate of trials rising by 30% at mid-term and poaching incidences reducing by 20% by 2029	1.1 Competent workforce to combat poaching and IWT.	# of cases accepted (by DPP) for trial.	TBD	80	DPP cases	Extracting DPP records of cases and comparing with # of cases registered by investigating officers.	Biannually	BPS
	1.2 Resourced Workforce	% reduction in # of cases lacking evidence	TBD	25%	BPS	Extracting # of BPS cases reported and total # of cases filed with DPP	Biannually	BPS
		% increase in patrol & surveillance effectiveness	TBD	25%	Patrol Reports	Extracting # of arrests vs # of officers, vehicles and days spent	Quarterly	BDF
	1.3 An engaged judiciary	% of cases with maximum sentences	TBD	25%	DPP Results	Extracting sentences for each case and comparing with maximum charges in various laws.	Biannually	DPP
	1.4 Responsive laws for combating wildlife crimes are integrated	Review of legislative framework	Nil	Gaps in legislation identified	NAPS Progress Reports	Extract from Legislative Review Report gaps in legislation.	Biennially	DPP & BPS
	1.5 Reduced corruption within NAPS partner agencies.	% of staff of all partner agencies with corruption-free record	TBD	100%	Human Resources records	Extract HR records of all partner agencies	Annually	DWNP, DFRR, BPS, DPP, BDF, BURS, DVS, DISS, DCEC
	1.6 Improved traceability of wildlife product	Traceability System for exports of wildlife products	Nil	System in place, with system performance reports	NAPS Progress Reports	Extract system reports	Annually	DWNP, BURS, DIT
	2.1 Natural resources in all districts documented.	% of villages with natural resources Participatory Rural Appraisals in each of the 20 ³ census districts.	TBD	30%	NAPS Progress Reports	Extract S&C and DWNP district records vs # of villages in census district	Biannually	DWNP, DFRR, DoM, DoT, S&CD
	2.2 Local communities in all districts mobilised for CBNRM	% of villages with community-based legal entities per census district.	TBD	30%	CIPA website	Count of CBOs registered with CIPA	Biannually	DWNP
	2. Increased benefits from CBNRM and their equitable distribution to local communities and the wider society, with number of Community-Based Organisations rising by 15% in all districts, CBO incomes							

³ Census Districts based on 2011 Population Census are: Ngwaketse 39 villages, Barolong 52 villages, Ngwaketse West 11 villages, South East 6 villages, Kweneng East 48 villages, Kweneng West 24 villages, Kgatleng 22 villages, Serowe Palapye 46 villages, Central Mahalapye 37 villages, Central Bobonong 39 villages, Central Boteti 16 villages, Central Tutume 47 villages, North East 45 villages, Ngami East 32 villages, Ngami West 42 villages, Chobe 9 villages, Ngami Delta 12 villages, Gantsi 18 villages, Kgalegadi South 35 villages, Kgalegadi North 14 villages. Total: 594 villages

Strategic Objective	Outcome	Outcome Indicator	Baseline	Target	Data Collection & Source	Tools	Frequency	Responsible Agency
rising by 45% and 10% from non-wildlife products and wildlife products respectively; including a rise in household incomes by 20% by 2029.	2.3 Village development supported with natural resources management plans	# of villages with Natural Resources Management Plans	TBD	200	DWNP Records	Count of villages with NRM Plans	Biannually	DWNP
	2.4 Land and natural resources rights acquired for community use	# of land and natural rights certificates acquired by CBOs	TBD	200	DWNP Records	Count of villages with Land and Resources rights	Biannually	DWNP
	2.5 Enterprises established for economically efficient use of natural resources	# of operational enterprise based on natural resources	TBD	200	Licenses & quota records from DWNP, DFFR, DoT & DoM	Count of operational enterprises	Biannually	DWNP, DFFR, DoM, DoT
	2.6 CBNRM proceeds re-invested into communities' human development programmes	# of trained community members (women and men) per village in high-demand skills (e.g. business management, admin, bookkeeping, human resources, artisanal)	TBD	10	Village monitoring records, CBO Reports	Count of women and men trained from each village.	Biannually	S&CD
		% of female and male-headed households with improved access to water & sanitation facilities	TBD	90	Village monitoring records, CBO Reports	Count of female and male-headed households vs totals for each village	Annually	S&CD
	3.1 Improved response rate to, and monitoring of human-wildlife conflicts	Response rate to reported cases	TBD	24hrs on 80% of incidents	DWNP PAC Database	Count of # of days between reporting and assessment of damages for each record.	Quarterly	DWNP
3. Reduced human-wildlife conflict to levels that incentivise coexistence with wildlife by local communities by reducing crop damage by 10%, livestock predation by 15%, damage to property by 15%, wildlife killed in defence of property reduced by 25%, and human deaths from		Response rate to compensations of confirmed incidents.	TBD	30 days on 95% of incidents	DWNP PAC Database	Count of payments concluded within 30 days vs total confirmed cases in a 3-month period.	Quarterly	DWNP
	3.2 Improved livestock safety through predator-proof kraals	% of households per village using predator-proof kraal construction in 100 villages	TBD	50%	Household survey	Count of households with predator-proof kraals vs total #of households	Annually	DWNP, S&CD

Strategic Objective	Outcome	Outcome Indicator	Baseline	Target	Data Collection & Source	Tools	Frequency	Responsible Agency
wildlife reduced by 80% by 2029.	3.3 Improved livestock husbandry and safe herding	% of households per village implementing livestock husbandry and safe herding in 100 villages	TBD	50%	Household survey	Count of households implementing livestock husbandry and safe herding vs total # of households, averaged for 100 villages	Annually	DWNP, S&CD
		% reduction in livestock predation	TBD	15%	DWNP statistics	Count of predation incidents of previous year less count of current year vs count of previous year for the same quarter.	Quarterly	DWNP
	3.4 Increased protection of crop from wildlife	% of households per village implementing measures to reduce crop damage by wildlife in 100 villages	TBD	50%	Household survey	Count of households implementing measures to reduce crop damage by wildlife vs total # of households, averaged for 100 villages	Annually	DWNP, S&CD
		% reduction on incidents of crop damage by wildlife	TBD	40%	DWNP statistics	Count of crop damage incidents of previous year less count of current year vs count of previous year for the same quarter.	Quarterly	DWNP
4. Improving controls in trade and borders to reduce illegal trafficking of wildlife products; with number of arrests rising by 15% in the first 2 years; and reducing to 2019 levels by 2029.	4.1 Improved detection systems at ports of entry	% increase in # of interceptions per quarter	TBD	15% by 2023 & 2019 levels by 2026	BURS Statistics	Count of interceptions of previous year less count of current year vs count of previous year for the same quarter.	Quarterly	BURS
	4.2 # of Licensing and permit systems improved through computerisation and training	# of licensing and permit systems managed through on-line database, accessible at Ports of Entry	4	8	MITI Ease-of-Doing-Business Unit E-services website	Collate # of additional licencing and permit services	Biannually	BURS
	4.3 Improved control of airfields and highways	# of annual inspections on use of each unmanned airfield	TBD	2	CAAB Records	Count of inspections of each unmanned airfield	Annually	CAAB

Strategic Objective	Outcome	Outcome Indicator	Baseline	Target	Data Collection & Source	Tools	Frequency	Responsible Agency
5. Increased new knowledge on drivers and impacts of illegal wildlife trade; its uptake into policy and human behaviour, with a minimum of 10 peer-reviewed publications and associated policy briefs by mid-term, 4 feature stories per annum on national television, 4 feature stories per annum on radio about illegal wildlife trade, monthly IWT feature articles on social media and e-news bulletin, and 4 radio jingles on IWT per annum by 2029	5.1 New knowledge on poaching, illegal wildlife trade, CBNRM and Human-Wildlife Conflict	# of peer-reviewed journal articles	TBD	10 by 2024 30 by 2036	NAPS Progress Reports	Count of journal articles on poaching and IWT in Botswana	Quarterly	DWNP
		# of chapter contributions to published.	TBD	4	NAPS Progress Reports	Count of book chapters	Annually	DWNP
		# of contributions to web-pages (blogs) per annum	TBD	12	NAPS Progress Reports	Count of blogs	Quarterly	DWNP
	5.2 Improved Knowledge Management on poaching and illegal wildlife trade	# of Policy briefs on new knowledge	TBD	12 by Year 3 20 by 2026	NAPS Progress Reports	Count of policy briefs	Annually	DWNP
		# of changes resulting from new knowledge	TBD	2 per annum	NAPS Progress Reports	Count of approved reforms	Annually	DWNP
6. Creative ways to harness resources in support of anti-poaching, including establishing a special funding window in the National Environmental Fund (NEF) for Combating IWT and replenishment of the Conservation Trust Fund (CTF) by 2029	5.3 Increased awareness in women, men, girls and boys of poaching and illegal wildlife trade	% of women, men, girls and boys able to identify 10 most common wildlife species and their products traded illegally	TBD	75%	Survey	Count of women, men, girls and boys aware of poaching and IWT vs total population of women, men, girls and boys.	Annually	DWNP
		% of women, men, girls and boys aware of impacts of poaching on biodiversity and livelihoods	TBD	75%	Survey	Count of women, men, girls and boys aware of impacts of poaching on biodiversity and livelihoods.	Annually	DWNP
	6.1 Improved resources mobilisation mechanisms	Resource mobilisation plan by 2022	Nil	Plan in place	NAPS Progress Report		Quarterly	DWNP
		Dedicated Fund Management Team	Nil	Team in place by 2022	MENT Corporate Division	Count of women and men dedicated to Fund Management.	Quarterly	DWNP
	6.2 Increase local philanthropy for protecting biodiversity and ecosystems against illegal wildlife trade	# of philanthropy funds established	Nil	2 by Year 3	NAPS Progress Report, CIPA	Count of registered funds	Biannually	DWNP
		Civil Society Structure for management of philanthropy work	Nil	Structure in place with MoUs	NAPS Progress Report, CIPA	CIPA web-search	Biannually	DWNP

Strategic Objective	Outcome	Outcome Indicator	Baseline	Target	Data Collection & Source	Tools	Frequency	Responsible Agency
	6.3 Increased financial contribution of CSR in Biodiversity conservation	# of companies per sector (in tourism, transport, printing, & media) supporting philanthropy work.	Nil	4	NAPS Progress Reports	Review philanthropy records for MoUs	Biannually	DWNP
	6.4 Improved efficiency of environmental funds	Anti-poaching and Human-wildlife funding established. Establish specific funding windows within NEF.	Nil	Funding established within Year 1	NEF Funding Procedures	Identify specific section(s) in NEF Procedures describing funding windows.	Annually	DWNP
		Communication material on benefits of ivory sales	1	1 documentary biennially	NAPS Progress Reports, MENT website, Foreign Missions' Websites	Follow hyperlink of websites and click to download.	Biennially	DWNP

