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**Living With Elephants:
A Non-Government Organization (NGO) Based Strategy For Botswana**

By

Kelsey Lee Envik

**A Master's Degree Project submitted to the Faculty of Environmental Design
in partial fulfillment of the requirements for the degree of
Master of Environmental Design (Environmental Science)**

Calgary, Alberta, Canada

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Abstract

Living With Elephants: A Non-Government Organization Based Strategy for Botswana

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May, 2000

Prepared in partial fulfillment of the requirements for the degree
Master of Environmental Design (Environmental Science),
in the Faculty of Environmental Design,
University of Calgary, Calgary, Alberta.

Supervisor: Dr. Michael Quinn

This main goal of this Master's Degree Project was to design a non-government organization based strategy for Botswana that could improve the relationship between the African Elephant and people living in its range. To achieve this goal, this project critically explored 1) African Elephant conservation priorities; 2) natural history of African Elephants; 3) Botswana's elephant and human population composition; 4) community based natural resource management; 5) current status of human-elephant conflict from a government, NGO and private operator perspective; 6) existing NGO and government strategies aimed at minimizing human-elephant conflict; 7) current village experience living with elephants and ideas aimed at conflict resolution; 8) possible Botswana NGO design options and critical factors for strategy success. Through application of participatory research methods, individuals representing non-government organizations, the Government of Botswana, private sector, academia and communities living within elephant range were actively engaged in co-creating an NGO strategy that met their specific elephant concerns and general natural resource management priorities. Two distinct non-governmental initiatives - the *Living With Elephants Foundation* and the *PROBE Fund* - were a direct outcome of this project. This document describes how these initiatives were developed and implemented. An update on how these initiatives are currently weathering implementation is also provided, along with recommendations for future sustainability.

Key Words: African Elephant, Human-Elephant Conflict, Botswana, Non-Government Organization (NGO), Community Participation, Sustainable Development, Community Based Natural Resource Management, Ecosystem Management, Problem Species, Participatory Research.

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Chapter 1: Introduction

1.1 The Invitation

In 1996, I spent seven months living in Maun, a gateway town to the Okavango Delta, Botswana. I had the fortunate experience to spend a week with three domesticated African Elephants in the heart of Delta environs. Their guardians, Doug and Sandi Groves, are renowned experts in elephant training, conservation and education. They utilize the trio of elephants, Jabu, Thembi and Morula, for tourism, film and educational purposes. Walking in the footsteps of these gentle giants in their native habitat, I was moved to commit myself to staying abreast of the larger conservation issues surrounding their entire species.

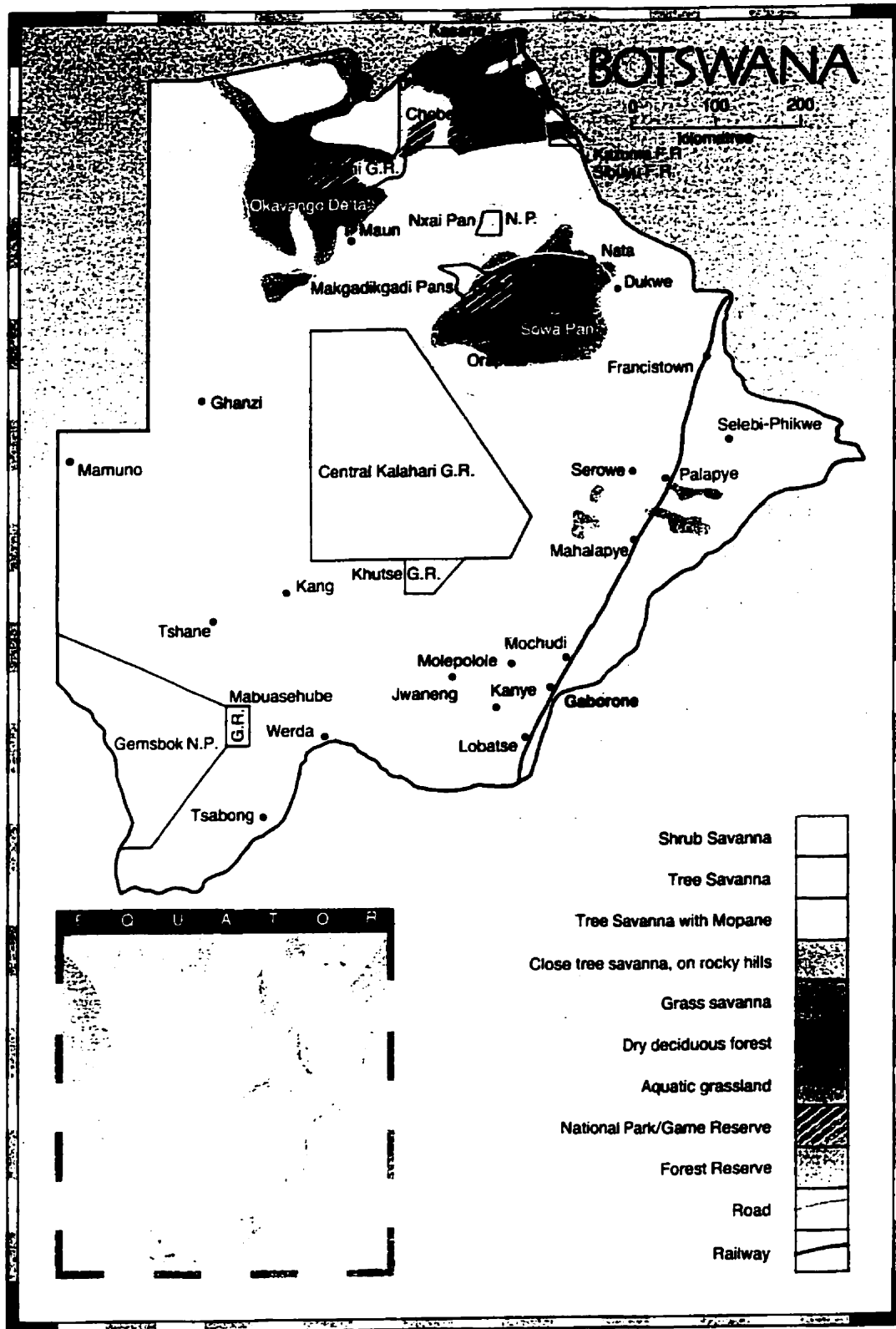
Two years later, the Groves informed me they would be operating in a community managed area. This provided opportunities for their elephants to educate and help counter the local villagers' negative perceptions of elephants. Furthermore, Doug and Sandi shared with me a long-term goal of establishing a non-governmental organization (NGO) aimed at reducing human-elephant conflict in Botswana. Due to my interest and experience in environmental science, NGO and community development, they asked me to help identify the most appropriate mandate, organizational structure and project scope for a NGO. I recognized early on that their impetus for setting up an NGO was largely based on both a passion and an assumption; a deep passion for the African Elephant and an assumption that human-elephant conflict is a key barrier to elephant conservation in Botswana. This gave rise to several questions. Is this assumption correct? Is human-elephant conflict a priority in African Elephant conservation? Is it appropriate or desirable to design an NGO in response? Could an NGO be successful in Botswana in efforts to minimize human-elephant conflict? What form of NGO would most successfully address these issues? I was invited by Doug and Sandi to research the answers.

In October 1998, the Canadian International Development Agency (CIDA) awarded me the Master's Research Innovation Award in support of the Botswana field component of this project. This gave me the opportunity to spend most of 1999, in Botswana, engaged in discussion with the stakeholders of human-elephant conflict; the communities under threat by elephants, the private sector, NGOs and governmental bodies affected by elephant conservation. I also planned to spend time with Jabu, Thembi and Morula, in order to gain a better perspective of elephant behavior. What follows is a project that came from the lives, experiences, desires and co-design of the people most affected by the African Elephant in Botswana.

1.2 Botswana

Botswana is a country bursting with natural splendor, economic potential and cultural diversity in its 582 000 km² area (Figure 1). Bordered by South Africa on the south and southwest, Namibia in the north and west, Zambia and Zimbabwe in the northeast, Botswana is landlocked by some of the most politically charged nations of recent times. Renowned for its vast Kalahari Desert and the largest inland delta in the world, the Okavango Delta, Botswana is a haven for a great diversity of species. Each year, thousands of tourists flock to Botswana to witness the rich profusion of wildlife. Indeed, tourism is Botswana's third economic driver behind cattle and diamond exports. Botswana offers its people vast socio-economic potential due to its relatively low population of 1.5 million people, excellent economic performance from a rich resource base and its political stability. Yet, economic development has not arrived without its costs. Not all citizens benefit equally in a society without equal opportunity; nor can all wildlife species adapt and survive human expansion into their habitat. Setting development goals that do not compromise ecological integrity is Botswana's current and ongoing concern moving into the next century (Government of Botswana 1997).

Figure 1 - Republic of Botswana
(IUCN 1990)



1.3 Economy and Ecology in Botswana

Community Based Natural Resource Management (CBNRM) is currently stated by the Government of Botswana as the best policy to address Botswana's sustainable development goals (GoB 1997). Under the framework of CBNRM, the Government of Botswana is slowly relinquishing natural resource control over designated regions to local communities. Villagers are simultaneously encouraged by government, private operators and non-governmental organizations to create sustainable eco-tourism operations. In the wake of the economic and conservation success enjoyed by a few pilot CBNRM projects around the world, such as Zimbabwe's CAMPFIRE program (CAMPFIRE 1998), there is great hope for similar achievement in Botswana.

As communities take ownership over their resources, the world will watch with interest as Botswana's people, ecology and economy intertwine in new ways. Clearly the path towards sustainable development will be difficult if relationships between community and wildlife undergo strain. It is becoming clear that the nation is already facing one such strain - the conflict between the African Elephant and humans living in their range.

1.4 Botswana's African Elephant

The largest of land animals, the African Elephant (*Loxodonta africana*), has not walked on this planet without strife. Poached for its 'white gold', or its tusks, and ousted from its range, the African Elephant has a long history of conflict with humans. Towards the end of the 19th century, there were approximately 10 million elephants in Africa. By 1979, their population fell to 1.3 million and by 1989 only 600,000 remained (Groning 1999, WWF 1997). In hopes of curbing this disastrous decline in population, the African Elephant was listed as endangered on Appendix I¹

¹ CITES regulates or bans trade in species which the Conference puts on lists known as Appendices. Animals and plants listed in Appendix I are considered in danger of extinction. CITES prohibits

of the 1988 Convention on International Trade in Endangered Species (CITES). However, as recent as July 1997, the African Elephant was down-listed to Appendix II², responding to pressure from countries interested in managing bulging populations and economic gain from ivory. This opened the opportunity for a controlled trade in ivory once again. For example, a one time sale of 18.9 tonnes of Botswana's ivory was offered for sale to Japanese buyers during the course of this project.

Recent aerial surveys conducted in 1999 by the Department of Wildlife and National Parks (DWNP) estimate a population of 85,000-128,000 elephants in Botswana (pers.comm. Van der Vaal 2000). This makes Botswana's elephant population the largest of any range state. The population is increasing in number, range and density (Gibson et al. 1998, DWNP 1997). Aerial surveys indicate that elephant range rests largely outside of protected areas in the northern portions of the country and populations have experienced an annual growth rate of 6% since 1987 (Gibson et al. 1998). Combined with a human population growth rate of 3.5% per year (Silitshena and McLeod 1998), people are steadily encroaching on elephant habitat. Shrinking habitat, increasing numbers of both humans and elephants and greater migratory barriers have led to a substantial increase in the severity and number of negative human-elephant encounters (IUCN/SSC n.d., DWNP 1998). Local residents try banging pots and pans, and disturbance shooting to chase elephants from their fields in order to save crops. But this is of little effect. Too often, human and/or elephant deaths occur in these stand-offs. Such negative encounters have intensified an antagonistic relationship between humans and elephants. This has not remained a local concern, as more and more local people express their negativity and fear living with elephants, conservationists and governments become desperate to find solutions for the sake of both people and elephants.

international commercial trade in Appendix I species, their parts and derivatives (CITES COP-10 1999)

² In most cases, species listed in Appendix II, their parts and derivatives can be traded internationally for commercial purposes with special CITES permits (CITES COP-10 1999).

1.5 Human-Elephant Conflict in Botswana

Today, international conservation organizations such as World Wide Fund for Nature (WWF), The World Conservation Union (IUCN), Tusk Force, Tusk Trust, Wildlife Conservation Society and others focus attention on exploring underlying issues of the human-elephant interface. They seek to explore root causes of conflict and determine possible solutions for co-existence of elephants and humans. It is not an easy task. Human-elephant encounters, whether resulting in crop and waterpoint damage, or injury and death to humans, have degraded community perception of the elephant to one of severe conflict and competition (pers.comm. Okavango Community Trust 1999, Taylor 1997). This is not an issue limited to Botswana. Asian and other southern African countries also face an explosion of negative elephant encounters (Boh-Tehdara n.d., Chege 1997, Corea n.d., Namibian 1998, Santiapillai n.d., WWF 1997).

Research into the probable roots of human-elephant conflict has been minimal to date. The few pilot projects and theories suggest the causes of conflict to be (IUCN/SSC n.d., WWF 1998):

1. loss of elephant habitat due to human encroachment (including urban, agriculture and forestry activities);
2. human settlements located in elephant migratory routes and range;
3. local perception of elephants as vermin, due to the lack of economic benefit from their presence; and
4. lack of water and food supply for elephants due to fences, war zones, urban settlement, dredging of natural water sources and natural factors.

Generally, as humans move into elephant habitat and elephants flee into areas of human settlement, there is greater direct competition for land, water and food.

Finding solutions to these root problems is imperative for the sake of both human and

elephant survival. At this crucial time, when devolution of authority from the state to communities is underway through CBNRM, villagers cannot waste time or energy either hiding from or scaring off elephants. Nor can elephants avoid areas wherein food and/or water supplies are rich since so much of their habitat is being compromised by human encroachment. Research and educational initiatives aimed at resolving human-elephant conflict in Botswana have never been more pressing.

1.6 Living With Elephants

Recent pilot projects in Asia and Africa demonstrate that living in greater harmony with elephants is possible through changes in human and/or elephant behavior (WWF 1998, IUCN/SSC n.d.). There is hope. Short-term studies underway include development of electrical fencing options, chemosensory deterrent technologies and artificial water points. These types of solutions are not a panacea. They only help in situations needing immediate resolution. The problem is that a deterrent only keeps an elephant away from one's crop. It does not change the fact that crops lie in important migratory paths, nor does it alter community perception of the elephant as a societal cost. Thus, longer-term strategies are of particular interest to individuals in research, non-governmental organizations, governments and the private sector who are keen to minimize conflict on a broader scale. Living with a "problem" species occurs around the world, in a variety ecosystems and at different intensities. Elephants just happen to be Botswana's current and main wildlife problem.

Long-range research priorities put forward by most large international conservation groups such as The World Wide Fund for Nature and The International Conservation Union's African Elephant Specialist Group (AfESG), include:

1. mapping, monitoring and cataloging elephant habitat use and movements on an ecosystem basis;

2. incorporating the biophysical requirements of both humans and elephants in these maps;
3. assisting communities move away from a sole reliance on traditional economies such as forestry and agriculture to alternative land uses such as eco-tourism which accrue benefit from elephant presence;
4. offering educational programs to communities living with elephants to foster a positive and livable relationship with elephants;
5. protecting key elephant habitat; and
6. advocating land-use plans to incorporate the needs of elephants.

The international NGO community is eager to initiate efforts towards these end.

1.7 The Community Context

Nowadays you cannot speak of NGO involvement without discussing community co-operation and participation. But what is the “community”? There are many culturally and geographically distinct groups within Botswana. Not everyone in Botswana is a bushman, living in harmony with their natural surroundings. There are others who dedicate their lives to cattle and hold little use for any wildlife that cross their path. As such, there is not a unified community opinion about their experiences with the African Elephant. It becomes evident that an NGO attempting to involve local people affected by elephant conflict must take into consideration the culture, politics and economy of each group in developing strategies.

Participatory research methods highlight the importance of including all stakeholders, whether private sector, NGO, academia or government in developing community strategies. Everyone has some sort of stake in elephant conservation. As Groning so eloquently explains, “Whether international efforts to save the elephant succeed or fail will depend on how far it is possible to involve broader sections of the population in the activities of this great enterprise of species protection.” (Groning 1999: 455)

Community participation therefore cannot be limited to those individuals *living* with elephants. It must be inclusive of those *affected* by elephants.

1.8 Role of the NGO Sector

NGOs in Botswana have established a good working relationship and degree of trust with the people of Botswana, particularly in the CBNRM and sustainable development realm (GoB 1997, pers.comm. Ross 1998). As such, NGOs are a suitable vehicle for conducting research on the human-wildlife conflict issue and advocating for harmonious relations (IUCN/SSC n.d., GoB 1997). Considering the transition towards local participation and ownership in conservation projects, it is imperative that the people of Botswana affected by elephant presence have the opportunity to share their experience and co-create NGO strategies aimed at conflict resolution (OPWT 1998, pers.comm. OCT 1999).

Leaders in the NGO world have learned that local people must be involved at all stages of conservation design in order for their projects to be successful (WWF 1998, Save the Elephants 1998, IUCN/SSC n.d.). Indeed, it is not simply a matter of their participation, it is about giving local people the management authority over their resources. AfESG's "Review of African Elephant Conservation Priorities" stresses,

Human-elephant conflict is most effectively dealt in a participatory manner. Three essential aspects of the participatory method are: recognizing community rights to ownership of wildlife resources; building community participation in wildlife management; and sharing benefits of wildlife resource management with communities (IUCN/SSC n.d.).

NGO strategies aimed at elephant conservation today must include participatory methods of research and implementation to ensure success.

1.9 The Project

1.9.1 Project Purpose

The purpose of this Master's Degree Project was to involve key stakeholders in examining the source, impact and nature of human-elephant conflict in Botswana. My hope was to successfully apply participatory research methods to explore elephant conservation in Botswana. Together with project participants, a NGO based strategy for Botswana will be created that speaks to both the elephants and people of this great nation.

1.9.2 Project Objectives

To design a non-government organizational strategy aimed at minimizing human-elephant conflict in Botswana, project objectives were set as follows:

1. To identify, explore and document the state of conflict between humans and African Elephants in Botswana.
2. To investigate existing and potential research and educational NGO projects aimed at minimizing the impact of human-elephant conflict.
3. To actively engage community stakeholders, elephant specialists, affected government departments, private operators and existing NGOs in co-designing a NGO strategy that aims to reduce human-elephant conflict in Botswana.
4. To ensure the resulting NGO strategy meets both the developmental needs of the nation and conservation priorities for the African Elephant.

Chapter 2 outlines the research methods and process utilized to reach the above objectives.

1.9.3 Organization of Document

Chapter 1 offers a brief introduction to this project. Chapter 2 reviews the information requirements, research methods and process, project invitation and

limitations. A detailed description of the resulting preliminary body of knowledge is outlined in Chapter 3. Chapter 4 provides an overview of the co-design process, its inputs and design outputs. Due to the interventionist nature of this project, Chapter 5 serves to enlighten the reader on how the final design strategy is currently weathering implementation in Botswana. Lastly, Chapter 6 offers concluding remarks in terms of total professional and personal project experience.

Chapter 2: Research Methods and Process

“Community, then, is an indispensable term in any discussion of the connection between people and land.” (Berry 1993:15)

2.1 Information Required

To successfully achieve the project objectives, the following information was required for collection and analysis:

- African Elephant conservation priorities - International and Botswana
- Natural history of African Elephants
- Botswana’s elephant and human population composition
- Other socio-political issues surrounding wildlife-human conflict in Botswana
- Current status of human-elephant conflict from a government, NGO and private operator perspective
- Existing NGO and government strategies aimed at minimizing human-elephant conflict
- Current village experience living with elephants and ideas aimed at conflict resolution
- Botswana NGO design options and criteria

2.2 Methods Used to Gather Information

Research methods used to gather the above information included literature review, key informant interviews, community participation and field visits. The first two methods were conducted in both Canada and Botswana, whereas the latter two were carried out solely in Botswana. What follows is a description and rationale for each method selected.

2.2.1 Literature Review

Literature review is a widely adopted method that helps establish a body of

knowledge, both historical and current, on a desired subject (Kirby and McKenna 1989). It helps identify opinions, facts, relationships and issues of interest to a project. Literature review also helps create background knowledge, confirm current understandings and foster new questions and concerns (Robson 1993, Wardell 1998). There exists a large body of information on both topics of elephant conservation and NGO development. Particular documents regarding international policy surrounding the African Elephant, such as the 1990 Government of Botswana's Elephant Conservation Plan and 1998 AfESG's Elephant Conservation Priorities were critically reviewed. Literature review continued throughout the project and proved particularly fruitful in helping to prepare for community discussions and interviews.

2.2.2 Key Informant Interviews

The key informant interview is a conversation with an informed individual for the purpose of obtaining relevant information for research description, prediction, or explanation (Cohen & Manion 1989, Wardell 1998). It is considered a useful technique for gathering qualitative or descriptive data that is otherwise difficult or time consuming to explore using other methods (Tremblay 1982, Roberts 1998). This method fosters continual clarification of ideas and information by those knowledgeable in the field. Since this project required information and guidance from a variety of stakeholders, key informant interviews were utilized throughout. In Botswana, interviews with private operators, NGOs and government officials provided valuable information and guidance concerning community-elephant conflict, national elephant conservation priorities and possible NGO design options. Since the motivation behind this project was to voice the concerns and experiences of those people affected by wild elephants, the interview process involved more than information gathering. The interviewees thus helped to shape and reshape the final NGO strategy.

In accordance with guidelines for successful interviews (Roberts 1998, Robson 1993,

Kirby and McKenna 1989) the following principles were adopted where possible:

- To ensure continuity, I was the sole interviewer and Merafe Amos was the only translator for the duration of the project (Section 2.5).
- The interviews were semi-structured, with the majority of questions being open-ended. Please refer to Appendix I for Interview Guide.
- Invitations to participate in interviews were offered well in advance (2.5 weeks).
- Participants were prepared for the interview with the following information: 1) the purpose of interview; 2) how the information will be used; 3) who or what kinds of people we wished to interview; and 4) how long it would take (Roberts 1998).
- Interviews were transcribed or if this was not possible, notes were taken. Where agreed upon by participants, interviews were also recorded.
- Confidentiality was assured in the consent form.
- Interviewees were given my full contact details and associated funding agencies. They were offered the option of receiving a copy of the final document.

Key informant interviews were conducted during all stages of this project. A total of 52 interviews were carried out in Canada and Botswana. Participants were representative of the following sectors: environmental non-governmental organizations (ENGOS), Government of Botswana (GoB), international donors, academic institutions, community based organizations (CBOs) and private sector individuals. People were chosen for their immediacy to the human-elephant conflict issue and/or NGO realm in Botswana. Information gathered from these individual interviews helped identify the scope, location and quality of later community meetings and final NGO strategy design.

2.2.3 Community Participation

This method fits within the category of participatory research. It is a community-based research method that requires an external facilitator or trainer and a small group of community participants. It relies heavily on a facilitator's role to analyze data and document results (Robinson 1998). Community participation has proven practical for projects involving land use conflict, policy decision making or rapid program evaluations (Ryan & Robinson 1996). It is a useful method when time and money are short, yet community involvement is essential in the design process.

It was imperative to adopt traditional oral-based methods of communication in order for Botswana participants to successfully engage in the design process. In Botswana, this meant using the *kgotla* for community discussions. A village *kgotla* is the main meeting place in a particular village where cases are heard and meetings held (Silitshena & McLeod 1998). Typically the *kgotla* is the village center, bringing people and opinions together. An outsider cannot call a *kgotla* meeting to order; it is a matter of initiation and invitation by the village Chief and/or headman. During this project, meetings were held in village *kgotlas* in order to stay within cultural norms and increase ease of discussion among community members.

Participant villages were selected for the severity of and/or number of negative encounters with elephants, as recommended by key informants who helped identify problematic animal regions. Three of the four participant villages were repeatedly identified as conflict-ridden and were therefore targeted for project involvement. As described above, invitations into these villages were requested before entering them.

2.2.4 Field Visits

Field visits serve as a ground-truthing for information gathered in the above ways. For this project, field visits provided backup and validation of information collected in interviews, community discussions and literature review. For instance, after

listening to many villagers and government officials describe the impact of elephant damage to crops, participants indicated that I needed to witness an example of such damage to fully understand the severity of the problem. Walking in the footsteps of harvesters among tall grasses, while keeping an eye open for marauding elephants, was an experience I found critical to understand community perception and the reality of living with elephants.

Walking with the other main stakeholder, namely the African Elephant, was also imperative to understanding their emotion and experience living with humans. Over the course of five months, at least 40 days were spent up close with three pseudo-habituated African Elephants in the Okavango Delta, namely Jabu, Thembi and Morula. Encountering elephants on such a personal and daily basis, experience their hours of feeding, drinking, bathing, walking, sleeping and feeling, gave this project the elephant sized perspective it deserved. The beauty of a community cannot be discovered in a book, nor can the majesty of the African Elephant be understood through discussion. Both must be experienced. Field visits offered this opportunity.

2.3 Research Process

A specific research process was developed to suit the information requirements of this project. Table 1 summarizes the research methods utilized for obtaining this information.

Table 1 - Information Requirements and Applied Research Method

Information Required	Research Method
African Elephant conservation priorities - International and Botswana	Literature Review
Natural history of African Elephants	Literature Review and Field Visits
Elephant and human population composition in Botswana	Literature Review
Other socio-political issues surrounding wildlife-human conflict in Botswana	Literature Review and Key Informant Interviews
Current status of human-elephant conflict from a government, NGO and private operator perspective	Literature Review and Key Informant Interviews

Existing NGO and government strategies aimed at minimizing human-elephant conflict	Literature Review and Key Informant Interviews
Current village experience living with elephants and ideas aimed at conflict resolution	Community Participation and Field Visits
Botswana NGO design options and criteria	Literature Review, Key Informant Interviews, & Community Participation

To effectively use the information collected and the time spent in Botswana, the research process was divided into four information gathering phases as outlined below.

2.3.1 Phase 1: Literature Review and NGO Key Informant Interviews - Canada

The first phase was largely spent reviewing literature to gain a general understanding of the African Elephant conservation priorities; existing NGO and government strategies aimed at minimizing human-elephant conflict; and various NGO design criteria and models. Government policy, popular media, web sites and academic papers were all considered in this review. A few key informant interviews were also conducted with NGO Executive Directors to gain a general understanding of how existing successful NGOs are designed and managed, and to identify the critical factors for building a NGO. This basic understanding of African Elephant conservation and NGO design options provided background to begin research in Botswana.

2.3.2 Phase 2: Impression Gathering, Stakeholder Analysis and Interviews - Botswana

The second phase began in Botswana with impression gathering and stakeholder analysis. Generally, impression gathering involved attending community meetings, speaking to local key informants on a casual basis and quietly identifying the key stakeholders in elephant conservation and the NGO community in Botswana. This

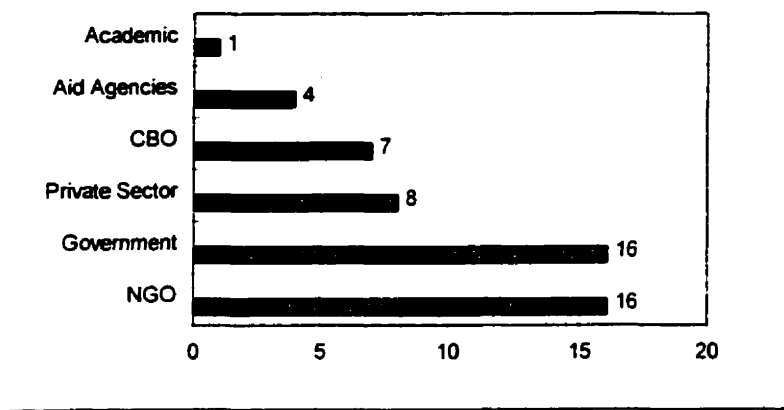
was a critical period in the research process as it helped identify the primary stakeholders who would be considered for interviews and/or community discussions. Applying a stakeholder analysis technique called SIMPLE, the following questions were answered for each possible stakeholder (Graybridge International 1997):

- **Stakeholders:** Who is interested in the issue and/or project?
- **Interests:** What are the interests of each stakeholder in the project?
- **Might:** What power or influence does each stakeholder have?
- **Pick:** Of the full range of stakeholders, which will be included in interviews or discussions based on their interests and influence?
- **Locus:** What kind of involvement is appropriate for each stakeholder and what mechanism will be used to engage them?
- **Engage:** What lessons can be learned from this process for future activities?

Once this analysis was completed for all relevant NGO, government, academic and CBO (Community Based Organization) based stakeholders in Botswana, requests for key informant interviews and community discussions were sent.

Figure 2 indicates the number of key informant interviews conducted and their sector representation. In total, 52 interviews were conducted.

Figure 2 - Key Informant Interview Participants by Sector



The following is a list of the representative organizational name of participants. To protect the privacy of some participants, organization name is provided throughout this document, whereas names and titles are not always cited.

Non-Governmental Organization (NGO)

African Elephant Specialist Group (AfESG)
BOCONGO
Botswana Wildlife Managers Association (BWMA)
Calgary Foundation
Conservation International - Okavango Program, Botswana
Chobe Wildlife Trust
Kalahari Conservation Society
Mokolodi Wildlife Foundation
Okavango Peoples Wildlife Trust (OPWT)
Riddle Elephant Sanctuary
Round River Conservation Studies
Tshomeralo Okavango Community Trust
The WILD Foundation
The World Conservation Union (IUCN) - Botswana

Government of Botswana (GoB)

Botswana Wildlife Training Institute (BWTI)
Department of Wildlife and National Parks (DWNP) - Seronga, Maun and Gaborone
Department of Agriculture (DoA)
Northwest District Tourism Council - Ngamiland
Office of President - Registry of Deeds
Village Development Committee (VDC) - Seronga

Community Based Organization (CBO)

Khwai Development Trust
Okavango Community Trust (OCT)

Private Sector

Bird Safaris
Calgary Zoo
Chris du Plessis Attorneys
Grey Matters Pty.
Interlingual TV
PEPPS
Tom Fowler Inc.
Wildlife Enterprises

Aid Agency

USAID - Natural Resource Management Programme

Academic

Okavango Research Center
University of Calgary

Key informants provided information regarding: 1) current status of human-elephant

conflict from a government, NGO and private operator perspective; 2) existing NGO and government strategies aimed at minimizing human-elephant conflict; 3) NGO design options and criteria for Botswana; and 4) the larger issues around wildlife-human conflict in the country. See Chapter 3 for a summary of the findings from these interviews.

2.3.3 Phase 3: Community Participation and Field Visits - Botswana

Community discussions served as a groundtruthing exercise to determine whether the information gathered through literature review and interviews was congruent with the local reality of living with elephants. Participant communities were chosen based on their severity of human-elephant encounters, as indicated through Problem Animal Control reports and discussions with various stakeholders in Phase 2.

Table 2 outlines basic characteristics of the four selected communities. See Figure 3 for a geographical map of village locations.

2.3.4 Phase 4: Analysis And Co-Design - Botswana and Canada

Information gathered through literature review, interviews, community discussions and field visits was analyzed on an ongoing basis throughout this project. Notes, transcriptions and literature were reviewed for recurrent themes. What follows in Chapter 3 are the research findings sorted and summarized according to extracted themes. Chapter 4 reviews how the research findings, described below, were later used in a co-design process.

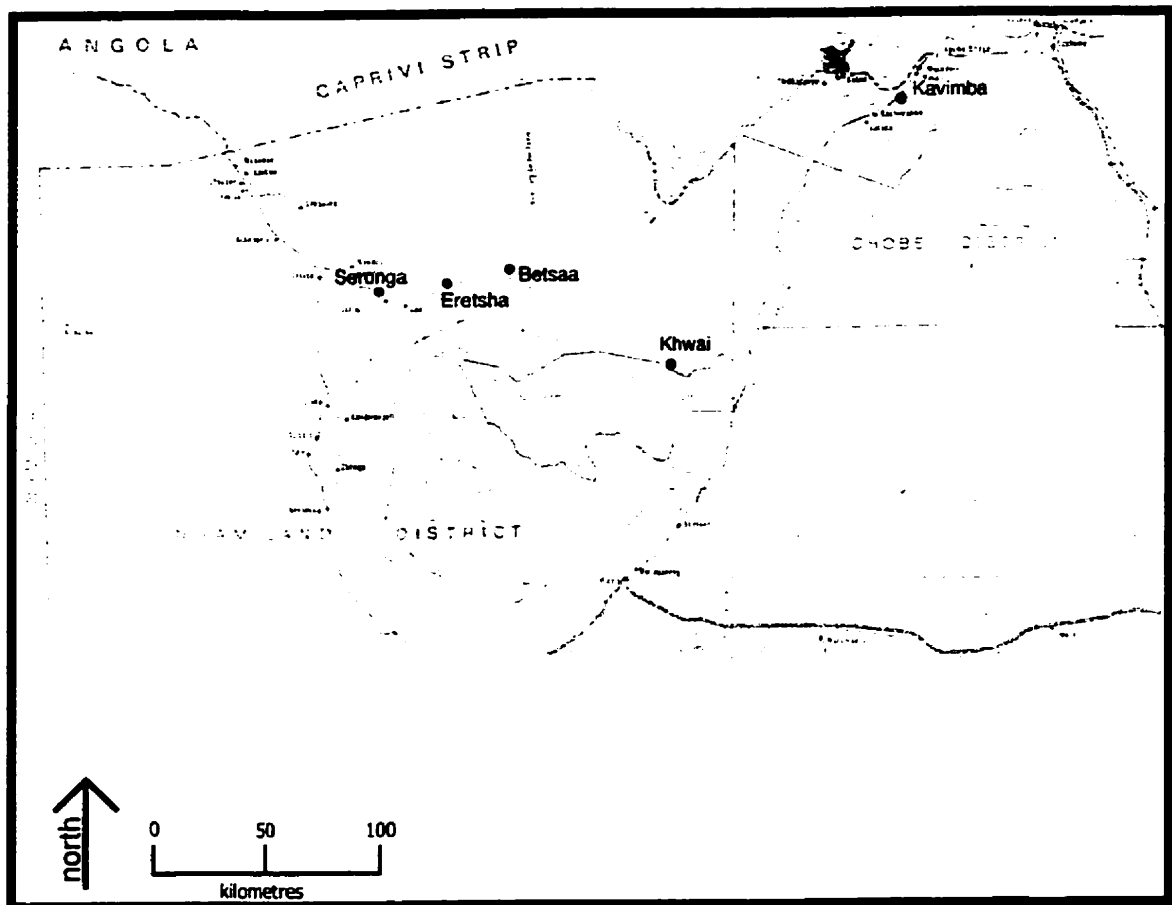
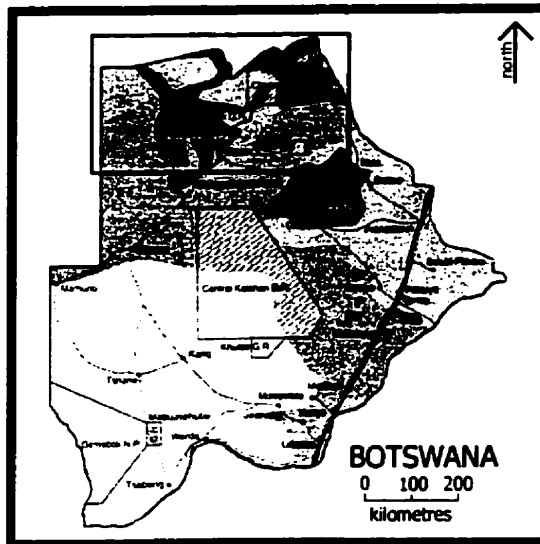
Table 2 - Participant Village Characteristics

	Beetsha	Eretsha	Khwai	Kavimba
Population	1000	800	300	750
Ethnic Groups	Hambukushu, Bayei, Bakgalagadi, Basarwa	Hambukushu, Bayei	Basarwa	Subiya
Ecoregion	woodland (mopane, ebony, sausage, acacia) along Okavango river	woodland (mopane, ebony, sausage, acacia) along Okavango river	woodland (mopane, ebony, sausage, acacia) along Khwai river	woodland (mopane) along Chobe river
Land usage	souham, melons, grazing	souham, melons, grazing	hunting and gathering	souham, melons, grazing
Main economic activity	crop agriculture, cattle ranching, fishing	crop agriculture, cattle ranching	hunting, wildfruits & veld gathering, basket weaving	crop agriculture, cattle ranching
Number of Kgotla Participants	approx. 200 participants (50 women)	approx. 20 participants (3 women)	approx. 20 participants (8 women)	approx. 15 participants (5 women)

Figure 3 - Geographical Map of Participant Villages in Northern Botswana

Top: Key of Botswana (IUCN 1990)

Bottom: Participant Villages in Northern Botswana (Government of Botswana 1992)



2.4 Invitation to Gather Information

Participatory research is best approached from an invitation-first stance. A greater degree of participant hospitality and openness is garnered if proceeded by invitation. This is especially true for communities in Botswana that might initially reject foreign interest and/or influence in their day to day lives. Therefore, initial months were spent impression gathering and waiting for community interest and invitation. Letters introducing the research topic and interest in community participation were sent to community based organizations (CBOs) representing one to three villages. In most cases the CBO chairman followed up with an invitation to their village after speaking to the Chief and/or headman. By the time we entered the community, the entire village knew of our arrival through the Chief's announcements.

Not only are invitations imperative to the successful implementation of participatory research methods, it was a requirement of the Government of Botswana. As per my research permit delivered from the Office of the President, it is stressed, "The permit does not give authority to enter any premises, private establishment or protected area. Permission for such entry should be negotiated with those concerned" (Office of President 1998). Similarly, CIDA requested proof of host country organizational support before engaging in research. All such culturally sensitive and regulatory protocol was followed.

2.5 Building Local Capacity

Part of the reason this project was honored with a CIDA innovation award was for its potential to build local capacity. On an skill transfer level, Merafe Amos, a Khwai Bushman, was hired as my research assistant. Merafe and I walked and learned together throughout the project. Merafe was chiefly involved in assisting with village meeting organization, translation and analysis activities. He gained experience and expertise with computers, project management, report writing, NGO

design and international relations. He also learned about human-elephant conflict and how it affects the people and land of his country. Upon completion of the field study portion of this project, Merafe was highly experienced and educated in both elephant conservation and NGO development in Botswana. Merafe will immediately apply these new skills in the later implementation of this NGO strategy and in his new position as Headman of Khwai village.

Additionally, Doug and Sandi Groves, the individuals who invited me to begin this research, improved their skills in NGO design, project management and participatory research methods through direct involvement in this project. They will apply these skills in the setup and management of the resulting NGO strategy.

It has been argued in community development (CD) literature that participation is an end in itself, capable of building local capacity (UNCHS 1984 cited in Moser 1989). People have the right and duty to participate in projects that affect their lives. CD literature indicates that this level of participation helps build local self-reliance and spirit. Therefore, by simply *engaging* in community participation as a research method, local capacity was strengthened.

2.6 Project Limitations

Limitations imposed on this project were mostly due to its cross-cultural scope. Although strategies aimed at minimizing these obstacles were in place, the limitations were sometimes inescapable. What follows is a short description of the major limitations experienced and their consequences.

1. Cross cultural communication is a common barrier in international research. I relied on a translator which occasionally lead to misinterpretation of questions and comments directed to and from community participants.

2. Woman typically do not have a role of authority in a Botswana village setting and my role was questioned based on gender alone. Therefore, my research assistant, Merafe, was given a front-runner position at certain times. This wrongly led some participants to feel that I had “co-opted” local support.
3. A week after arrival in Botswana, the host country organization relied upon for office and administrative support went bankrupt and folded. This forced me to work and live in a rather unproductive space.
4. Botswana is a large country with elephants clumped in two distinct regions, creating great distances between communities experiencing conflict. Cost and time restrictions kept me from visiting all pertinent conflict areas, including the Tuli Block (located in the most southeastern portion of Botswana).
5. Although the kgotla meeting structure was invaluable in terms of hearing many diversified opinions, there were often too many participants to obtain detailed responses or experiences from a few key individuals.
6. Due to an alliance with private operators, foreign support network (University of Calgary and CIDA) and government authorities (for permit purposes), some participants felt that I was trying to promote these stakeholders’ interests. A great deal of time was spent in meetings gaining participant trust and diminishing suspicion.
7. The height of human-elephant conflict occurs in the dry season, namely the months of September and October. Financial supporters required completion of my project during the months of January to July, therefore missing the opportune months to witness elephant encounters.
8. Elephant conservation, specifically human-elephant conflict, is a highly political and contentious issue for all stakeholders. The majority of interviews and kgotla meetings began with a great deal of hostility and venting. People were desperate to speak their opinion about elephants. Thus, when requesting participant ideas for resolution, most people could not bring themselves past hostility, assumption and experience. The short nature of meetings and interviews did not help in this manner.

Chapter 3: Research Findings

After conducting the research methods and process described in Chapter 2, the following preliminary body of knowledge was established. These research findings later provided the information foundation to build NGO models upon. The resulting co-design process and models are outlined in detail in Chapter 4.

3.1 African Elephant Conservation Priorities - International and Botswana

3.1.1 International NGO Perspective

African Elephant conservation priorities set by large international NGOs such as the World Wide Fund for Nature (WWF), African Wildlife Foundation, African Elephant Specialist Group (AfESG) and locally affected governments have drastically changed over the years. In the early 1980s, WWF and many other environmental non-governmental organizations (ENGOS) spent the majority of their efforts lobbying for a ban on the international ivory trade (IUCN/SSC n.d., WWF 1997) in response to research that found the population of African Elephant had been reduced by half in one decade (Groning 1999, WWF 1997). At that time, the world witnessed massive slaughtering of elephants and high ivory prices. The fight to ban poaching became an international effort. In 1989, NGOs were successful in pushing CITES to list the African Elephant on Appendix I, securing an international ban on the ivory trade. As a result of this success, NGOs and governments spent their time and resources protecting elephant habitat, controlling poaching through enforcement and educational means thereafter celebrating in the wake of recovering population numbers (WWF 1997).

Although Southern African populations rapidly recovered, East African countries witnessed a decline in elephant numbers. The increase in elephant populations also raised new issues. In Zimbabwe, Botswana and Namibia, abundant elephant populations are still blamed for severe habitat degradation and conflict situations in and near human settlements. The movement of elephants into unprotected areas and

humans expanding their activities into elephant range, whether protected or unprotected, began to cause NGOs and local residents great concern. In 1998, WWF released a report titled *"Conserving Africa's Elephants: Current Issues and Priorities for Action"*, which highlights conflict between land and resources as a "modern" issue and of grave importance to the future conservation of the African Elephant and its habitat (WWF 1997). It has been well documented by NGO and government agents that a concurrent increase in elephant and human populations has led to an overall shrinkage of elephant habitat, putting the species once again at risk (WWF 1997, US Fish & Wildlife 1999, IUCN/SSC n.d., DWNP 1997).

As reported incidents of human-elephant conflict increased, so did the demand for compensation by affected villagers. Mounting pressure from governments with 'overpopulation concerns' became the impetus behind signatories of CITES to down-list the African Elephant to Appendix II, allowing a one time sale of stockpiled ivory to Japanese markets in 1998 and general permission for Botswana, Zimbabwe and Namibia to hunt elephant once again (Ramadubu 1999, IUCN/SSC n.d.). As a result, elephants cannot hide behind international law for protection anymore. The species now relies on its human neighbors for survival. As humans and elephants continue to encroach on each others space, the number of reported negative encounters has exploded. This has led NGOs and local governments to try and understand human-elephant conflict as their top research priority. As outlined under current conservation priorities for WWF,

The focus of conservation efforts has shifted to dealing with the consequences of diminishing elephant range. In doing so, two closely related issues have emerged. The first concerns the impact of increasing numbers and densities of elephants on the habitat inside protected areas, as a result of the recovery or increased confinement of elephant populations. The second relates to the expansion of human settlement into, and the economic development of, elephant range outside protected areas. This has inevitably led to increased competition between elephant and humans for limited resources such as space and water (WWF 1997).

Although WWF's conservation priorities typically set the standard for other smaller NGOs worldwide, there is another organization, the African Elephant Specialist Group (AfESG), which provides direction to the WWF and national governments.

The AfESG is a part of the Species Survival Commission (SSC) of IUCN (The World Conservation Union). The AfESG is known as the most active and productive of the SSC groups involving more than 60 members worldwide in promoting the long-term conservation of Africa's elephants (IUCN/SSC n.d.). The AfESG provides technical assistance and guidance to governments, NGOs, academia and the general public worldwide. It is therefore imperative to gauge their conservation priorities and country action plans in detail. In 1998, AfESG released its 1998 report titled *Review of African Elephant Conservation Priorities* (IUCN/SSC n.d.). Table 3 summarizes the conservation priorities and management recommendations in this report.

Table 3 - Summary of AfESG's Conservation Priorities and Management Recommendations
(IUCN/SSC n.d.)

AfESG Conservation Priority	AfESG Management Recommendation
Law enforcement of poaching and the ivory trade	<ul style="list-style-type: none">• Control poaching & illegal ivory trade• Reform wildlife laws• Co-ordinate law enforcement structures in range states• Patrol protected areas adequately• Outside protected areas, encourage communal and private land holders to undertake security of elephants• Encourage governments to consider economic and conservation value of elephants• Establish proper data collection protocol• Encourage governments to mark ivory• NGOs should support governments in their actions
Habitat loss due to conversion of farmland, pastoralism, logging, dams and general fragmentation	<ul style="list-style-type: none">• Remove subsidies supporting agriculture or other forms of development on marginal lands• Encourage compatible or integrated land use on park boundaries• Build up local capacity for people to manage resources sustainably• Encourage adoption of land use planning procedures and legislation to minimize impact of development• Carry out environmental impact assessments prior to large scale development• Maintain political support for protected areas• Establish new protected areas in regions of low coverage
Local Overpopulation of Elephants	<ul style="list-style-type: none">• Due to lack of long-term studies on elephant population dynamics, adopt adaptive management principles• Protected area managers should state clear objectives• Encourage research aimed at developing new population control techniques (i.e. contraception)• Culling should be considered viable, when other non-

	destructive methods are not feasible
Human-Elephant Conflict leading to crop raiding, human death and injury	<ul style="list-style-type: none"> • Devolution of responsibility for dealing with human-elephant conflict to local people • Wildlife departments should prioritize their approach to dealing with conflict to include qualitative assessments of the extent of damage, determining where problems are most severe, and identifying areas where management intervention is crucial • Land-use planning must incorporate the human-elephant conflict into the development process • Wildlife departments should ensure other branches of government know about conflict consequences • Encourage community self-help projects and innovative approaches to management • Encourage experimental studies of management methods
Elephant Surveys	<ul style="list-style-type: none"> • Monitor numbers, distribution and movement of elephant populations • Prioritize unsurveyed areas which are suspect of holding major elephant populations annually • Encourage international collaboration between cross-border populations • Improve aerial and dung survey techniques

In 1999, IUCN/SSC AfESG appointed a Human-Elephant Task Force (HETF) to manage and promote investigation into human-elephant conflict research worldwide. In February of 1999, HETF sent a questionnaire to African nation governments and NGO officials to review their policies and management options aimed at human-elephant conflict mitigation (HETF 1999). During interviews in Botswana, I was informed by HETF representatives that this questionnaire had not been filled out by Botswana representatives due to lack of interest and information to respond (pers.comm. Taylor 1999). This has strengthened HETF's concern about Botswana's status on human-elephant conflict issues (pers.comm. Taylor 1999).

3.1.2 Botswana Government Perspective

Government policy directed at the African Elephant has been limited to one rather out-dated document, *The Conservation and Management of Elephants in Botswana*, released in July 1991. A 1997 revised draft of this document is still under review (DWNP 1991, DWNP 1997). The 1991 Government of Botswana (GoB) policy objectives are summarized in Table 4. The 1997 draft did not change from the 1991 version.

Table 4 - Government of Botswana Elephant Policy Objectives: 1991 and 1997

(DWNP 1991, DWNP 1997)

1991 GoB Elephant Conservation and Management Policy Objectives
<ol style="list-style-type: none">1. Manage elephants on a sustainable multiple use basis in accordance with 1986 Wildlife Conservation Policy and 1990 Tourism Policy2. Maintain elephant populations at their 1990 level by removing annual increment3. Maintain elephant occupied woodland in an acceptable state, subject to climatic influence4. Reduce elephant populations if research and monitoring indicate unacceptable changes to elephant habitat5. Maintain biodiversity and essential life support systems in the national parks and reserves6. Reduce conflict between elephants and humans7. Support and undertake elephant population and elephant habitat research and monitoring programs

Although the policy objectives were not revised in the 1997 edition, the management strategies changed in response to the recent down-listing of the African Elephant to CITES Appendix II. Table 5 outlines these changes in management strategy at a government level.

Table 5 - Government of Botswana 1991 and 1997 Elephant Management Strategies

(DWNP 1991, DWNP 1997)

1991 GoB Management Strategies	1997 Revised GoB Management Strategies
<ul style="list-style-type: none">• Seek CITES down-listing of elephant to Appendix II• Elephants will be utilized in terms of a management plan, drawn up and reviewed by the Director of DWNP every 3 years• Economic benefits will be optimized favoring local employment, income generation and development• End products of consumptive utilization will be processed as far as possible before export• The acceptable state of woodland will be defined for the time being as the 1990 state• Culling and cropping will be the principal methods for controlling elephant numbers• Fees for sport hunting reflect market value• Provision of artificial watering points will be pursued cautiously• On freehold land, net revenues derived from consumptive utilization will be placed in wildlife conservation trust fund• Policy objectives will be reviewed in response to research findings	<ul style="list-style-type: none">• Due to successful down-listing of elephant to Appendix II mechanisms will be put in place to ensure trade in elephants and/or products is adequately controlled• Increase law enforcement activities• Principal method of controlling numbers will be cropping through sport hunting, culling and translocation• Encourage consumptive utilization of elephants and end products• Provision of artificial watering points on a limited scale and monitoring of these points• Funds derived from consumptive utilization will be used to assist DWNP in research and law enforcement• Part of funds will be used to build capacity in wildlife management institutions• Funds will be used for mitigation of human-elephant conflict - this will lead to poverty alleviation, community empowerment and a change in attitude towards conservation

The 1997 revisions demonstrate Government's greater attention to law enforcement to benefits of consumptive utilization and to mitigation of human-elephant conflict.

Local and national DWNP officials offered the following comments about the level of adherence to 1991 policy and management recommendations in interviews:

- Elephant populations were not maintained at their 1990 levels through culling and cropping measures due to lack of resources and concern about international public opinion (pers. comm. Mohoho 1999, pers. comm. Tjibae 1999)
- In order to reduce conflict between humans and elephants, the government established a national compensation scheme and drilled pilot artificial watering points in the Chobe district (pers. comm. DoA 1999, pers. comm. DWNP Seronga 1999, DWNP 1997)
- Attention and resources were placed on seeking the down-listing of the African Elephant from CITES Appendix I to II (pers. comm. Tjibae 1999)

Although the 1997 Policy and Management strategy has not been adopted beyond draft form, government officials offered a few comments regarding adherence to current policy. Funds derived from the ivory sale in 1999 were set aside, as the policy states, for elephant conservation. A board has been selected to govern this board, but as of October 1999 no terms of reference or plans have been created for fund dispersal. It is questionable whether this money will reach those communities experiencing conflict, as stated in the policy objective. (pers. comm. Jansen 1999, pers. comm. Ben 1999)

3.1.3 Popular Media

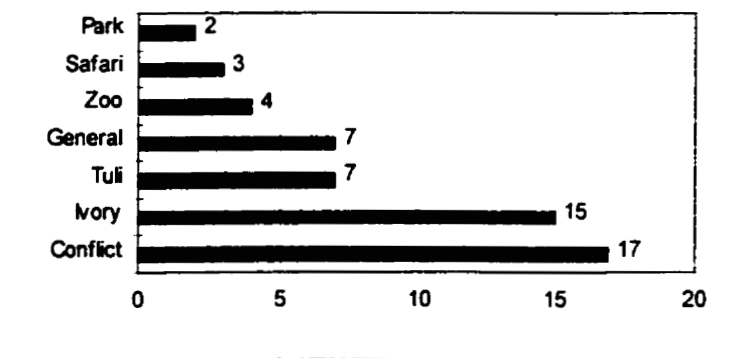
A general understanding of public opinion and trends regarding African Elephant conservation was obtained by reviewing current articles for the period January 1997

to January 2000. News sources included the *Electronic Weekly South African Mail and Guardian* (www.mg.co.za), *Wildnet Africa* (www.wildnetafrica.co.za), *The Okavango Observer*, *The Botswana Gazette* (www.info.bw/~gazette), *The Namibian* (www.namibian.com.na) and *ABC News* (www.abcnews.com). Main topics covered in 55 articles, in order of prevalence, include:

1. human-elephant conflict (i.e. human deaths or crop raids);
2. ivory trade and poaching;
3. Tuli elephant saga (i.e. wherein 30 baby elephants were captured in Botswana and sold to animal dealers in South Africa for zoo and/or circus purposes);
4. general elephant information;
5. zoo conservation programs;
6. elephant safaris; and
7. elephant park management.

Articles referring specifically to Asian Elephants were not included for review purposes. Please refer to Figure 4 for a summary of article types reviewed.

Figure 4 - Topic Prevalence of Elephant Conservation in Current Articles 1997-2000



Some topics were time specific, others were spread evenly throughout the reviewed time frame. For example, stories on human-elephant conflict were consistently spread over the three years, whereas ivory trade articles were mostly limited to 1997.

The Tuli elephant story hit *Mail and Guardian* headlines September 8, 1998 and lasted until November 6, 1998. The other four categories of information were evenly spread across the time period.

The general tone for topics remained constant within its own category. Human-elephant conflict articles were largely dramatic expositions of a recent crop raiding incident or human death caused by marauding elephants. Articles on the ivory ban were primarily descriptive, outlining various NGO and government opinions about whether to support the CITES down-listing of elephants. The Tuli elephant articles were predominately explosive updates of the abused baby elephants and the legal battle to charge custodians. General information periodicals were simply factual and pictorial descriptions of the African Elephant for general public awareness purposes. Stories relating to captive (zoo based) conservation programs updated the public on new reproductive technology for elephants and announcements of captive elephant deaths. The few tourism based articles were descriptive and promotional in tone, encouraging readers to visit elephant parks or engage in elephant-back safaris. Park management articles referred to population control methods and rationale in South Africa in a descriptive manner.

3.2 Natural History of African Elephants

The African Elephant has captured the world's attention through its size, gentle stride and outstanding intelligence. Indeed, not much is written about the African Elephant without reference to its majestic and powerful presence. Groning writes,

The elephant, that Titan of the animal kingdom, is a miracle of nature. Through the ages, it has received the incredulous gaze of those to whom it seemed some mythical beast, and millions of years have gone into its shaping. Its unique body structure, remarkable intelligence and amazing social behavior have made the gentle giant adept at the art of life and survival (Groning 1999:56).

Table 6 outlines some anatomical and behavioral characteristics of the African Elephant.

Table 6 - African Elephant Characteristics

(Wildlife Fact File n.d, David Shepherd Foundation n.d., Groning 1999)

Classification	Order: <i>Proboscidea</i> Family: <i>Elephantidae</i> Genus and Species: <i>Loxondonta africana</i>
Sex	Male: Bull Female: Cow
Size	Height: Male - 3.05m to shoulder; female a bit smaller Weight: Male - up to 5900 kg; female up to 3630 kg
Lifespan	Approx. 60-70 years
Relations	Subspecies: Savanna (or Bush) elephant and Forest elephant Cousin: Asian Elephant Nearest kin: Sea cow and bush hyrax
Breeding	Sexual Maturity: 14-15 years Mating: Any time Gestation: 22 months No. of young: Usually 1 calf born 113 kg and 1m tall
Diet	Herbivores: Grass, foliage, fruit, bark, branches, twigs, roots, tubers; eat up to 230 kg/day; drink up to 200 litres/day; spend 18 hr./day feeding; digest less than half of what they eat
Speed	Walk 8-8.9 km/h; run up to 40 km/h; cover 81 km/day
Teeth	4 cheek teeth, up to 30.5 cm long, 1 in each quarter of jaw; replaced 6 times
Tusks	Used for digging, barking, stripping, pushing, carrying and jousting; these elongated incisors grow throughout lifetime; grow 15-18 cm/yr.; mixture of dentine; largest recorded tusk was 3.05 m long and 104 kg.
Trunk	Over a hundred thousand muscle fascicles make up the trunk; utilized for exploring, manipulating, breathing, touching, smelling, weapon, orientation, snorkeling, wrestling, sound reverberation and production hand, nose, weapon, orientation; 2 'fingers' at tip
Ears	Each ear measures up to 2 m ² ; act as radiators, in hearing, in behavioral signaling
Language	Rich and varied language; a range of sounds to express moods and feelings; low infrasound frequencies inaudible by human ears
Family Life	Close social relationships: Live in family groups of 5 or more Females: Stay together for life with a matriarch Bulls: Live alone or small bachelor groups; leave family unit at 8-18 yr. of age
Habitat	South of Sahara: Mostly bush habitat Central and Western African Countries: Mostly forest dwellers

The African Elephant is one of the largest and most silent creatures to glide the earth's surface. Walking beside the elephant, you hear neither footsteps nor breath. It is a creature of enormous body, intelligence and reverence.

3.3 Elephant and Human Population Composition in Botswana

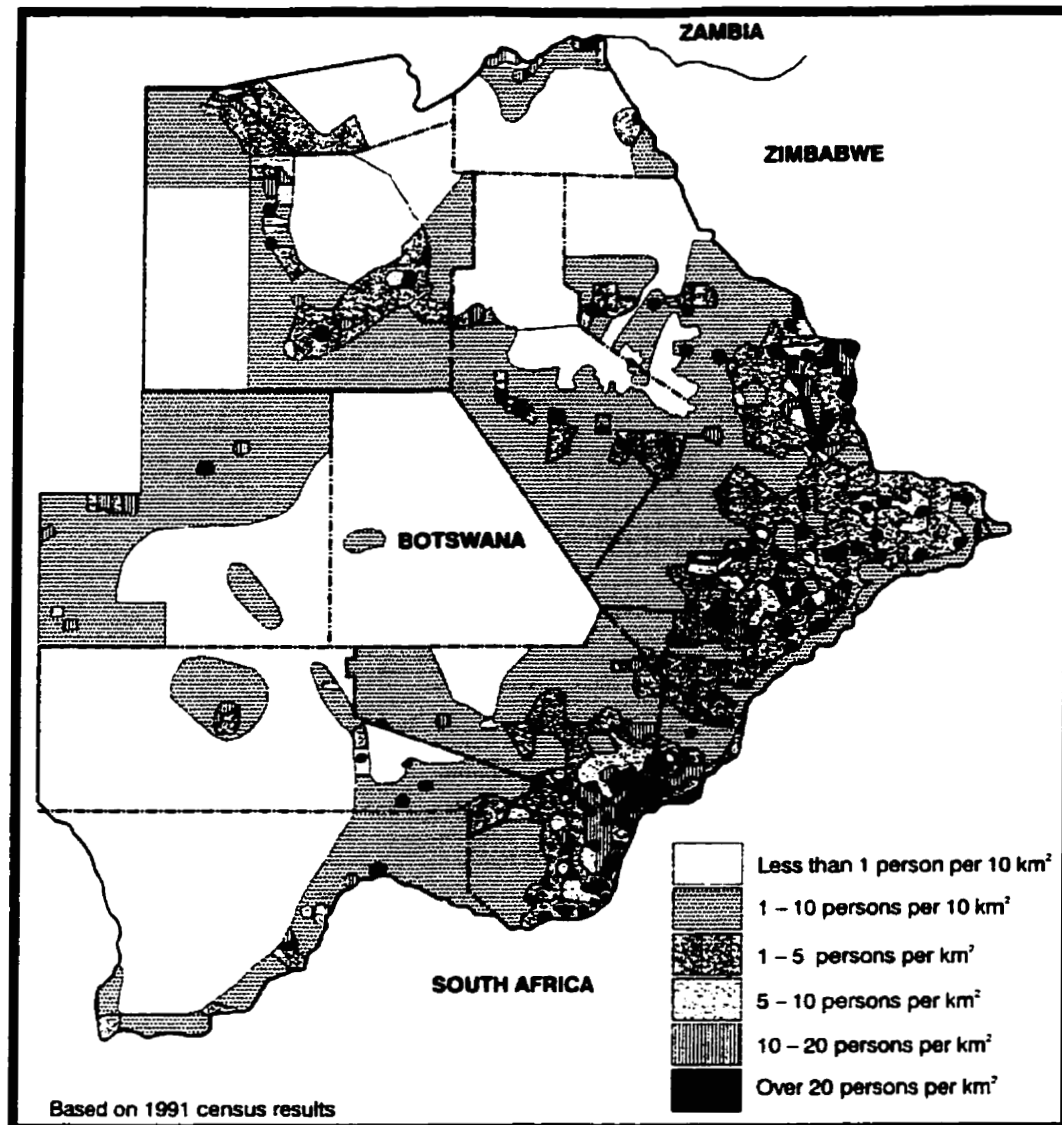
3.3.1 Human Population Composition

1991 census data estimates Botswana's human population to be 1.3 million, with an annual growth rate of 3.5%, one of the highest in the world (Silitshena & McLeod 1998). The average life expectancy is 59.4 years for males and 65.4 years for females (ibid.). At this rate, the country's population will double every 20 years (ibid.). However, death rates are likely to increase substantially in the future due to the AIDS epidemic sweeping across the nation. In 1995, approximately 12.5% of the population was HIV-positive (ibid.). Although Botswana experiences one of the lowest population density ratios in Africa, approximately 2.3 people per square kilometer, this figure significantly changes on a rural vs. urban or arable vs. non-arable land basis (Silitshena & McLeod 1998). Please see Figure 5 for a density map of Botswana's human population. There are four main population centers: Gaborone and region; northeastern region; Palapye-Serowe region and the area surrounding the Okavango Delta (Silitshena & McLeod 1998). Between 1981-91, urban populations grew by 13.8% per annum, whereas rural populations increased by 0.7% per year, indicating a strong rural to urban migration pattern (ibid.).

Population numbers and composition are significant because of the pressure it places on resources and the environment. For example, an annual growth rate of 3.5% means an additional: 1) 50,000 tons of wood consumed; 2) 4.6 million cubic meters of water consumed; 3) 10-25,000 hectares of land cultivated; 4) 85,000 more livestock units; and 5) a general expansion of human settlement in wildlife areas (ibid.). Overpopulation, therefore, is a concern when natural resources are not sufficiently available or significantly degraded. Due to Botswana's significant shortage of arable land and water, overgrazing, high unemployment and 50% of households living below poverty datum line, the country has been identified as experiencing overpopulation pressure (ibid.).

Figure 5 - Population Density of Botswana

(Silishena & McLeod 1998)



3.3.2 Elephant Population Composition

A 1997 aerial survey data indicated Botswana's elephant population to be 79,305± 21% covering an area of approximately 73,000 km² (CITES COP-10 Secretariat 1997). More recent aerial surveys conducted in 1999 by DWNP indicate a population of 85,000-128,000 (pers.comm. Van der Vaal 2000). DWNP estimates a total of 106,500 elephants for Northern Botswana of which 90,600 are in family

groups and 7,500 are in bull groups (ibid.). This makes Botswana's elephant population the largest of any range state. The population is increasing in number, range and density (Gibson et al. 1998, DWNP 1997). Significant damage in vegetation, especially mature trees, has been observed predominately in the Chobe District, where the highest elephant density occurs. Since there is a lack of information indicating age structure and recruitment rate of elephants, the population's stability remains unknown (ibid.). Please refer to Figure 6 for Botswana's historical and current elephant distributions.

Botswana's current elephant population occurs in two distinct geographical areas. It is estimated that 90% of the population lives within an 80,000 km² range, to the north of latitude 20 degrees south (Chafota et al. 1993, Matlhare 1993). The northern populations of elephants, along with those in parts of the Caprivi strip in Namibia and north-west Zimbabwe, make up the largest single contiguous population in Africa (Craig 1996). Please see Figure 7. The remaining elephants forage in an 800 km² range, within the Tuli circle and Tuli Block farms in southeastern Botswana. There are also a few transient populations whose numbers are seasonally variable. These elephants come from Zimbabwe and forage in the Bobirwa subdistrict (Chafota et al. 1993, Matlhare 1993). The clumping of elephants is believed to exert pressure on the woody vegetation in high concentration regions (Matlhare 1993).

In the wet season, elephants are widely distributed throughout their entire range, whereas during the dry season, elephants concentrate around perennial water sources (DWNP 1997). During the dry season, it is estimated that approximately 75% of the total elephant population occupies 16% of their total range including core areas such as: Chobe, Kwando, Linyanti and the Moremi Game Reserve (DWNP 1997). Over the past five years, elephants have expanded their range to include the western part of Moremi Game Reserve.

Figure 6 - Historical Elephant Distribution in Botswana

(Campbell 1990)

Top Left: Probable distribution in late 18th Century

Top Right: Probable distribution in about 1850

Bottom: Probable distribution in about 1890

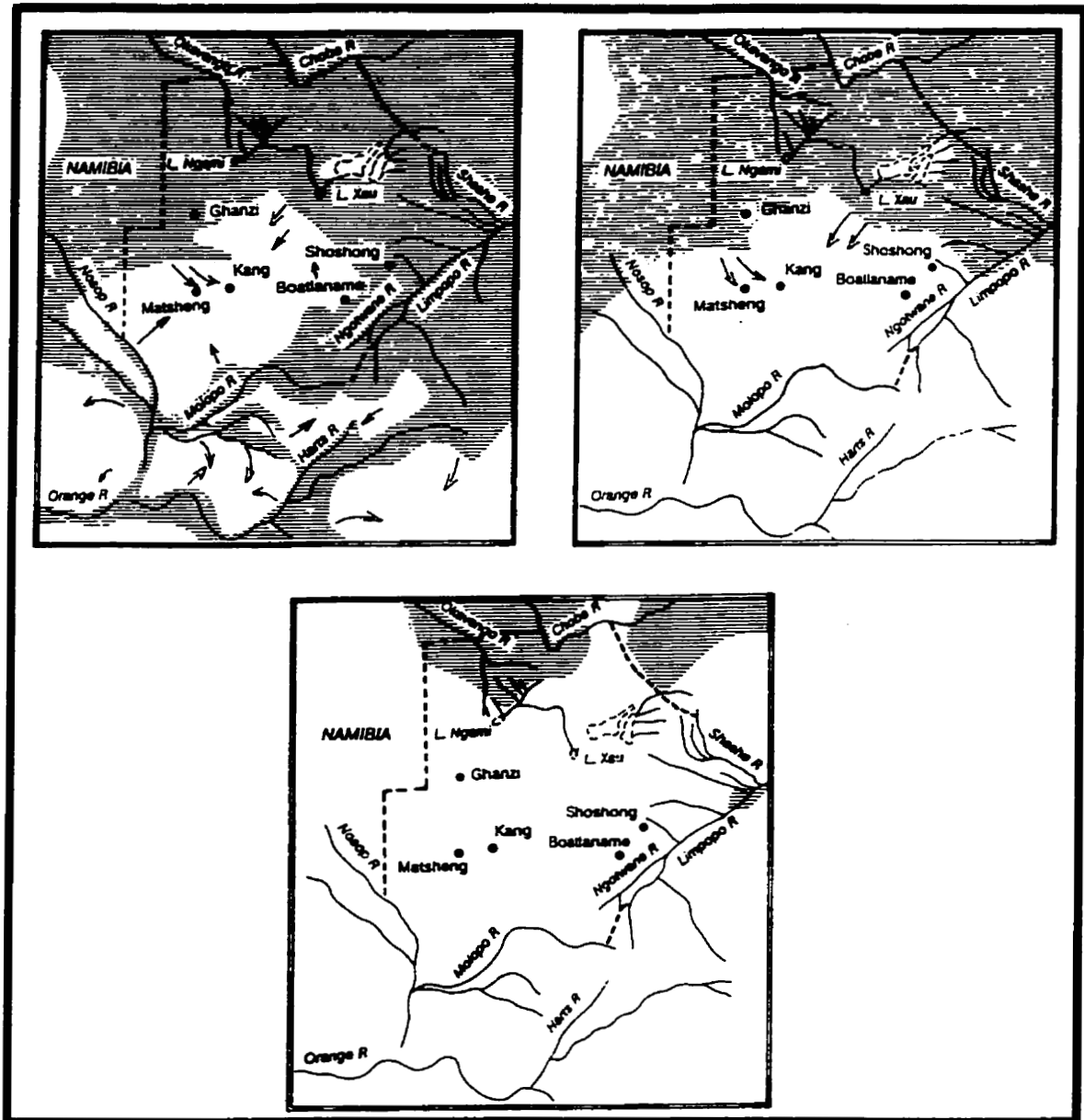
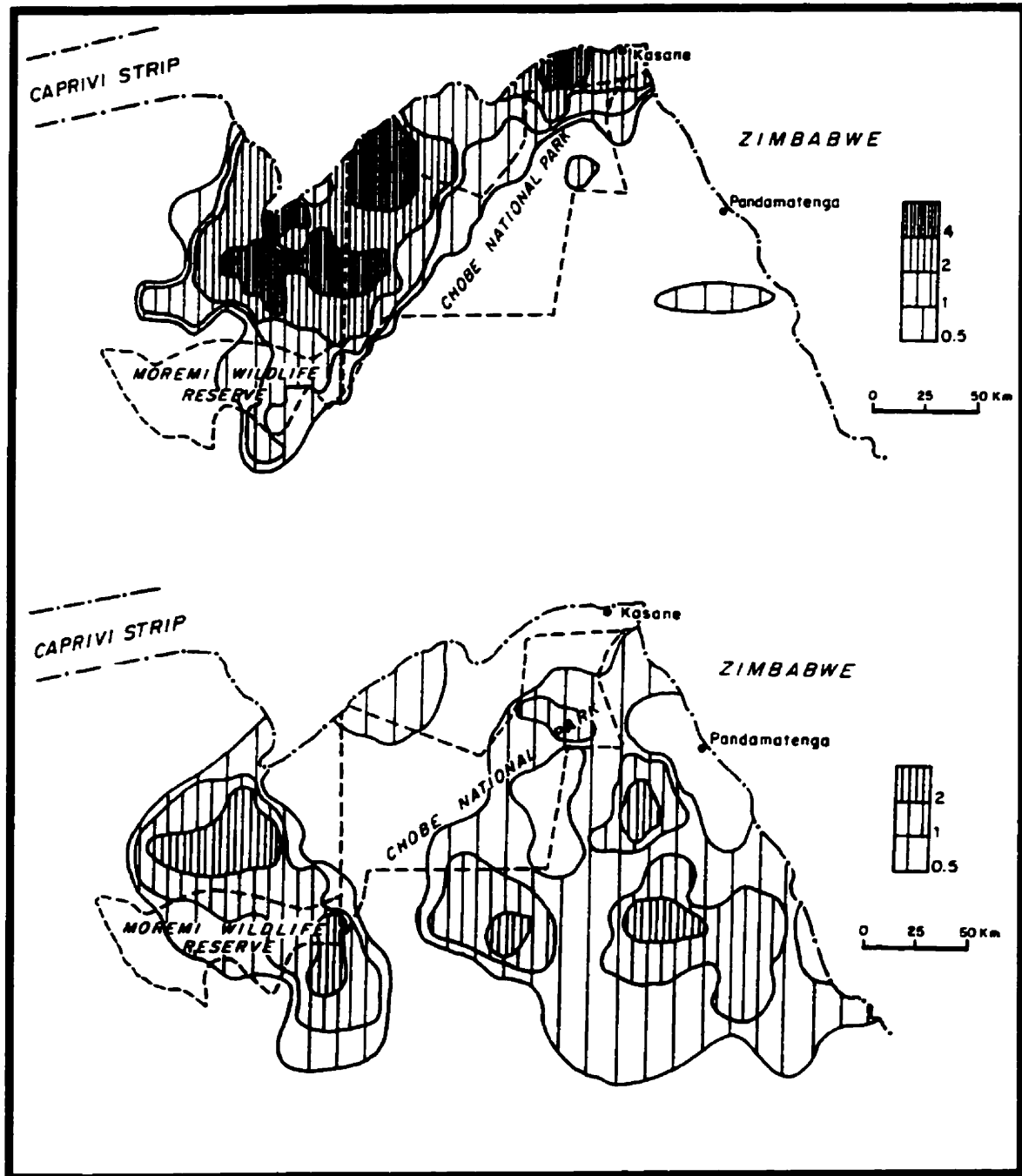


Figure 7 - Elephant Distribution in Northern Botswana: Wet and Dry Seasons

(Craig 1990)

Top: Dry Season (September 1989) distribution of elephants in Northern Botswana.
Bottom: Wet Season (March/April 1990) distribution of elephants in Northern Botswana
Note: Density contours are in elephants/km². Densities of less than 0.5/km² are ignored.



3.4 Larger Socio-Political Issues Surrounding Wildlife-Human Conflict in Botswana

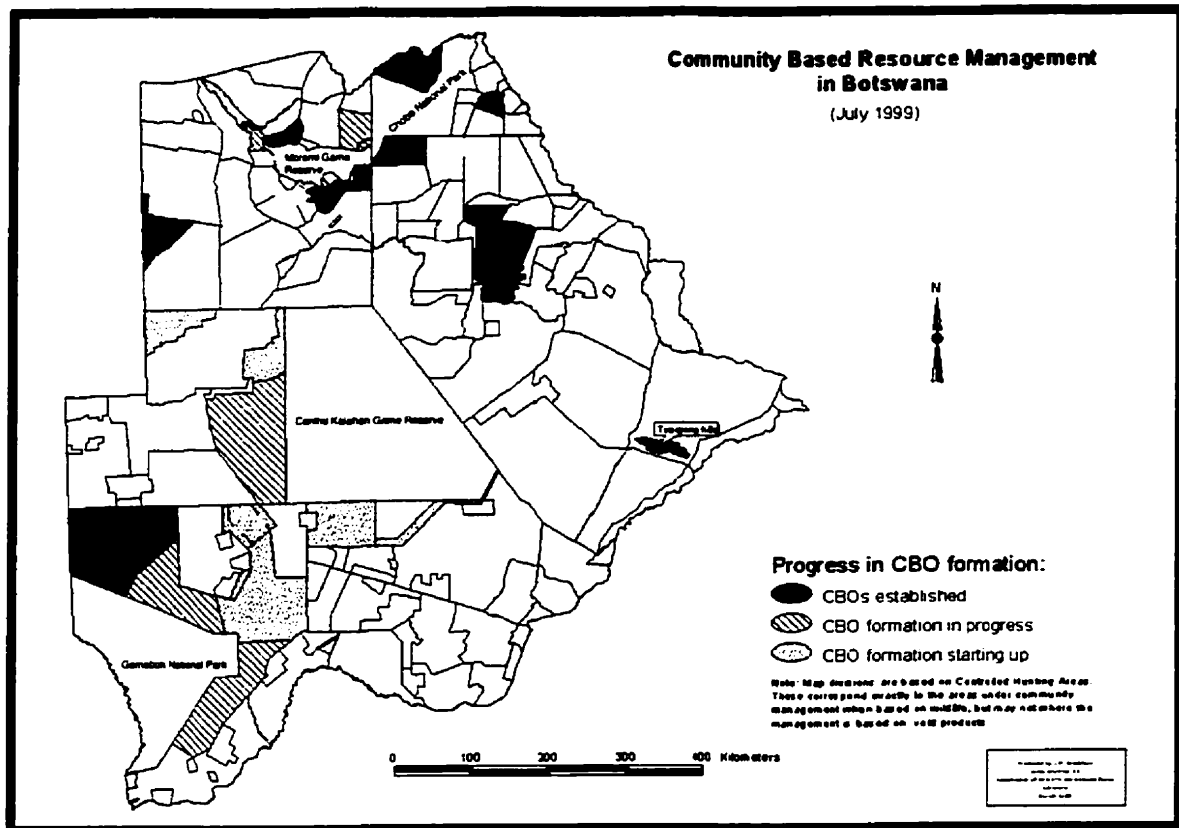
“All we have to do to preserve Africa’s wildlife heritage is care about the people as much as we care about the wildlife. Both are in the hands of man.” (Bonner 1993)

3.4.1 Community Based Natural Resource Management (CBNRM)

Community Based Natural Resource Management (CBNRM) is a concept commonly used in Botswana and other Southern African countries to describe a joint approach towards rural development and natural resource conservation (Rozemeijer et al. 1999). CBNRM gives local communities the right to exercise authority over the utilization and benefits of their resources. CBNRM was introduced conceptually to the Government of Botswana in the early 1990s but is underway in pilot projects today.

The history of how CBNRM became operational in Botswana largely revolves around government land zoning policies and regulations. In 1975, in order to curb overgrazing and degradation of range resources, the Tribal Grazing Land Policy was introduced. This policy gave areas that were rich in wildlife and other resources, but marginal for grazing and agriculture, “reserve” or “protected” status. In 1986 these reserved areas became known as Wildlife Management Areas (WMAs) where residents could now use the natural resources on a sustainable basis for their own benefit. This encouraged a commercial and sustainable wildlife industry in these areas (ibid.). Twelve WMAs covering 22% of the country were proposed of which nine are established (ibid.). Beyond these WMAs, a rezoning exercise in 1989 divided the country into Controlled Hunting Areas (CHAs) so that DWNP could administer hunting quotas with greater ease. Botswana is presently split into 163 CHAs for wildlife utilization, of which 43 are community managed (Figure 8).

Figure 8 - Community Based Resource Managed Areas in Botswana
(SNV-IUCN 1999)



CHAs are predominately located around existing settlements. In order for these designations to benefit the local people, the Land Board permits communities to lease these areas. Once a community establishes a legally recognized Community Based Organization (CBO) representing the interest of their community, in Trust, Association or Cooperative form, the community can then develop their land-use and management plans for consideration by Land authorities. Once this lease has been awarded to a CBO, the community can arrange joint ventures with interested safari or hunting operators to invest in the long-term management of their resources (Rozemeijer et al., DWNP n.d.). To clarify the role and opportunities of CBNRM, a draft version of a CBNRM Policy was created June 24, 1997 outlining its objectives, benefits and regulations (GoB 1997).

3.4.2 Future of CBNRM

CBNRM has come a long way in Botswana since inception. Over 30 CBOs have been registered and are presently negotiating terms with joint venture partners. Most NGOs in the country spend resources on facilitating the CBNRM process, providing CBOs with the necessary training in negotiation, proposal writing and resource management. However, there are many obstacles to be overcome before communities will take direct control over their resources in a sustainable fashion. The following limitations were identified through interviews and attending local CBNRM workshops (pers. comm. Jansen 1999, pers. comm. Passmore 1999, pers. comm. Hasler 1999, pers. comm. Ross 1999, Rozemeijer et al. 1999):

1. Communities lack the necessary skills in facilitation, leadership and land-use planning to negotiate terms of their lease with potential joint venture operators.
2. If a joint venture is formed, communities lack the necessary marketing, consumer relations and safari operation skills to be an equal partner.
3. Communities lack the monitoring and resource management skills to create and/or maintain sustainable resource management schemes.
4. Communities do not have long-term plans or vision for their areas.
5. CBOs do not have adequate resources (human and financial) to engage in lease negotiations.
6. Joint venture partners lack the adequate community development and negotiation skills to fully understand the needs and desires of CBOs.
7. A lack of trust among CBOs, the private sector and Government prevents deals from being signed.
8. Concern has been raised as to whether community control over natural resources will foster conservation efforts especially when communities lack the skills necessary to monitor and manage their areas.

In general CBNRM workshops held throughout 1999, these obstacles were discussed, but strategies aimed at resolving them have been minimal to date.

3.5 Current Status of Human-Elephant Conflict from a Government, NGO and Private Operator Perspective

Non-governmental organizations, the Government of Botswana and private sector individuals have varying opinions about the root cause and state of human-elephant conflict in Botswana. The following sections detail these varying perspectives on human-elephant conflict based on extensive key informant interviews and literature review.

3.5.1 Government of Botswana

In order to understand the Government of Botswana's (GoB) opinion about human-elephant conflict, it is important to define what department is ultimately responsible for this subject matter. The GoB is divided into Ministries, which are further divided into Departments. Wildlife conservation and utilization are the responsibility of a departmental administration within the Ministry of Commerce and Industry, namely the Department of Wildlife and National Parks (DWNP). The objectives of DWNP include:

- 1) ensure the conservation of biodiversity throughout Botswana in the interest of future and present generations; 2) ensure the conservation of the indigenous wildlife and habitat in the National Parks and Reserves through minimal interference; 3) involve communities, NGOs and the private sector in full realization of full economic potential of wildlife resources outside protected areas; 4) promote continuous research in wildlife management; 5) raise public awareness and appreciation of Botswana's unique wildlife resources; and 6) enforce the laws relating to wildlife resources (GoB 1999).

Within DWNP, there is one particular unit, the Problem Animal Control Unit (PAC), that is chiefly responsible for issues of wildlife conflict (pers. comm. Ludbrook 1999). This unit receives technical and financial assistance from USAID - Natural Resources Management Program (NRMP). NRMP consultants established the Botswana Wildlife Training Institute (BWTI) which is used as a training ground for wildlife officers in the PAC unit. It was clear from many conversations with DWNP and Department of Agriculture (DoA) officials that PAC is the unit responsible for human-elephant conflict concerns (pers. comm. DoA 99, pers. comm. Ludbrook 99).

From PAC's perspective, a problem animal is "any animal which caused, is causing or is threatening to cause damage to property such as livestock, crops, water installations, and fences." (Motshubi 1997:43) Whenever wildlife encounter humans, potential for conflict occurs as the two compete for living space and food. The PAC unit has the responsibility to use the "appropriate wildlife management techniques to reduce such conflict."(ibid.) PAC management approaches to conflict are classified as either preventative or reactive control. Current PAC preventative control measures includes fencing and proper animal husbandry. PAC reactive control measures include all methods that eliminate or reduce conflict that have already occurred. Such methods are noise deterrents, capture or lethal removal. PAC spends most of its financial and human resources on these reactive control measures (ibid.).

The PAC unit responds to a problem animal complaint by (PAC 1995, pers. comm. Ludbrook 1999): 1) investigate complaint; 2) identify species; 3) assess situation; 4) decide whether species involved warrants translocation; 5) do preventative measure awareness (i.e. advice on how to build fences etc.); 6) frighten problem animal off (three warnings); and/or 7) kill problem animal. This process exists for DWNP officials to handle a problem animal situation. In practice, due to lack of DWNP resources and time, village based officials encourage farmers to take matters into their own hands (pers. comm. DWNP Seronga 1999, pers. comm. PAC Maun 1999).

The region in Botswana most abundant in wildlife is Ngamiland, in the northwest corner. It is also an area wherein the people are largely agriculturists. For this reason, this area experiences a high incidence of human-wildlife conflict (ibid.). In addition, since the people practice both livestock and crop husbandry, conflict occurs in many forms. Livestock killings are perpetuated by predators such as lion, jackal, hyena and leopard. Crop-raiding, water point damage and loss of human lives is predominately caused by elephants (ibid., pers. comm. Tjibae 1999). From 1992 to 1997 approximately seven people were killed by elephants in Botswana (Motshubi 1997).

Beyond control measures, there is also a national compensation scheme in place under the Wildlife Conservation and National Parks Act for farmers who suffer damage to their crops, livestock or property by wildlife. The following parts of the Act are of significance to human-wildlife conflict (Motshubi 1997): 1) any person who suffers damage is allowed to apply for compensation; 2) a person is permitted to kill wildlife which caused, is causing or is threatening to cause damage to property; 3) the trophies of such a kill must be delivered to wildlife office or police station wherein they become government property; and 4) compensation is limited to damage caused by the following species: lion, leopard, buffalo, crocodile, hippo, elephant and cheetah. Most villagers, DWNP and DoA officials consulted in this project (pers. comm. DWNP Seronga 1999, pers. comm. PAC Maun 1999, pers. comm. Ludbrook 1999, pers. comm. DoA Maun 1999, Kavimba kgotla 1999) indicated that the amount of compensation is unfair compared to the value of damage done and that it is reimbursed too slowly. In the 5 years that this scheme has been in place, over P6 million (approx. \$3 million) has been spent (pers. comm. Tjibae 99).

It was also highlighted by DWNP and DoA staff that this compensation scheme appeases the public suffering from wildlife conflict, but it is not effective in preventing conflict and/or encouraging harmonious relations. A DWNP officer explains, "The compensation scheme is problematic. We've created our own enemy. But now it is politically tied and won't go away. Over P1 million (approx. \$300,000) is spent every year on compensation. We have even noted that when we take certain species off the compensation list, the reported conflict incidents of that particular species decreased, and the compensatable ones increased. Corruption is thick." (pers. comm. DWNP Maun 1999).

Although the compensation scheme seems to do more harm than good from a government perspective, it does ensure that incidents of wildlife conflict are reported. The reports help DWNP and DoA identify regions which are effected the most by human-elephant conflict. Government agents identified the following root causes for

human-elephant conflict:

1. human settlements pushing into elephant range (pers. comm. DWNP Seronga 1999, pers. comm. Ben 1999, pers. comm. DoA 1999);
2. water and food supply shortages (pers. comm. DWNP Seronga 1999, pers. comm. Ben 1999, pers. comm. Ludbrook 1999, pers. comm. Tjibae 1999);
3. fences cutting off migratory corridors (pers. comm. Ben 1999);
4. poor land use planning that deplete elephant range (pers. comm. Ben 1999);
5. communities do not benefit from elephants economically (pers. comm. Ben 1999, pers. comm. VDC Seronga 1999);
6. overpopulation of elephants (pers. comm. DoA 1999, pers. comm. Tjibae 1999);
and
7. traditional agricultural practices entice elephants (pers. comm. DoA 1999).

There was no statistical data to support any of the above claims. In the draft version of the 1997 Conservation and Management Plan for Elephants in Botswana, DWNP highlights the significance of human-elephant conflict in the following manner:

The elephant problem in Botswana is massive and there is therefore need for new and innovative strategies of managing the species to be pursued. The strategies should seek to minimize conflicts with communities adjacent to conservation areas and also ensure the elephant population is maintained at a level where their impact of woodland vegetation is minimized. (DWNP 1997)

Although the DWNP recognizes conflict as a priority in the newest draft, it has not yet been adopted by legislature in over two years of its review.

3.5.2 Non-Governmental Organizations

As described in Section 3.1.1, international NGOs such as WWF and IUCN/SSC list human-elephant conflict as one of their highest conservation priorities. In particular, these and other conservation organizations worldwide have begun to focus on the following research agendas (IUCN/SSC n.d., Dublin 1998, Boh-Tehdara Elephant

Conservation Trust n.d., Wildlife Conservation Society n.d., Thouless 1998):

1. spatial analysis of human-elephant conflict;
2. identifying existing conflict sites;
3. determining factors causing conflict;
4. measuring impact of conflict and establishing standard measures of conflict intensity;
5. identifying appropriate strategies and conducting experimental studies to resolve conflict;
6. finding ways to devolve responsibility of human-elephant conflict to local people; and
7. encouraging community self-help projects and innovative approaches to wildlife management.

African NGO conservation efforts also place recent attention on the human-elephant interface, with particular emphasis on crop raiding and human death encounters. WWF and AfESG recently supported Dr. Loki Osborne's study, *Ecology of Crop Raiding Elephant* in Zimbabwe (Osborne 1998) and Dr. Roy Bhima's research on *Elephant Status and Conflict with Humans on the Western Bank of Liwonde National Park, Malawi* (Bhima 1998). Research conducted in 1999 by Dr. Richard Hoare and Dr. Johan Du Toit from the University of Zimbabwe found that the relationship between human and elephant populations is indeed complex. They discovered that elephants can live with humans to a certain density threshold before dropping off drastically in population (Hoare 1998). This 'threshold hypothesis' serves to aid land-use planners in mitigating human-elephant conflict into the future.

In almost every African elephant range state where the Wildlife Conservation Society carries out its activities, human-elephant conflict projects are underway (WCS n.d.). In January 2000, an African wide conference on *Crop Raiding Methods* took place in Cameroon, bringing together researchers and managers affected by human-elephant conflict. Furthermore, the Kenyan Wildlife Service has recently launched long-term

GIS projects aimed at mapping human-elephant conflict (Chege 1997) in the region, similar to Asian Elephant studies carried out in Sri Lanka by the Biodiversity and Elephant Conservation Trust and other organizations worldwide (WHT n.d., Corea n.d., Santiapillai n.d.).

In Botswana, most NGO research prior to 1997 focused on the impact of elephant activity on vegetation, rather than human livelihoods (pers. comm. Monggae 1999, pers. comm. du Plessis 1999, DWNP 1997). Research was conducted primarily in the Chobe District where the highest elephant densities occur and forestry plays an integral economic role to the government (Kalahari Conservation Society 1992, Chafota et al. 1993). Indeed, mounting evidence of an “elephant-problem” from these vegetation elephant impact studies and population dynamic research may have helped in the Government of Botswana’s efforts to down-list the African Elephant to Appendix II (KCS 1992, pers. comm. Monggae 1999). However, as stated in Botswana NGO’s reports, the research that characterized elephants as ‘destructive’ to northern woodlands did not equate to an ‘elephant problem’ necessitating harsh management control methods such as culling (KCS 1992, pers. comm. Monggae 1999).

Presently, Botswana based NGOs with wildlife conservation missions such as Kalahari Conservation Society, Conservation International, Okavango People’s Wildlife Trust (OPWT), Chobe Wildlife Trust and Mokolodi Wildlife Foundation do not conduct research on human-elephant conflict. In fact, the Mokolodi Wildlife Foundation is the only organization conducting programs related to elephant conservation and concerned about human-elephant conflict. The foundation’s founder, Dr. Corea, says this about elephants in Botswana:

Human-elephant conflict is the greatest obstacle here in Botswana. Elephants don’t destroy their own habitat as many people claim. Elephants have a beneficial impact on vegetation. Botswana is fortunate. We still have vast areas with elephant populations. Tourism presents a problem because aesthetically safari goers don’t want to see destruction by elephants. As human populations increase and agriculture and urbanization follows, elephant conflict is inevitable. Botswana has a unique opportunity

to look after its herd. Could be the only place to find wild elephants at such numbers.
(pers. comm. Corea 1999)

Representatives from the other NGOs defended their lack of concern for the African Elephant by highlighting the following points (pers. comm. du Plessis 1999, pers. comm. Ross 1999, pers. comm. Monggae 1999, pers. comm. Chobe Wildlife Trust 1999, pers. comm. Jansen 1999): 1) Botswana's relatively stable elephant population; 2) the Government's newly embraced role in elephant conservation due to the regulatory responsibilities following the CITES down-listing; and 3) the lack of time and resources to spend on one species, neither endangered nor apolitical. The ex-director of OPWT has this to say about elephant conflict:

Fire is destroying this Delta. If you want to save elephants, stop the fires. Elephants are being blamed for destroying the vegetation. It's not them. It's the fire that is at fault. Elephants are forced into smaller areas where fire doesn't exist, or are forced to eat fire-resistant vegetation. As fewer vegetation options are left, elephants push down palms and bark standing trees. This damage is noticeable and therefore elephants become the victims. (pers. comm. du Plessis 1999)

And as the Conservation Director of the most renowned and oldest Botswana NGO, Kalahari Conservation Society explains,

Elephants are a problem. We don't have the resources to manage them here. Conflict resolution is needed, but we cannot do it. (pers. comm. Monggae 1999)

The question remains, then, who can?

Botswana's NGOs believe that the status of human-elephant conflict is only of immediate concern to international NGOs with special interest in elephant welfare. It is these organizations that fund and conduct projects to understand the causes of conflict, particularly the spatial considerations between the humans and elephants. Locally there is very little interest and/or capacity to focus on human-elephant conflict as a conservation priority.

3.5.3 Private Sector and Community Based Organizations

Private sector individuals concerned with elephant conservation are predominately hunting or safari operators in Botswana. Representatives from these tourist-based operations routinely attend community workshops and are involved with the main industry association, Botswana Wildlife Management Association (BWMA).

Communities have also organized themselves into separate associations, namely Community Based Organizations (CBO) which represent their interests on a village level. During the course of this project, I attended four community workshops that brought together CBO, BWMA and government representatives to discuss community based natural resource management. I also conducted interviews with key representatives of BWMA and a few CBOs to discuss specific wildlife conservation priorities. What follows is a brief summary of opinion on wildlife conservation from a private sector and community based organization stance:

- The private sector no longer feels responsible for elephant conservation since CITES has made this a GoB responsibility (pers. comm. Peake 1999, pers. comm. Modise 1999, pers. comm. BWMA 1999)
- The private sector is interested in collaborating with government to monitor and protect other species, but not elephants (pers. comm. Peake 1999, pers. comm. BWMA 1999)
- Community based organizations have a new role in monitoring and protecting their elephants due to CBNRM policy and CITES encouragement of community involvement in monitoring and mapping exercises (pers. comm. Ludbrook 1999, pers. comm. Modise 1999, pers. comm. Jansen 1999)
- Community based organizations need technical and financial assistance to manage their natural resources (pers. comm. Jansen 1999, pers. comm. Ross 1999, pers. comm. Ludbrook 1999, pers. comm. Hartley 1999, pers. comm. Passmore 1999)
- DWNP and the private sector are reluctant for communities to have control

over wildlife management, especially elephants (pers. comm. Keatshe 1999, pers. comm. Passmore 1999, pers. comm. Modise 1999)

- Community based organizations see human-elephant conflict as an obstacle to wildlife economic opportunities in their areas (pers. comm. OCT 1999, pers. comm. Amos 1999)

With regards to this last point, the Village Development Committee Chairperson of Seronga explains,

The problem (human-elephant conflict) here is quite serious. We are happy you are here to discuss the elephant issue. Our people are desperate. We need to be educated on matters of conflict. We don't know why elephants are coming. It's all about the future. We need to change our economy so that we do other things besides ploughing. Our children must know there are other opportunities. (pers. comm. VDC Seronga 1999)

Community based organizations have an interest and role in human-elephant conflict mitigation due to CBNRM opportunities becoming available. At the same time, CBNRM has moved resource management authority away from the private sector and government, therefore reducing their interest and involvement in elephant conservation. The recent CITES regulations serves to move the private sector away from elephant conservation and offer more authority to government and those communities experiencing human-elephant conflict.

3.6 Existing NGO and Government Strategies Aimed at Minimizing Human-Elephant Conflict

Although literature on the causes of human-elephant conflict is numerous, case studies describing specific mitigation strategies for conflict remains minimal. However, there are a few pilot projects currently underway that are significant to mention:

1. **Physical Barriers:** This is the most widely used method to control human-elephant conflict. The most successful has been solar-powered electrified fences.

Countries such as Zimbabwe, Kenya and Asia have a considerable amount of experience in using these fences for elephants (IUCN/SSC n.d., Corea 1999).

2. **Artificial water-points:** Botswana established an Ivory Fund by means of the revenue generated from 1999 ivory sale to Japan. This Fund is available to communities and the GoB to create artificial water points in high elephant density and drought ridden regions to disperse populations (pers. comm. Ben 1999).
3. **Land-use planning:** Although this is thought to be the most effective long-term solution, case studies of its application are unavailable (IUCN/SSC n.d.).
4. **Devolve land-use management authority to communities:** Botswana's CBNRM program; CAMPFIRE in Zimbabwe and LIFE in Namibia attempt to integrate rural development with wildlife management in a way that is sustainable for wildlife and humans (IUCN/SSC n.d.).
5. **Innovative methods to resolve conflict:** Experimental application of capsicum sprays (pepper spray for elephants) and other chemo-sensory deterrents are being used to ward off marauding elephants (pers. comm. Groves 1999, Economist 1997).
6. **Identifying Conflict Zones and Factors:** AfESG-HETF is the primary agent responsible for collecting data regionally to facilitate future mitigation strategies. Information is collected regarding: conflict type, duration, population densities, land use, habitat, water availability, conflict season, number of raids, type of raid, group size of marauding elephants, foodcrop and water supply damage, types of human interventions, number of human deaths and injuries, and number of elephant deaths from PAC measures (HETF 1999).

These are the mitigation strategies presently applied on an experimental basis. Much research has yet to be conducted on why, how, where and when conflict occurs before introducing these methods on a universal, and particularly a village basis.

3.7 Current Village Experience Living With Elephants and Ideas Aimed at Conflict Resolution

“Do not change or censure what we say. Take it as it is.” (pers. comm. Mr. Nw 1999)

The attitudes and experiences of people living with elephant conflict are paramount to understanding the issue to its full extent. The kgotla discussions carried out in four geographically and culturally distinct villages were essential to grounding this project in real elephant living terms. What follows is a summary of the attitudes and happenings of kgotla participants regarding their experience with elephants. Please refer to Chapter 2 for a description of the kgotla process and locations of meetings.

3.7.1 Beetscha

Participants largely shared stories regarding their type of negative elephant encounters and impact this had on their livelihood. What follows is a brief description of the experiences lived by participants and typical quotes reflecting their attitude and/or tone in delivery of information to the audience.

- ‘Elephants raid our crops to such an extent that we do not reap a harvest.’

“I would like to suggest that this region of ours from Gudigwa to Mohembo there is no harvest that we have because of elephant damage...They (elephants) are everywhere. I can strictly tell you that we have at least twenty two years without any harvest from our fields. This is the truth before God.” (pers. comm. Mr. Mp 1999)

“We don’t need to talk of anything but a solution - and it is a gun. If they (elephants) can be shot, we can plough and harvest without a problem. If we share these elephants with the Canadians, let them help us reduce population in order that we can plough our fields and harvest.” (pers. comm. Mr. Mo 1999)
- ‘Elephants damage our trees to such an extent that we cannot collect firewood or wildfruits.’

“Elephants have made a huge damage even in the bush. We used to get string from the bark of trees. Now there are none to be found, we have given up. We used to live on

wild fruits which most are no longer in existence because of these elephants. They destroy trees and bushes. If you go to places where there were thick bushes, you would find open plains now...Even if you go fetch firewood you might run into an elephant. Because of this fear, people don't fetch firewood nowadays." (pers. comm. Mr. Th 1999)

"They destroy bushes in high rates, everywhere bush and trees are destroyed. Ndorotsha is an example of how they destroy trees. There are no standing trees, it is where the secondary school gets its firewood. Trees have been destroyed in such a way that even if a hyena attacks you, you cannot climb." (pers. comm. Mr. Eg 1999)

- **'Elephant presence in our village and fields stop our movements and sleep.'**

"We don't even sleep because of elephants...We don't even collect our livestock because elephants are everywhere. They destroy our movements." (pers. comm. Mr. Mp 1999)

"I can tell you that elephants go everywhere. You can't stay away from them. I can tell you my field is right in the village center where I thought elephants would not come through. But there are no crops today, because of elephants." (pers. comm. Mr. Mo 1999)

- **'Elephants utilize our water sources because theirs are inadequate.'**

Elephants natural habitat is where the rivers are. During the rainy season they don't bother people, they will go to the mopane bush where there are pools of rain water. Already dominant males are there when the young males come. It becomes a crowded pool. Then they will head for the river water. Then on their way to the river, they will raid the crops and this would be the harvesting season. By then the dominant bulls and females will be following the route. As pools will start drying up and their water will be made muddy by the elephant. And would be undrinkable. So they come to the river water. On this routing they will interact with people and problems start. (pers. comm. Mr. Y 1999)

Beetsha villagers offered the following possible strategies aimed at conflict resolution:

- **Reduce elephant populations by culling.**

"According to me, I wish elephants were culled as they are highly populated. I strongly recommend the culling of elephants because alternatives would waste our time...They must be killed." (pers. comm. Ms. D 1999)

"Look here Mr. Interpreter, interpret what I say exactly as is. Number one, a solution to the elephant problem is a gun. The oldest bulls and females must be culled. Once they could hear a gun four times they would disappear from human sight and people can harvest their fields." (pers. comm. Mr. Mor 1999)

- **Erect electrified fences around fields to separate elephants from village.**

"Now that these elephants are roaming around everywhere, so the government should put up some fence to keep them away from the people. The government should build a fence

and plough for their elephants so they can spend their time at their fields to enable us to harvest our own fields.” (pers. comm. Mr. Yb 1999)

- Open up the ivory market so that elephants are economically beneficial.
“When elephants raid our crops, it gets killed, you (foreigners) take the tusks that are valuable and leave us with the useless body. Now we also want to be given the tusks and trade them as well. Maybe we can benefit from them, and also you can find us the market where we can trade these tusks.” (pers. comm. Mr. Moru 1999)

3.7.2 Eretsha

The kgotla discussion held in Eretsha was more focused than Beetsha. This was primarily due to a smaller number of participants and a better introduction of the research agenda by the village Headman. The discussion was less political and guarded, and more useful in terms of gathering experiences and ideas surrounding human-elephant conflict. The Eretsha participants described their relationship with elephants as follows:

- ‘Elephants destroy our crops and trees.’
“These elephants of yours have destroyed the country of Botswana. Today we don’t plough because of elephants. They are highly populated.” (pers. comm. Mr. Di 1999)
“I myself didn’t harvest this season. I can show you the damage caused in my fields. There is nothing that I will get for my kids.” (pers. comm. Mr. T 1999)
“I am saying these animals are destroying everything. In Canada you may have trees, but we don’t have trees. All the trees have been knocked down by animals. We get nothing from them.” (pers. comm. Mr. Bi 1999)
- ‘The elephants do not reap us any economic revenues, they are only a cost to us.’
“The land belongs to the government and also elephants belong to the government. We know that elephants are sold. We know that even if you can find it when you are gathering wild fruits you will need a license to kill an elephant.” (pers. comm. Mr. Ma 1999)
- ‘We are in the middle of elephant range and/or migratory routes.’
“Mine is to add that elephants are a main problem animal in Botswana because we are staying in the middle of the elephants.” (pers. comm. Mr. Ma 1999)
- ‘The new cordon fence erected up to the Namibian border forces elephants to stay in our area.’

"Now I am glad when you are here right now to get these elephant problems recorded. We had since put our complaints to our government and the cordon fence was erected which crosses there and went up to Namibia but they still come to our region. Because of this reason, I can see their presence have increased dramatically." (pers. comm. Mr. T 1999)

- 'Elephants are attracted to our water supply, crops and wild fruits.'

"Conflict exists because we and the elephants share the same drinking water. If they have an alternative water source, the elephants would stay away." (pers. comm. Mr. Se 1999)

"Elephants usually come in February even if there is rainwater at the pools. They first come to our field crops, by March the Morula fruit are ready, so they come for Morula. This is the main attraction for elephants to the riverine forest. Even if they are far away, they can still smell Morula when it is ready. An old elephant knows all the places it can find Morula. Then May, June, July, the Jackelberry are getting ready and are also favored by elephants. These are the main attraction to the forests which they come to the river for. It's not only for water." (pers. comm. Mr. Ma 1999)

"Let me say elephants start coming around March when temporary pools are drying up and when field crops are getting ready for harvest. They disturb us from getting our livestock, they do not disturb the fields but they are also at the bush where we harvest wild fruits like Morula, Birdplum and others." (pers. comm. Mr. T 1999)

Ideas for conflict mitigation by Eretsha participants included:

- Reduce elephant population by culling and/or selling them.

"My own view on what should be done as a solution to this problem, is to sell the elephants. They must not be killed. I heard a parliamentary session saying trade is banned. They have no market. So those who ban the trade of elephant must buy them. I recommend they must be sold." (pers. comm. Mr. Ma 1999)

"Why don't you kill them to reduce their population? We want to reduce their numbers in order for us to plough. We don't want to plough because of your animals. Other countries like Angola cull their elephants. I say elephants must be culled that's it." (pers. comm. Mr. Di 1999)

"Maybe the government can cull them or do something for them. Even if we know they are our elephants, the government decides to help and fails. There you are - coming from overseas. Maybe you can help us to reduce elephant numbers." (pers. comm. Mr. T 1999)

"We could shoot them and then they would stay away from us. You cannot wait for an elephant. Even if you have a rifle, you might not have a license. You have heard the damage they cause. Now you can talk to the government on the numbers of elephants can be reduced." (pers. comm. Mr. Ma 1999)

- Study elephant migratory routes and drill boreholes where water is needed.

"I personally do not say they are your (foreigner) elephants. I am glad you are here. These are our elephants. We Batswana, have long lived with these elephants. They are

ours and our foreparents. We have lived with these elephants. Today they are our diamonds of Botswana. I don't recommend their killing. I say, we now look at migratory routes. Let's go and sit with our government and talk this out. Let's drill boreholes at the bush to feed the pools that elephants use during the rainy season. So this way they can have permanent water at the pools." (pers. comm. Mr. Se 1999)

- **Create an economy that benefits from elephant presence.**

"Today we have tourists who come to see this animal which they don't have in their country because they mismanaged them and killed all of their animals. If you ask us where elephants drink I can take you to the pools. I know their routings...Even tourism activities can be carried and focused there." (pers. comm. Mr. Se 1999)

"We must bear in mind what we are going to do if there are no elephants. Will there be tourists? This is a serious matter. Our children who are in school now have the right to see these animals. I want them to find these animals but don't want these animals to be in our fields." (pers. comm. Mr. L 1999)

3.7.3 Kavimba

The kgotla meeting in Kavimba was even smaller than that of Eretsha. This is proportionate to the small population that lives in this village. Participants offered descriptive reports regarding their elephant encounters such as:

- **'Elephants destroy our fields and threaten innocent people.'**

"Here the elephants are not only destroying our fields, but the innocent lives of our people. Here we are not yielding anything good as before because of the destruction caused by wildlife. 1955 was better. Women and men ploughed together. But now we men try to deal with the dangerous animals, and not plough." (pers. comm. Mr. Sa 1999)

"These days we are not ploughing as we used to do because of destruction of crops by elephants and the winds of change meaning the rains have not been good. As the first speaker said, elephants are in big numbers in this Chobe Enciave, where we are today. During the ploughing season, all the farmers and headmen are in danger because of the elephants. The wild animals all stay close to us. They don't walk up to the forest. The ploughing is jeopardized by them. This is the little I say." (pers. comm. Mr. Mu 1999)

"Our biggest problem is elephants. Destroying our fields and our innocent lives. No compensation for death. We are pastoral farmers, but we cannot farm because of the elephants. They just devour everything while we stand watching. We feel helpless." (pers. comm. Mr. Un 1999)

"We go not far into the forest for firewood. I escaped death narrowly when I was hoeing in my field. Buffalo entered into my field when I wasn't looking. Similarly as elephants. This is the truth." (pers. comm. Ms. Si 1999)

"Single mothers go into the fields unprotected. Single mothers go barehanded. I have children to feed, but I am afraid to go through my fields because of wildlife. We must protect human life first." (pers. comm. Ms. Un 1999)

- ‘Elephant populations are too high for this area.’

“Their (elephant) populations at such high levels means they are killing themselves.”
(pers. comm. Mr. Sa 1999)

“We are pastoral people, but we are not tending to our lands because of elephants and buffalo. There are too many elephants for this area. Something should be done to them.”
(pers. comm. Mr. Ol 1999)

- ‘Elephants are being deliberately pushed into our area by the Government.’

“We even feel suspicious that the big numbers of wildlife are brought deliberately by DWNP (Department of Wildlife and National Parks). Because around August, when we are ploughing, we see big fires in the park which drives the wildlife down here. For safety, they run into our lands. As our seedlings germinate, they kill everything. They have no where to go.” (pers. comm. Mr. Ch 1999)

- ‘We do not receive fair compensation for damage to our crops and/or livestock.’

“But the ones (wildlife) we have problems with, the compensation is minimal compared to the damage. If you go the DWNP they will tell you they protect the wildlife but they do nothing. They just come here with guns. They are scared. If they shoot to kill, some of them run away! They couldn’t kill a cricket.” (pers. comm. Mr. Ch 1999)

“The other worry is that if they (DWNP) say shoot to kill in the field, that means the wildlife has to die in the field. If the animal dies outside the fence, it does not count. Sometimes we have to help our friends and we try to shoot. But the animal jumps the fence. Then DWNP says that we were deliberately killing wildlife cause it was outside our field...If I were a man and I saw an elephant on the road, in a field, or wherever, I would shoot it. To cause a riot, and then to demonstrate how angry I felt.” (pers. comm. Ms. Sa 1999)

“There is one factor. If you happen to kill a buffalo inside your field you cannot eat it, or have access to the meat. It is taken to auction. If we shoot it outside our field we can eat it ourselves. Even the elephants. We feel we are being manhandled by the government. Sometimes we can plough up to 5 hectares, the compensation is only one pulah! While hiring a tractor and you plough you could get P180. Enough is enough. You must help us.” (pers. comm. Mr. Nw 1999)

- ‘Elephants are destroying the forest.’

“If you look at this area, how do you expect the tallest animals like giraffe to survive. There are no leaves. There are no answers for elephants here.” (pers. comm. Mr. Mar 1999)

Suggested methods of resolving their elephant problems included:

- Tell our story to the government and let them solve it.

“We have lost hope in our government. We are hopeful when we see you that your international concern will make a difference. You don’t discriminate against us. Through you, they will make decisions and we need your help.” (pers. comm. Mr. Bl 1999)

- **Reduce elephant populations by culling.**

“Shoot them. At least other areas there is tourism and they (elephants) can flourish. We don’t want to kill our animals to extinction. But the money from tourism in the park does not reach us.” (pers. comm. Mr. Ol 1999)

- **Build electric fences around our crops and create a corridor for elephants.**

“In my opinion, electric fences can work. We had a pilot project with fences at one time. Wildlife do not go through this area, even though the fences are down. In fear that they are there.” (pers. comm. Mr. J 1999)

“Two points are the most important ones. First is electrified fences. The second is corridors. We have been talking about this for a decade. Allow a corridor for the elephants to come down and drink in August.” (pers. comm. Mr. Bl 1999)

3.7.4 Khwai

The meeting in Khwai was particularly useful to this project because the experiences of the Khwai villagers (Basarwa) were markedly different from the other villages.

What follows is a brief summary of the predominant experiences of Khwai participants with elephants:

- **‘Elephants raid our crops and destroy our livelihood.’**

“They (elephants) destroy our field crops. Now we don’t even plough.” (pers. comm. Mr. Ba 1999)

“I myself could have said nothing about elephants, but they are threatening our lives. I will tell her (author) that please help us. Elephants, lions and hippo threaten our lives at night. When you make a garden they destroy everything.” (pers. comm. Mr. Mo 1999)

“We can answer that we don’t have a good relationship with our elephants because we plough and they make life difficult for us.” (pers. comm. Mr. Kw 1999)

“We don’t plough because elephants will harvest our crops. So our lives are affected and also because we are not together with our village elders. They are looking for jobs because they cannot sit here with nothing to do, or give to their kids at school. We encounter elephant problems all year round. We always live in fear. Even here in the village they knock down the trees. As you can see there are no standing trees.” (pers. comm. Mr. Ba 1999)

“Yes we do come across elephants at waterpoints especially because we fetch our water at the river sometimes we find elephants standing at the place where we must get water. They sometimes stand there angry with us and then we make noise to scare them.” (pers. comm. Ms. Un 1999)

“We fear them even when they are in our fields, even when we just meet them in the bush or when they come here. Because they are dangerous to our lives.” (pers. comm. Mr. Mot 1999)

- ‘We encounter elephants all year round, but most predominately during the dry season.’

“How it happens here in Khwai, is that by this time of year when there isn’t water available at the pools, then we encounter the problems. When the rainy season comes they stay away from us. Then by the time the pools dry up, they will come down for our permanent water sources. They will come here and knock down trees and feed on them. They will go and get some water by the river. So we have nothing to do to change their lives.” (pers. comm. Mr. Th 1999)

- ‘We think elephants must be conserved.’

“We also think elephants must be conserved. Elephant quotas must be reduced at least hunting safaris must be given only two elephants per hunting season. Because the shootings change the migratory routings of elephants which sometimes leads them to even rich Maun in trying to avoid being shot. It is on this way where they find fields and raid crops and conflict occurs.” (pers. comm. Mr. Tu 1999)

- ‘Elephants come into our area because they flee hunting concessions nearby.’

“Most of our elephants cross into the Moremi game reserve and then from the reserve they criss cross over to our side and also have some as far as from NG34. They come when rain water is no longer available and others which are running from being shot at NG 20 - a hunting safari. They flee to our area.” (pers. comm. Mr. Th 1999)

The people of Khwai were well-versed in possible long-term mitigation strategies including:

- Change our way of life to conduct eco-tourism activities and stop ploughing.

“I think we should make a safari enterprise.” (pers. comm. Mr. Mo 1999)

“We want the government to allocate our land to us first, then we can talk about other things.” (pers. comm. Mr. Mol 1999)

“What we think is that when the government gives us our land to use ourselves, we can start tourism related activities. We can consider these animals (elephants) then.” (pers. comm. Mr. Th 1999)

“We would accept tourism in our area, we want to do a photographic safari operation in our concession if the government would accept us. This may be a change in lifestyle from farming but we think it is a sustainable use of our natural resources. If the gardens can be made by those who don’t work in tourism, and if the electrified fences can be erected in such a way that no elephants are shocked and run away, then we can make money out of elephants in photo tourism.” (pers. comm. Mr. Th 1999)

“Everyone feels that we should plan to venture a safari operation in our area. To make money out of our elephants we can even set up hunting safaris through which we can

make money still by selling elephant quotas to trophy hunters. They the money can come straight to the people here. It has been a long time that we have aid this to government. We know that an elephant can be estimated to bring in P18 000. We think through tourism we can make a better living than the way we are now.” (pers. comm. Mr. Ba 1999)

“We can make tourism ourselves or can do joint partnerships. We think when we start tourism activities we can even forget ploughing because we can spend all our time working in ways which we make money for living. Old people will get support from their children who will be working. Then they will only go to Maun when they are sick. We can attract tourists and make money. Think of how much time we will have with elephants when we are doing tourism. We won’t have time to plough and then we will have less interaction with elephants in our fields. Those who want gardens, like women, can benefit from the elephant tourism and then we can electrify vegetable gardens to avoid elephants. The old people will also produce vegetable which they sell and eat some.” (pers. comm. Mr. Tu 1999)

“The lifestyle of people here is especially different from other ethnic groups. The Khwai are natural hunters and gatherers. They live primarily on animals and wild food so they fell the lifestyle which best suits them is tourism. This will help their relationship with elephants.” (pers. comm. Mr. Am 1999)

- Erect electrified fences around our gardens.

“To tell the truth, elephants are just like domesticated animals because they can be viewed from a safe distance and you can avoid them by going around it without disturbing it. There is no problem if the government can assist us, we can erect electric fences around our fields to stop them from destroying those crops.” (pers. comm. Mr. Th 1999)

- Protect our elephants.

“Elephants are innocent animals. Unless you disturb them, they are not dangerous. It is just like someone who owns a vehicle and you don’t drive carefully it can kill you. The elephant is so.” (pers. comm. Mr. Th 1999)

3.8 Botswana NGO Design Options and Criteria

Based on a project assumption that creating a non-government organizational strategy was desirable by various local stakeholders, it was essential to explore the following:

1. What existing environmental NGOs in Botswana are doing to address the issue of human-elephant conflict;
2. Whether it is effective or even necessary to design a new NGO, or simply work within the confines of an existing organization;

3. What potential exists for a new NGO strategy addressing human-conflict research issues; and
4. A general understanding of NGO criteria that are known to foster organizational accountability, strength and successful delivery of programs.

Information for these topics came primarily from literature review and key informant interviews. Literature reviewed included basic NGO set-up manuals and relevant NGO in-house management documents, strategic plans and project material. Key informants were predominately either executive directors or founders of relevant NGOs mostly in Botswana. Although a few interviews were conducted in Canada and the United States to garner further information about NGO design in general terms.

It is important to note that at no time was the project premised on a desire to create a new NGO. The project was designed to explore the possibilities of a total NGO organizational strategy that best addressed the human-elephant interface.

3.8.1 Environmental NGOs in Botswana and their Elephant Conservation Focus

As far as 'who is doing what' in Botswana's environmental NGO realm, it is clear that the majority of groups do not have an interest in elephants. Table 7 outlines the existing environmental NGOs in Botswana and their current project status regarding elephants.

The following reasons were given by the above NGO representatives for not conducting elephant projects in the past and/or future: 1) lack of resources and elephants are a large problem; 2) CITES forces the government to be accountable in terms of elephant status in the country, therefore elephants are not a priority; 3) compared to other environmental concerns in Botswana, such as fire, over-development and desertification, human-elephant conflict does not seem to threaten biodiversity as much; and 4) general lack of interest.

Table 7 - Botswana NGOs and their Elephant Conservation Status

NGO	Mission	Previous Elephant Projects?	Current or Planned Elephant Projects?
BOCONGO	Assist in establishing an enabling environment for the NGO sector to become a recognized partner in the development process in Botswana	No	No
Botswana Wildlife Managers Association (BWMA)	To promote the welfare of the wildlife industry in Botswana	Yes, Monitoring populations for hunting quotas	No
Chobe Wildlife Trust	Promotes conservation in Botswana, mainly work in Chobe National Park	Yes, artificial watering points	No
Conservation International - Botswana	To conserve the Earth's living natural heritage, global biodiversity and to demonstrate that human societies are able to live harmoniously with nature	No	No
Kalahari Conservation Society	Dedicated to the conservation of Botswana's environment	Yes, studying elephant populations in the 80s and early 90s	No
Mokolodi Wildlife Foundation	To promote conservation of Botswana's natural heritage by offering visitors a chance to experience wildlife on the Mokolodi reserve	Yes, education programs introducing Motswana youth to domesticated elephants	No
Okavango Peoples Wildlife Trust (OPWT)	Reduce or eliminate negative impacts on the biodiversity of the Okavango Delta	No	No
Tshomeralo Okavango Community Trust	Protect biodiversity of Okavango Delta environs	No	No
The World Conservation Union (IUCN) - Botswana	To promote sustainable management of natural resources and conservation of biodiversity in Botswana	No	No

3.8.2 Establishing a New NGO

Through the many discussions with key informants and community members, the idea of creating a new organization which deals with human-elephant conflict was brought forward. Table 8 outlines a sample of responses from various participants regarding the desirability, need and effectiveness of launching a new organization for such purposes.

Table 8 - Desirability, Demand and Potential Effectiveness of a New NGO

Representative Organization	Projects Desirable?	NGO Demand	NGO Effectual	Quotes
Government - DWNP	Yes	No	No	<p>"We need to simply build capacity for those NGOs that exist. No need for new NGO." (pers. comm. Broekhuis 1999)</p> <p>"Yes, elephant conflict should be researched, but the government should do it." (pers. comm. Tjibae 1999)</p> <p>"There is an enormous need for conflict studies. Minimizing problem is desperately needed. Human-elephant conflict must be understood because it is an argument for the ivory trade." (pers. comm. DWNP Maun 1999)</p>
Government - DoA	Yes	Yes	Yes	"Government isn't good at getting things done. Projects should be a collaborative effort with a variety of stakeholders." (pers. comm. DoA 1999)
Academic - Okavango Research Center	Yes	Yes	No	"Botswana needs a NGO that can simply facilitate CBNRM between private sector, communities and government. If CBNRM fails, so will the future of elephants." (pers. comm. Hasler 1999)
NGO - IUCN	Yes	Yes	No	"Don't start up a new NGO. Start as a project under an existing NGO. KCS is your best bet. Although it would be even better if you included other CBNRM constraints beyond elephants. How about the idea of IUCN creating a CBNRM and Conflict Fund?" (pers. comm. Jansen 1999)
CBO - Okavango Community Trust	Yes	Yes	Yes	"We need solutions. Today." (pers. comm. Lebala 1999)
Communities - Kavimba	Yes	Yes	Yes	<p>"We don't trust the government. We are hopeful that international concern will make a difference. You (NGOs) don't discriminate against us. We need your help." (pers. comm. Un 1999)</p> <p>"We would be very thankful to have projects started here that help our people." (pers. comm. VDC Seronga)</p>
Other agencies - NRMP	Yes	Yes	Yes	"There are no existing NGOs to house this project. They are all ineffective. A new NGO seems needed and possible." (pers. comm. Hancock 1999)

It was clear from informants that a new NGO capable of addressing human-elephant conflict was indeed desirable, needed and most effective. However what was also communicated was a desire for another NGO or project that linked human-elephant conflict to the success of CBNRM. Therefore, a two pronged NGO strategy was deemed the most effective way of addressing community and elephant needs. Chapter 4 and 5 outlines the process of designing such a strategy and how it weathered implementation.

3.8.3 Potential for NGO Strategy to Address Human-Elephant Conflict

Participants from all sectors became enthused about the possibility of projects created for the purpose of reducing human-elephant conflict and facilitating the CBNRM process. Indeed, many participants had project ideas to offer, and in some cases, even resources. What follows is a summary of the possibilities participants felt a NGO strategy might have for resolving the issues at hand.

1. **Fundraising:** Professional fund-raisers from South Africa offered to create a fundraising strategy for the resulting NGO(s) on a volunteer basis (pers. comm. Hamilton 2000).
2. **Project Collaboration:** Government officials agreed to collaborate on projects which were oriented towards resource management and monitoring on a community basis (pers. comm. Ben 1999, pers. comm. DoA 1999, pers. comm. Ludbrook 1999, pers. comm. Mohoho 1999).
3. **Organizational Support:** The Director of IUCN Botswana agreed to establish a new fund within its structure, that would be utilized for providing financial and technical support to resource conflict concerns. The impetus behind this offer is IUCN's desire to facilitate and improve the CBNRM process. Human-elephant conflict was understood from IUCN's perspective as having the potential to destroy positive relations between villagers and their resource base. Helping to

minimize conflict situations, of all kinds, became IUCN's interest (pers. comm. Jansen 1999). A fund managed by IUCN, therefore, was incorporated into the final NGO strategy.

4. **Leadership Support:** Doug and Sandi Groves maintained a consistent and vibrant interest in leading a NGO directed at reducing human-elephant conflict throughout the research duration. Furthermore, the Director of IUCN Botswana, Ruud Jansen, also maintained a strong interest in helping to establish and manage a fund with IUCN's structure. These individuals provided the local leadership support necessary to launch a new NGO strategy for Botswana.

3.8.4 NGO Design Criteria Fostering Program Delivery Success and Accountability

Information gathered from key informant interviews and an extensive literature review on NGO design features were combined to create a list of key factors instrumental of setting up and managing a new NGO. Key informants largely pulled from their own experiences with NGO success and/or failures. Literature predominately focused on case studies and general NGO design knowledge. These criteria were later used to help establish the final NGO strategy in Chapters 4 and 5. Table 9 outlines the criteria, a brief description and source.

Table 9 - NGO Criteria For Success

Criteria	Description	Source
Accountability	There must be clear lines of accountability between the Board, Executive Director, staff, volunteers, public interest and donors.	pers. comm. Albertson 1999, pers. comm. Dunlop 1998, BOCONGO 1998, Allison and Kaye 1997, Edwards and Hulme 1996
Build Capacity	The NGO should adopt a train-the-trainer approach to its deliverables ensuring that those affected by the cause of concern (i.e. villagers) are the experts at the end of the day.	pers. comm. Jansen 1999, pers. comm. Sethswaelo 1999
Charitable Status	To offer tax-deductible status for potential donors and to receive tax exemptions as an	pers. comm. Bell 1999, Upshur 1982, pers. comm. Grobler

	organization.	1999, pers. comm. Sedia 1999
Collaboration	To collaborate with other NGOs, governments and private institutions who have a stake in similar cause to ensure cost-effectiveness and program success.	Lotz 1998, pers. comm. Bell 1999, pers. comm. Jansen 1999, pers. comm. Sethswaelo 1999, BOCONGO 1998, Upshur 1982
Committed Individuals	A NGO is usually launched by one or two passionate individuals. But to ensure the vision is carried through - the NGO requires individual and team commitment on a continual and broad scope basis.	pers. comm. Albertson 1999, Allison and Kaye 1997, Gahlinger-Beaune 1990, Gelatt 1992
Common Goals	It is important for staff, directors, and volunteers of a NGO share a common vision. Co-creating a mission, and revising annually as a group helps to create cohesion.	pers. comm. Dunlop 1998, Allison and Kaye 1997
Effective Board	There are two types of Boards - thinking and working. Make sure you create a board of members that suit your needs. Ensure board members can assist on your time schedule and in a manner which is appropriate for your needs.	pers. comm. Dunlop 1998, Gahlinger-Beaune 1990, Kluger and Baker 1994, Gelatt 1992
Funding	Adequate funding must be in place for short term startup (including proposal writing and networking time), short-term expenditures, and most importantly long-term funding needs.	pers. comm. Albertson 1999, pers. comm. du Plessiss 1999, pers. comm. Monggae 1999, BOCONGO 1998, Synergy Research Group 1999, Upshur 1982
Government Support	With politically charged causes, such as elephant conservation in Botswana, it is imperative to have government support, or at least involvement at a board or project level. This helps to ensure project success and long-term adoption of recommendations or deliverables.	pers. comm. du Plessis 1999, Edwards and Hulme 1996 and 1992
Invitation	When planning to incorporate the needs and/or participation of communities, particularly those affected by your NGO, it is important to receive an invitation first. Do not assume that you are wanted and/or needed by communities.	Lotz 1998, pers. comm. Robinson 1998
Local Participation and/or Leadership	For a grass-root NGO to successfully address community issues, it must do so in a community context. Individuals affected by your NGO (i.e. villagers living with elephants) must be involved in generating the ideas, the strategies and ultimately take ownership of the results. Only then will real change occur.	Lotz 1998, pers. comm. Albertson 1999, pers. comm. du Plessis 1999, pers. comm. Mohoho 1999, pers. comm. Riddle 1999, pers. comm. Sethswaelo 1999, Princen and Finger 1994, Edwards and Hulme 1996 and 1992
Location	The office of the NGO should be located in a place easily accessible by all board members, staff, project participants and other stakeholders. Situate yourself as close to the issues as possible.	pers. comm. du Plessis 1999, pers. comm. Riddle 1999

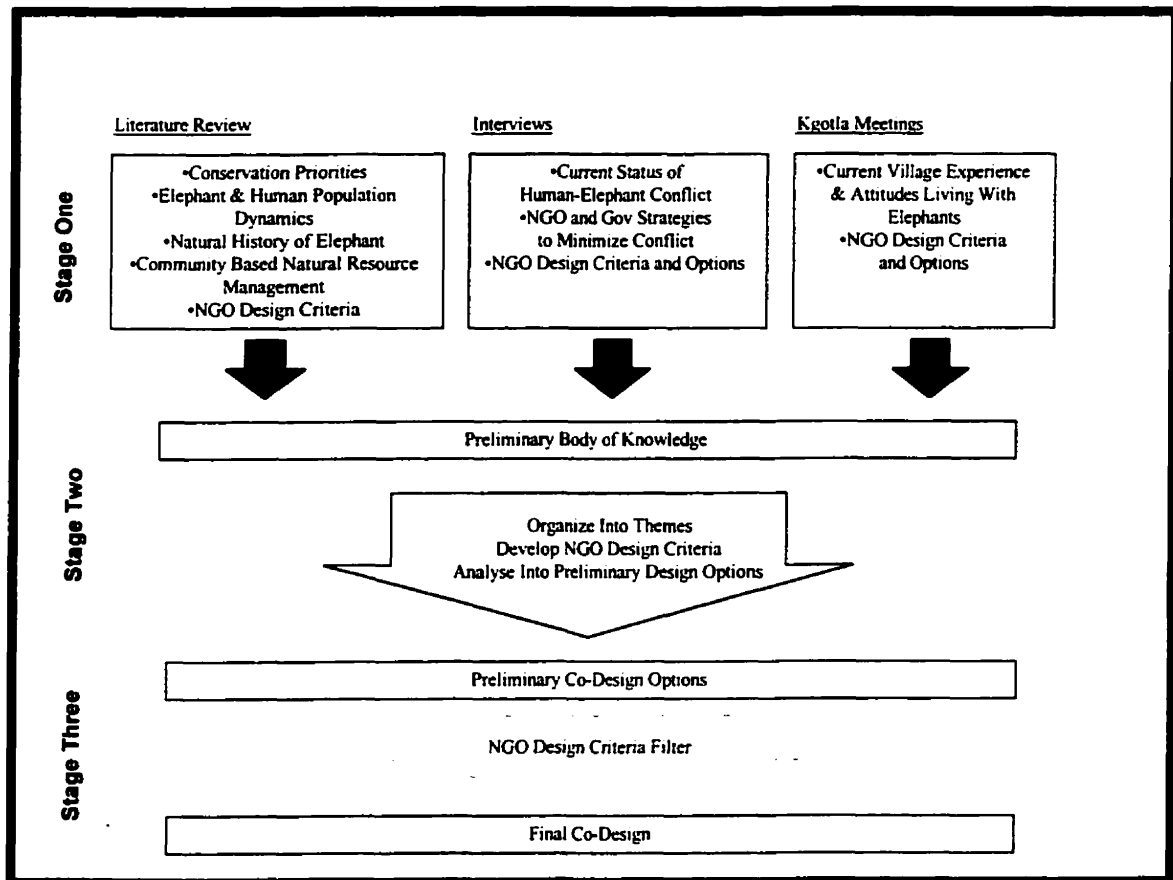
Performance Indicators	In order to monitor success of NGO deliverables and remain accountable to the public interest it is important to create performance indicators which gauge early on whether projects are meeting intended goals.	pers. comm. Jansen 1999, Allison and Kaye 1997, Edwards and Hulme 1996, Kluger and Baker 1994
Private Sector Support	To attain a broad cross-section of funds (especially those in-kind), it is useful to garner adequate private sector support early on.	pers. comm. du Plessis 1999, pers. comm. Corea 1999
Professional Fund-raisers	Fundraising can drain an organization of its time and resources. It is suggested therefore to contract out professional fund-raisers who work on a commission basis.	pers. comm. Riddle 1999, pers. comm. Corea 1999
Realism	Do not think your NGO will save the world. It will be one drop in a bucket, which added to many other efforts, fills it up.	pers. comm. Riddle 1999
Staying Power	Launching and managing a NGO is never easy. Funds come and go. So do volunteers and resources. Those committed to the cause must have a great deal of staying power to get through the hard times.	pers. comm. Riddle 1999, pers. comm. Corea 1999
Strategic Plan	An organization's chances for success are greater if a strategic plan has been created and adopted. Strategic planning helps to focus the NGO's vision and priorities in response to a changing environment. This plan becomes a blueprint for action.	Lotz 1998, pers. comm. Jansen 1999, pers. comm. Riddle 1999, Allison and Kaye 1997, Kluger and Baker 1994, Upshur 1982, Gelatt 1992
Strong Communication	A NGO structure which fosters a forum for understanding and teamwork will help lay the groundwork for communicative ease between stakeholders. Be as inclusive, participatory and open as possible with one another.	pers. comm. Dunlop 1998, Allison and Kaye 1997
Traditional Ecological Knowledge	A NGO which focuses on natural resource concerns on a community basis should consider the advantages of embracing traditional ecological (or indigenous) knowledge as part of its information base for projects. This knowledge transcends the limitations of time, boundaries and scientific scrutiny.	pers. comm. Jansen 1999, pers. comm. Monggae 1999
Transparency	Financial records must be maintained in a transparent manner for donors, staff, project participants, board members and other individuals to gauge what is being spent and collected. Eliminates suspicion and jealousy.	pers. comm. Jansen 1999, Edwards and Hulme 1996, pers. comm. Robinson 1998

Chapter 4: Co-Design Process, Inputs and Outputs

4.1 The Co-Design Process

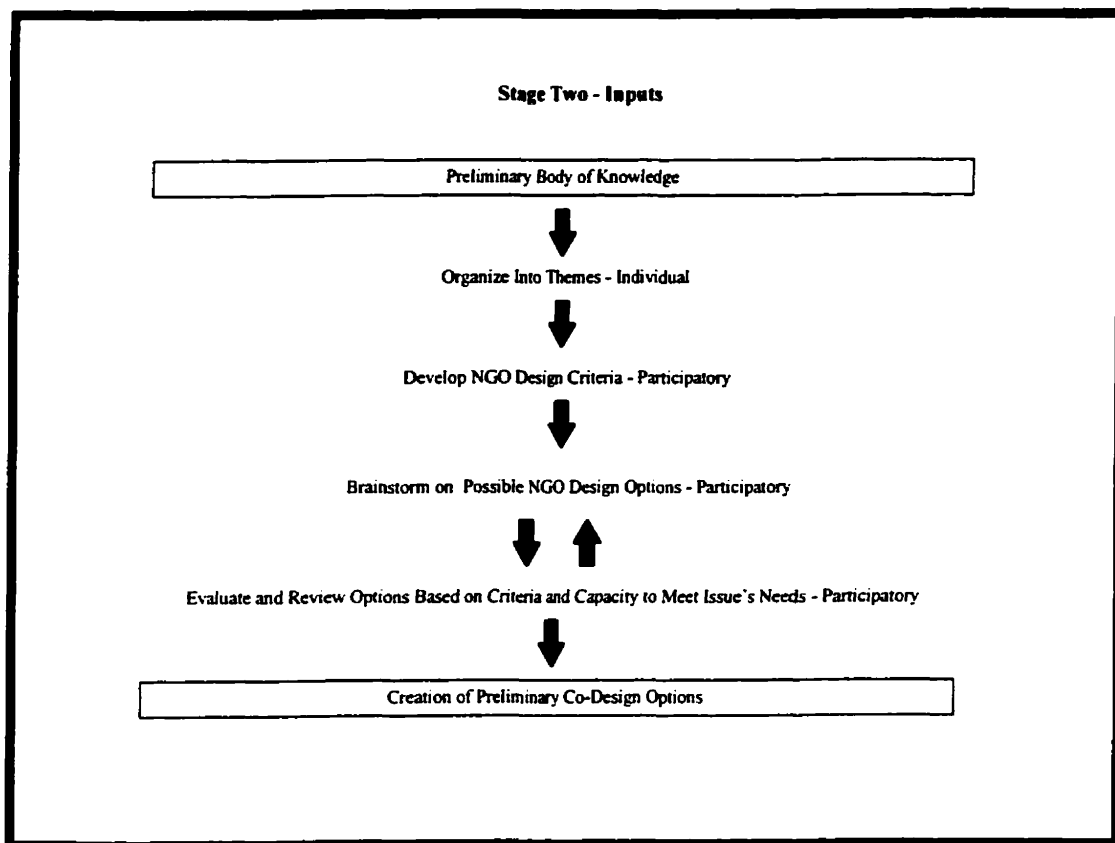
In order to create a NGO strategy that assists in addressing the human-elephant conflict issues on local, national and international scales, it was imperative to include many interested parties in the design process. This project does not utilize a traditional co-design process, wherein a small number of limited participants work together continuously throughout the project. But the resulting design can be considered co-created due to the many participants actively engaged in creating ideas, gathering information and implementing the final design during the design process. Figure 9 outlines the co-design process for this project.

Figure 9 - The Co-Design Process



Stage One: As discussed in earlier chapters, the project began by gathering information through literature review, key informant interviews and village (kgotla) discussions. Individuals participated early in the design phase of this project. The preliminary body of knowledge, particularly village, NGO and government perspectives on the human-elephant interface, mostly came from interviews and kgotla meetings. The resulting body of knowledge is described in detail in Chapter 3.

Figure 10 - Stage Two of Co-Design

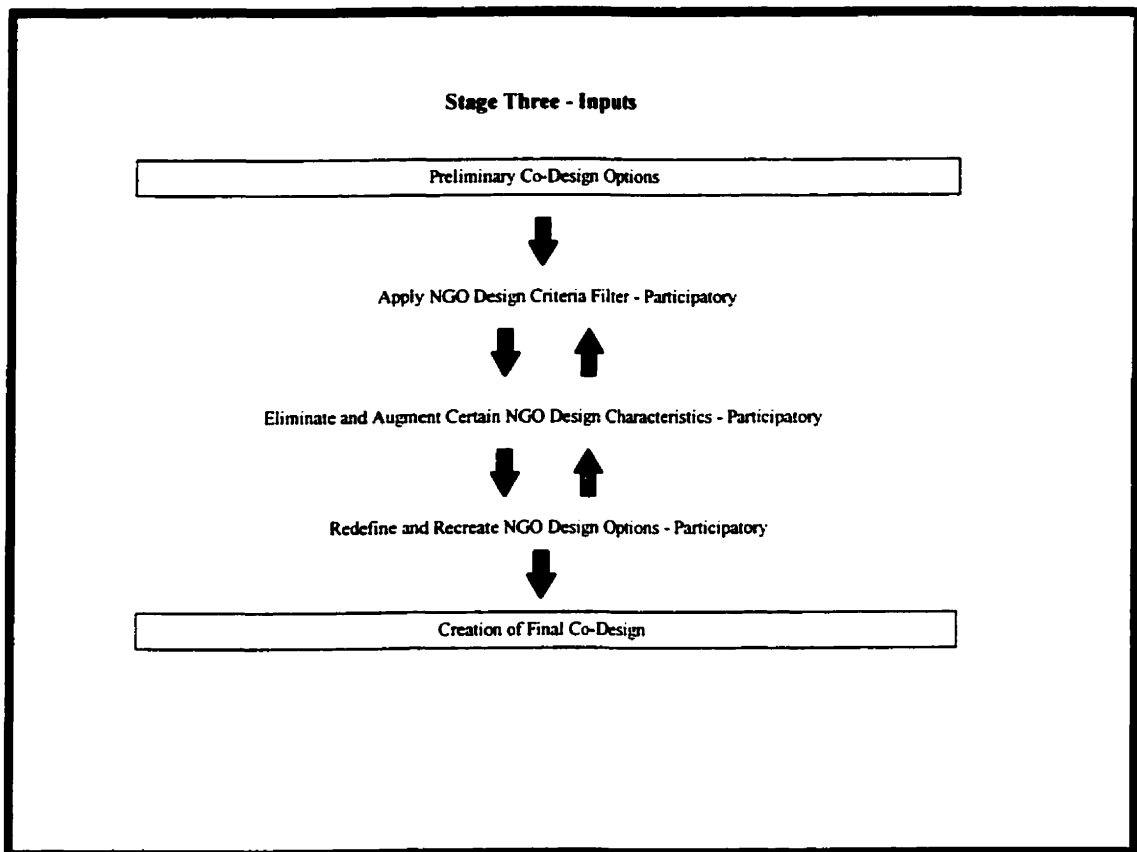


Stage Two: This body of knowledge was later organized into themes for analysis. At this time, NGO criteria were also developed from information gathered in interviews and literature. Understanding the factors that might lead to a more successful design helped in establishing sound options. This stage involved a variety of interested parties, some of whom had a direct stake in the final design, others who

were simply interested in participating. The information and criteria developed is described in Chapter 3. Over the next three months, ideas were generated in brainstorming sessions for preliminary design options.

Once all the options were identified, an initial evaluation was conducted using the criteria developed previously. Although not a formal review, it allowed elimination of a few of the unfeasible options. For example, the idea that an elephant project be created under a government department was rejected because of the goal to strengthen NGO capacity. After this initial review, a preliminary list of design options was created. Refer to Section 4.2.2.1 for a description of these options.

Figure 11 - Stage Three of Co-Design



Stage Three: Once the preliminary list of options was created, a formal analysis using the NGO criteria was completed. Refer to Chapter 3 for a description of the criteria. This filtering process was conducted over long distances (Botswana, Canada and the United States), with approximately five key individuals over a period of three months through phone and email communications. The criteria were not weighted, allowing the filtering process to be rather fluid and semi-structured.

The goal of this project was to not only design a NGO strategy, but also to achieve implementation. It was therefore important to make the final design as executable as possible. Since the number of people interested in the project increased due to my research and their participation, it was essential to leave the country with something tangible and sustainable in their hands. As a result, the preliminary NGO options were then altered to ensure the best final design possible. For this project, it was my goal to be effective by both implementing change and completing valuable research.

The final design models are discussed in Section 4.3. The rationale behind how decisions were made, who the decision makers were and in which environment they were made, is discussed below. Chapter 5 describes how these models weathered implementation.

4.1.1 Who Participated in the Co-Design

There were many participants in this project. In Stage 1, 52 key informants from Botswana were interviewed and 255 community members participated in kgotla discussions. The organizations and villages represented by these individuals is discussed in detail in Chapter 3. In Stage 2, approximately eight key individuals helped co-design the preliminary NGO options. This included myself, two directors of Grey Matters Pty., the Director of IUCN Botswana, a resident of Khwai village, the Registrar of Deeds (GoB), a research associate from Okavango Research Center and a lawyer from Chris du Plessis Pty. It is important to remember that all

interviews and kgotla participants were involved in creating the options at some level. In Stage 3, approximately 12 interview participants helped create the list of NGO criteria (refer to Table 9 for a list of sources). Lastly, about five of the eight individuals from Stage 2, who were keen to set up and implement the various options, assisted in the analysis and selection of the final NGO design.

4.1.2 Participant Selection

Key informants were selected for their expertise in elephant conservation, Botswana resource management issues and/or NGO design. Potential participant villages were identified by reviewing DWNP Problem Animal Control reports and selected areas reporting the highest incidence of problems with elephants. One participating village, Khwai, had no reported concerns with elephants, but was chosen for its location amid elephant migratory routes. Not all villages participated in this project. It was essential that we received an invitation from villages before visiting. The individuals who assisted in designing the NGO options and then executing the design strategy were chosen for their interest, stake and capacity to implement the resulting design.

4.1.3 The Environment in Which Decisions Were Made

As more interviews and village meetings were conducted in Botswana, information gathered became repetitive. This was an indication that the knowledge base was as complete as the research process would permit, and it was time to move onto co-design before limited time available (from April to June 1999) in Botswana ran out. Further interviews and kgotla meetings were therefore used to gather design ideas for a NGO strategy aimed at human-elephant conflict resolution. The various NGO, government, village, academic and private sector stakeholders' ideas, concerns and desires were built into the final design. Every effort was taken to give equal weight to each organizational or individual input.

Some of the important environmental factors that may have affected input from stakeholders include:

1. Kgotla meetings are typically a forum to “complain” (pers. comm. Wynter 1999) and therefore negative experiences, stories and information heard in the meetings could be somewhat exaggerated.
2. Government participant input had to be considered within the framework that he/she worked. This included not being able to voice opinion different from that of the political agenda, not providing complete and/or comprehensive data or reports for confidentiality reasons and a lack of willingness to share with a foreigner, in fear of repercussions.
3. The key stakeholders who helped create design options and implement the final strategies had interests that may have biased the end results. For instance, Grey Matters directors were the initiators for this entire project giving them a certain vested interest to manage or lead the end design and having their three domesticated elephants as part of the design. IUCN Botswana needed to incorporate new projects into its CBNRM mandate giving the IUCN director a certain vested interest in seeing CBNRM incorporated into elephant projects.

With this general description of how the co-design process worked and the environment in which it took place, the following sections will discuss the inputs and resulting outputs of co-design.

4.2 The Co-Design Inputs

***“Communities can be roused to fury and action by incursions that threaten them. But it takes a great deal of time, energy, enthusiasm and expertise to come up with constructive alternatives to threats and challenges or to oppose them successfully.”
(Lotz 1998)***

4.2.1 Key Points Extracted From Preliminary Body of Knowledge

The information outlined in Chapter 3 provides a comprehensive description of the issues and ideas integral to the final NGO design. Table 10 provides a brief summary of the key points which were identified as critical to the final strategy:

Table 10 - Key Research Findings

1. International NGOs with a mandate in elephant conservation identify human-elephant conflict as a top research priority.
2. Governments afflicted with rising elephant populations, such as Botswana, indicate that human-elephant conflict is a policy and research priority.
3. Government and NGO efforts to mitigate conflict have been minimal to date, mostly due to a lack of information on possible solutions.
4. Over the past three years, Southern African and North American popular media sources have written more stories about human-elephant conflict than other issues affecting the elephant.
5. The African Elephant is increasing in number and range in Botswana. Botswana's human population is increasing in number and further encroaching on wildlife habitat. Current land use practices are in direct competition for resources that wildlife also depend on. In Botswana, the reported number and severity of human-elephant conflict incidences are rising.
6. Most wildlife oriented projects and/or efforts at a government, private operator and NGO level in Botswana are designed to support Community Based Natural Resource Management (CBNRM), hoping it will be a long-term conservation strategy. However, there is little evidence as to whether CBNRM will further wildlife conservation goals.
7. Current government strategies aimed at reducing human-elephant encounters have mostly been short-term and non-preventative (e.g. shooting problem elephants).
8. Government agents suggest the following root causes of conflict: human settlements encroaching on elephant habitat: water and food supply shortages especially in the dry season; fences; poor land use planning and practice; elephants

seen as offering no economic benefit to villagers; and overpopulation of elephants.
9. NGO agents indicate that the following research priorities should be set in order to resolve human-elephant conflict: spatial analysis of human-elephant conflict; identifying existing conflict sites and factors causing conflict; measuring the impact of conflict and establishing standard measures of conflict intensity; identifying appropriate strategies and conducting experimental studies to resolve conflict; finding ways to devolve responsibility of human-elephant conflict to local people; and encouraging community self-help projects and innovative approaches to wildlife management.
10. Botswana based NGOs presently do not carry out research on human-elephant conflict.
11. Recent CITES regulation moves the private sector away from elephant conservation and offers more authority to government and those communities experiencing human-elephant conflict.
12. Overall, villagers living within elephant range who are predominately agriculturists indicate that elephants threaten their crops, mobility, ability to collect water and fruits, infrastructure and lives. They do not see any benefit accrued from elephant presence in their village.
13. Villagers living within elephant range who do not conduct land-use practices that are at odds with elephant activity indicate that although elephants are a nuisance, they are willing to change their lifestyle and economy to suit the wildlife needs.
14. A new NGO capable of addressing human-elephant conflict was deemed desirable, needed and most effective by government, NGO, academic, CBO and private sector interview participants. They also indicated that the NGO design should somehow strengthen CBNRM as a strategy.
15. Participants offered fundraising, leadership, organizational and collaborative support for a NGO strategy that could resolve human-elephant conflict and facilitate CBNRM.
16. In order to be successful, NGOs should try to meet the following criteria: be accountable; build capacity; have charitable status; collaborate; have committed individuals who share common goals; have an effective board structure and members; secure adequate short-term and long-term funding; secure government support; be invited to pursue community projects by the affected community itself; encourage strong local participation; have an accessible office and project location; use performance indicators; have private sector support; hire professional fund-raisers; be realistic in scope; have staying power; develop a strategic plan; have strong communication; incorporate traditional ecological knowledge and be transparent.

The following sections will outline the preliminary and final design options that resulted from this body of knowledge.

4.2.2 Preliminary Co-Design Options

The co-design models were created through informal brainstorming and evaluation sessions. The models are described in general terms, giving an overall framework for a total NGO strategy. These preliminary designs were not considered fixed. As described earlier, they went through re-creation and repair on a continual basis. What follows is a snapshot of possible designs in the earliest stage of brainstorming. Section 4.3 and Chapter 5 outline the planning and implementation processes that occurred after initial brainstorming.

4.2.2.1 Co-Design A

Organization	Launch a project within an existing Botswana based NGO who have an interest in wildlife conservation.
Scope	A five year study aimed at identifying areas and sources of conflict through community based research in a few pilot villages. Utilize the results from this project to help the Government of Botswana to resolve human-elephant conflict.
Governance	A collaborative project between NGOs, affected government departments (DWNP, DoA, Dept. of Lands) and CBOs.
Funding	Solicit Ivory Funds which are available for this type of community project. Rely on existing donor base of chosen NGO.
Mission	To investigate the source of conflict between humans and elephants in order for the government to successfully implement mitigation strategies into the future.
Staff	A multi-stakeholder volunteer committee of approx. ten key individuals, led by two research co-ordinators and carried out on the ground by four to five village members at each participant village.
Approach	Ecosystem based mapping; train the trainer approach; collect traditional ecological knowledge where possible; standardize data with that of GoB's; collaborative; short-term.
Benefits	Simple; immediate application; short term; collaborative.
Limitations	Band-Aid solution; relies on existing NGO capacity, interest and reputation; leadership uncertainty.

4.2.2.2 Co-Design B

This model is similar to Option A, except the project would be launched within a

Community Based Organization (CBO). The further benefit to this design would that communities themselves could initiate and conduct their own research projects, ultimately facilitating the CBNRM process. However, the added limitation is that CBOs do not have the capacity, resources and/or training to monitor and manage their resources yet, and a project like this might take away from their larger CBNRM concerns. However, a pilot program could be initiated in a couple of CBOs who are ready to conduct new projects.

4.2.2.3 Co-Design C

This co-design is similar in characteristic to Option A, except a project would be launched within an existing international NGO that has an interest and/or activities in African Elephant conservation. Organizations under consideration included World Wide Fund for Nature (WWF), the African Elephant Specialist Group (AfESG), Tusk Trust, Tusk Force, African Wildlife Foundation and Endangered Wildlife Trust. Added benefits of this design are the potentially larger donor and collaborative base, greater accessibility to resources and data, and the prestige and reputation that comes from being affiliated with a renowned organization. Potential limitations come from working in a larger bureaucratic structure. It would distance this effort from its grassroots beginnings and perhaps be less able to meet the needs of local communities.

4.2.2.4 Co-Design D

Organization	Establish a new NGO based and run in Botswana.
Scope	A small grassroots NGO of four to five staff members which conducts one or two research and educational projects per year aimed at understanding the human-elephant interface in villages of concern. Project goals are to identify sources, impact and resolution of conflict between man and elephant.
Governance	Establish a board consisting of 50% Motswana and 50% international experts in the field of elephant behavior and ecology, community participation and development, ecosystem management and someone with previous experience in GoB.
Funding	Create a short and long-term strategic plan that solicits funds from

	private sector, international foundations interested in wildlife conservation, the Government of Botswana's Ivory Fund and/or Community Conservation Fund.
Mission	To examine the relationship between humans and elephants in Botswana. To offer educational and research projects that help to minimize negative encounters into the future. This includes facilitating CBNRM as a long-term wildlife conservation strategy.
Staff	Four to five full-time staff. Committed individuals who would be willing to volunteer their time at first. Director, Admin. Assistant. Fund-raiser, two Outreach Project personnel and a variety of participant villages who each have a co-ordinator.
Approach	Participatory, train the trainer, ecosystem based, grassroots, advocacy, educational.
Benefits	Strengthen the weak NGO capacity and presence in Botswana; long-term focus on the needs of elephants and villagers from a locally driven mandate; greater ease to affect policy by operating in-house as an individual NGO; quality control; watchdog for elephant conservation in Botswana; larger donor base; expandable; project possibilities are endless.
Limitations	Time and resources spent are setting up and operating a NGO rather than simply carrying out a project; relies heavily on the leadership and commitment of few key individuals; a new NGO lacks reputation and experience to effectively solicit funds.

4.3 The Final Co-Design

Interested individuals who wanted to see the preliminary designs become reality, assisted by putting form and function into the above models. These individuals played an integral role in developing and implementing the final design strategy. This was partly an exercise in what was possible in Botswana with the stakeholders and resources we had in place. Refer to Chapter 5 for a current snapshot of this final design today, what it looks like in its breathing, non-design form.

Redesign and evaluation of the above designs led to a two-pronged NGO strategy. The existing NGOs, private sector and government felt strongly that elephants were not the current issue of concern. Enabling the CBNRM process in Botswana was seen as the preeminent issue for any new or existing NGO. It was important to take

this issue seriously in a proposed NGO strategy for the country. Although this was not foreseen as an issue prior to research, it was a significant outcome to address. The **PROBE Fund**, described in detail below, was created (and is operational today) in response to this national issue. This is the first prong, and most similar to Co-Design A.

It was also of immediate concern, especially to the international NGO community and local villagers, to start research projects aimed at investigating the human-elephant conflict issue. Existing NGOs were not equipped nor interested in carrying out such projects. It was thus decided that launching a new NGO was most desirable and effective. The **Living With Elephants Foundation (LWE)**, described in detail below, was launched in October 1999 to address this international, national, and local concern. This is the second prong of the strategy and is most similar to Co-Design D.

4.3.1 People Researching Our Biodiversity and Environment Fund (PROBE)

4.3.1.1 General

People Researching Our Biodiversity and Environment Fund (PROBE) provides financial and technical assistance for villagers who have CBNRM authority over areas, to support their own research projects to explore, understand and monitor their environs. Since it remains unknown whether CBNRM will further wildlife and resource conservation in these areas, these projects allow further study to this end. The PROBE Fund is divided into smaller funds offering support in specific fields of interest. One of which is the Community Elephant Fund. This tailored fund gives donors who are interested in supporting elephant conservation an opportunity to do so.

4.3.1.2 Governance and Management

IUCN (The World Conservation Union), an internationally renowned non-profit

organization, has the capacity and interest to manage, promote and administer this fund immediately. IUCN is the world's oldest international conservation organization. Through its 820 Secretariat staff that work in IUCN's 40 regional and country offices around the world, IUCN brings together over 74 governments, 105 government agencies and more than 700 non-governmental organizations. IUCN's international network of 8,000 volunteer experts, grouped into six global commissions, makes this organization a preeminent leader in the realm of endangered species research and conservation. Their Botswana office is located in the capital, Gaborone and has a staff of five. An expert in community resource management from the Netherlands was recently hired to bolster IUCN's CBNRM role. This person will be responsible for managing, promoting and starting up the PROBE Fund (pers. comm. Jansen 1999). IUCN has the international research support and wisdom to bring together many professionals to assist with projects on a local level. They also have the funding, reputation and interest to make this fund penetrable at government, village, NGO and private sector levels.

4.3.1.3 Mission Statement

PROBE Fund is dedicated to helping the people of Botswana examine, understand and monitor their ecosystem in which they live, thereby ensuring the successful execution of Community Based Natural Resource Management (CBNRM). We do this by providing technical assistance to people who conduct research projects at a community level, together with local NGOs, researchers and/or academic institutions. We believe that the people living in ecosystems are ultimately the custodians of global biodiversity.

Community Elephant Fund is designed to specifically support research projects aimed at improving and investigating the relationship between humans and elephants in Botswana. We particularly encourage people to conduct research that helps minimize negative encounters between elephants and humans. We believe that the

people living with elephants are ultimately the ones who should be studying their interface.

4.3.1.4 Beneficiaries

PROBE Fund serves to benefit the following people:

- Applicants: Residents of Botswana, especially those individuals who were recently awarded natural resource management authority over their environs through CBNRM.
- Co-Applicants: Researchers, NGOs and academic institutions who are interested in ecosystem and participatory research projects.
- The Government of Botswana by helping reach national CBNRM and development goals.
- Botswana's natural resources by ensuring that the people executing CBNRM respect ecosystem principles.
- International conservation community by ensuring that the resource management policies in Botswana attend to the needs, threats and fragility of our ecosystems.

4.3.1.5 Comparison With Other Funds

A quick analysis of other Funds available to Botswana citizens for CBNRM purposes include:

- Community Conservation Fund (CCF): Government administered for those select communities given CBNRM authority only (DWNP 1998).
- Financial Assistance Program (FAP): Financial assistance to those communities in need, not specific to environmental protection or research.
- Ivory Fund: Government administered funds for those select communities who are experiencing conflict with elephants only. Highly politically charged.

PROBE Fund differentiates itself from other funds in Botswana in the following manner:

1. It is the only national fund administered by a NGO that assists the people of Botswana with conservation projects.
2. It is the only fund available to all citizens of Botswana without regional bias.
3. It is the only fund available for individuals to carry out their own research projects, as defined being ecosystem-significant on their own terms. The people of Botswana ask their own research questions.
4. It is the only fund IUCN offers, internationally.

4.3.1.6 Terms of Reference

Time Frame

- Year One: Publicize and fund-raise
- Year Two: Pilot phase; applications and review
- Year Three: Execution of Year 3 projects
- Year Four: Execution of Year 4 and monitoring of Year 3 projects
- Year Five: Monitoring of Year 4 projects and review of PROBE Fund in general; dissemination of results in scientific journal form

Funding

Launch early in the year 2000, with P500,000 (approx. \$167,000) in account. Award maximum of P25,000 (approx. \$8300) per project. Funds will be solicited from IUCN's regular donor base including SNV (Netherlands Development Agency, Government of Botswana, USAID, etc.)

Project Management

Projects are managed by a Review Committee of four to five individuals with expertise and/or experience in CBNRM, ecosystem management, participatory research methods and Botswana NGOs. This committee exists for a maximum of

four years, with IUCN Botswana's membership voting in new committee members every two years. Committee members are rotated two at a time so that experienced and less experienced members are on the committee at all times. If the Review Committee feels outside expertise is required for project proposal review and/or management, IUCN will pull from a pre-determined list of experts that are readily available in the IUCN network.

Criteria for Fund Requests

- Applicants must be residents of Botswana.
- At least one co-applicant must participate in the proposed project.
- Co-applicants are defined as:
 - Botswana based NGOs
 - Professionals in ecology, ecosystem management, natural resource management and/or an equivalent field
 - Botswana based academic institutions
- Proposed research project must aim to examine and/or monitor health of the ecosystem in which the applicant lives.
- Proposed projects should demonstrate a high degree of scientific, ecosystem management, community participation and fiscally responsible measures.
- Applicants will be awarded no more than P25,000 per project.
- Funds will not be awarded for capital costs, only daily research operative costs.

The following documents must be included in submissions:

- Eight to ten page project proposal outlining: project goal and objectives, project needs assessment, background information on project, methodology and work schedule, impact, feasibility, dissemination of results and budget
- Letter of reference
- Letter from co-applicant(s)
- Proof of residency
- Curriculum Vitae
- Government endorsement of project

4.3.1.7 Benefits and Limitations of PROBE Fund

The PROBE Fund has some benefits that the other preliminary co-design models did not. At the same time, the fund has unique limitations that need to be identified.

This will give further rationale to why the second prong (Living With Elephants

Foundation) was also incorporated into the final design.

Benefits

1. With IUCN as an umbrella organization, the PROBE Fund and any resulting projects, have a strong chance at being successfully and professionally managed and implemented.
2. IUCN is renowned for its non-advocacy role, especially in Botswana. There is thus a greater likelihood for government and private operator support and acceptance of research results. IUCN is credited with being an initiator of the Government of Botswana's wildlife conservation policies.
3. IUCN is in a position to launch this fund immediately, with staffing and financial resources in place.
4. IUCN is the nation's NGO leader in CBNRM policy, helping many CBOs put resource management regimes into place. This PROBE Fund will be another tool available to communities.
5. IUCN's willingness to tailor funds for elephant projects puts elephants back as a research priority, despite government and private sector disinterest.
6. IUCN Botswana will be able to relay the countries resource management and elephant conflict concerns to the international community in a rigorous scientific and universal approach.
7. Community projects funded by PROBE will be closely monitored. IUCN cannot afford project failures when launching a new initiative, and thus due diligence shall be upheld.

Limitations

1. Communities (or CBOs) likely do not have the resources, time or knowledge as how to write and submit project proposals to IUCN. Finding a co-applicant who can guide them through this process will be an integral component at the application stage. IUCN should have a suggested list of possible co-applicants ready to assist communities upon inquiry.

2. Although IUCN has great experience in managing funds and conducting scientific studies, the Botswana office does not yet have experience with community based research and participatory methods. Guidance should be sought.
3. The PROBE Fund is broad in scope, encompassing all sorts of species, environmental management concerns and regions of Botswana. This might hamper the fund's ability to learn from early projects and improve for future similar ones.

4.3.2 Living With Elephants Foundation (LWE)

4.3.2.1 General

Living With Elephants Foundation (LWE) is a federally registered non-profit organization in Botswana which explores the relationship between the African Elephant and people, with an emphasis on research and educational programs aimed at reducing conflict between the two species. The LWE main office is located in Maun, a central location for the Northern parts of Botswana and where most elephant activity occurs.

4.3.2.2 Governance and Management

Living With Elephants Foundation is registered as a non profit organization by the Registrar of Deeds with the Government of Botswana, giving it charitable status as an independent organization. It is governed by a Board of Directors, consisting of 3-4 people to ensure effectiveness. The Board holds the Executive Director accountable for his or her management of the daily operations of LWE. This Executive Director is a resident of Botswana who is committed to the cause and should be effective as the 'face' to the organization. A scientific advisory board made of 50% Botswana experts in community based research and resource management; and 50% foreign experts in elephant-human relations. This board will

help set the research direction for LWE projects and monitor their performance into the future. An external advisory board consisting of four people experienced in international fundraising, business management, communications and legal matters will also be available to advise the staff. Various Motswana co-ordinators will be responsible for managing research and educational programs locally.

Ideally, LWE will be registered as a charitable organization in countries wherein donations may be derived. This is effective in terms of proving due diligence to foreign supporters and also offering tax credits to donors overseas.

4.3.2.3 Mission Statement

Living With Elephants Foundation is dedicated to relieving conflict and competition between the African Elephant and human populations in Botswana. We does this by identifying sources of conflict, developing strategies for resolution and by offering educational programs which encourage a harmonious relationship between elephants and people. We believe that extensive participation and commitment by the communities is a requirement for success.

LWE Foundation objectives include:

- To conduct and support educational and research activities that aim to understand the African Elephant, its range and its relationship with people.
- To help minimize negative encounters and relations between elephants and humans, particularly those people living in elephant range.
- To encourage within the international community an understanding of the realities and needs of local people who are living with the African Elephant.
- To support and carry out projects aimed at securing the African Elephant range and/or habitat, including protection of significant migratory routes and corridors.
- To promote community based natural resource management, and community development in general, by facilitating community economic initiatives.

- To disseminate information, both locally and internationally, information on the African Elephant, its range and its relationship with people who live side-by-side with it.
- To collect, analyze, share and distribute information on the African Elephant, its ecosystem and relationship with people.
- To align research and educational efforts with international initiatives.
- To secure and save funds for the long-term care of our three African Elephant ambassadors, Jabu, Thembi and Morula who help carry out the above objectives.
- To collaborate with NGOs, government, private sector, CBOs and academia on issues and projects pertaining to the above objects.

4.3.2.4 Applications

Living With Elephants Foundation improves the human-elephant interface by conducting educational and research projects in three main areas: 1) Community Elephant Research Programs; 2) Elephant Outreach Programs; and 3) Thembi Trust. These applications are discussed in detail below.

1. Community Elephant Research Programs

In order to improve relations between people and elephants, LWE must first understand the existing relationship between elephant and human communities in Botswana. To do so, LWE carries out explorative research with the people who live in elephant range and who have been identified as experiencing negative elephant encounters. Together, the organization investigates why, how, where and when conflict occurs. LWE wants to know what impact it has on the livelihoods of people and the health of elephant populations. Most importantly, they want to take this knowledge and develop strategies to resolve conflict. They hope to become forerunners in community-based conflict mitigation projects for worldwide application. LWE hopes to answer the following research questions:

- How do communities and elephants currently co-exist?
- What type of conflict and/or competition occurs between humans and elephants in Botswana? For example, do encounters primarily lead to destructive crop raids, human deaths, water supply damage, or death to elephants?
- What impact do the various conflicts have on the livelihood of people and elephants?
- What are the regional "hotspots" for conflict in Botswana? Why are there problems predominantly in these areas? For example, is it due to population dynamics, poor land-use decisions, lack of adequate water and/or food supply, enticing crops etc.?
- What can be done to relieve these types of negative encounters?
- How effective are various mitigation strategies when they are actually applied in the communities? Can they be applied elsewhere?
- How can we monitor performance of the mitigation strategies, to ensure success into the future?
- How do we assess whether reactions to a strategy are community specific or general in nature, so that we can fine tune the strategies for use elsewhere?

LWE's research programs are based on the following principles, which LWE believes are critical factors to success:

- **Participatory and Active:** They recognize that they are not the experts in human-elephant conflict, nor should be. The people living with elephants in many villages across the country are essentially LWE's guides. Their experiences and ideas create the research agenda. Their participation dictates where and how the organization move forward. International advisors are engaged in projects on a short-term training basis only, to teach their methods or skills to local people. LWE knows that to secure a bright future for elephants, local participation and ownership of sustainable strategies and/or

economies is imperative.

- **Ecosystem Based:** In Botswana, as in many other countries, elephant range is not always protected. Elephants and humans therefore share much of the same living space. To look after elephants, their encounters with humans must be peaceful. Human needs and presence are part of LWE's ecosystem-based research strategies. By taking an ecosystem approach, they ensure protection of many other species.
- **Meets International Scientific Standards:** Research is beginning to unfold worldwide on the human-elephant conflict issue. LWE strives to meet international standards for research collection and analysis so that project results are usable by larger organizations responsible for developing policies for the African Elephant worldwide. The scientific advisory board comprises qualified experts to ensure international accountability of projects.

2. Elephant Outreach Programs

One of LWE's main educational programs is to bring local school groups to visit the research station in the Okavango Delta. The base camp is ideally located within relatively close proximity to Maun schools and rural villages. Here, Motswana children learn about the natural history of the African Elephant through close, intimate encounters with LWE's elephant ambassadors in their native surroundings. Youth share stories about their fears and experiences with elephants and learn about elephant behavior, migratory routes, ecosystem significance and possible ways of resolving these conflicts. They consider potential models for sustainable economies and land use practices to ameliorate wildlife-human interactions.

3. Thembi Trust

The directors of Grey Matters Pty., who are also the main visionaries behind LWE, offered to donate the services of their three habituated African Elephants, Jabu, Thembi and Morula, to LWE for educational and fundraising purposes. Presently, tourists from around the world visit Botswana on elephant walking safari with these

three elephants in the heart of the Okavango Delta. Tourists witness the African landscape from an elephant's perspective. They learn about the ecological, social, biological and political underpinnings of this species. After their journey, these well heeled travelers are often looking for ways to support the African Elephant and also Jabu, Thembi and Morula independently. The directors of Grey Matters Pty., the Groves, are aware that their elephants are great ambassadors for their entire species. They are also aware that the educational experience they offer tourists is something they would like to share with the local Motswana populations. As such, they offered to donate the services of Jabu, Thembi and Morula towards achieving LWE's goals. At the same time, it was decided that a fund set aside specifically for the long-term care of these elephants, after the directors have passed on, would serve to support the elephants in the long run. The Thembi Trust was therefore formed to secure the futures of Jabu, Thembi and Morula and the important contribution they make towards fulfilling the objectives of LWE.

Donors who would like funds set aside specifically for these three elephants are given that opportunity through this Trust. It is managed by a group of 4-5 trustees who will invest funds with clear lines of accountability. The money will be used to pay for the equipment, staff and services associated with the care of the elephants once Grey Matters Pty. is no longer able. This Trust helps to ensure that these elephants will continued to be used for objectives similar to LWE and not exploited for other measures. This reciprocal arrangement gives LWE a program and marketing edge; as well as a secure future for these three elephant ambassadors.

4.3.2.5 Beneficiaries

Living With Elephants Foundation has the potential to benefit the following agents through its programs:

- Residents of Botswana living within elephant range, particularly those who participate in the projects and are beneficiaries of LWE deliverables.
- School groups of Motswana children who may not live in elephant territory,

and may have never been exposed to their natural heritage.

- Local and International Elephant Specialists who are involved in the projects and are recipients of the deliverables.
- Government of Botswana (GoB), particularly those departments affected by elephant conflict changes (i.e. Dept. of Lands, DoA and DWNP).
- Other local NGOs who collaborate on various projects gain further awareness of elephant-community relations.
- African Elephants, particularly Botswana's population who may be affected by long-term strategies minimizing conflict and encounters between them and human development.
- Botswana's fragile environs in general, through encouraging sustainable wildlife utilization economies and increased environmental awareness.
- International conservation community who would like to see more grassroots elephant conservation initiatives take place.

4.3.2.6 Comparison with other NGOs

Living With Elephants Foundation distinguishes itself from other local NGOs in Botswana since:

1. It is the only NGOs, in Botswana and worldwide, addressing the human-elephant conflict issue as an organizational mandate.
2. It is the only NGO in Botswana conducting research on the African Elephant.
3. It is the only NGO in Botswana exposing Botswana to their natural heritage, in the wild, incorporating intimate encounters with elephants.
4. It is one of the few environmental NGOs in Botswana that does not have the majority of its board consisting of government officials.
5. It is one of the only NGOs in Botswana conducting participatory research.

4.3.2.7 Terms of Reference

Finances

The potential donor base for LWE is quite diverse including:

- Grey Matters Pty. international clientele who visit Botswana on exclusive elephant safari, and become exposed to the directors of LWE and the three elephant ambassadors.
- Private Foundations and NGOs in North America and Europe who have an interest in elephant conservation.
- Botswana's private sector which has been largely untapped to date.
- Private individuals who come across LWE efforts on the web-site (www.livingwithelephants.org) and in other promotional manners (i.e. documentaries and print). See Chapter 5 for current details.
- Elephant fanatics who give generously predominately to elephant causes.

4.3.2.8 Benefits and Limitations of LWE Foundation

Like all organizations, Living With Elephants has its own benefits and limitations.

Benefits

1. As an independent organization, LWE has greater opportunity to embrace an advocacy role and work for the people of Botswana, and is not bound by international or government agents.
2. LWE's affiliation with Grey Matters Pty., secures a constant and abundant donor base, committed individuals and a research site location.
3. LWE can grow at a speed that suits its resources and capacity over time. There is no external pressure.
4. As a small grassroots organization, LWE has the ability to affect real change through focused attention on one issue.
5. Being Botswana based, LWE is forced to demonstrate due diligence to those affected by the outcomes of the organization.

Limitations

1. The visionaries and future directors of LWE are residents of Botswana, but are not Batswana. This may cause local communities to perceive LWE as a foreign entity. The directors might consider changing their role in LWE in the future, once they have Motswana replacements.
2. LWE's mandate is somewhat limited, since people have negative encounters with other species beyond elephants which should be addressed.
3. Elephants are a politically hot issue in Botswana and a NGO focusing on this species may be up against the wall politically and economically. Simply put, conflict between people and elephants may be a good thing for government. This is especially true as CITES regulations are likely to change, possible re-opening the sale of ivory once again. LWE will have to stay abreast of these larger forces.
4. Some individuals and organizations are concerned with the idea of "captive or educated elephants". Thus, the inclusion of Grey Matters Pty.'s three domesticated elephants in the educational and fundraising efforts of LWE, may give some conservation groups or individuals a reason not to support LWE's work. LWE needs to be prepared for such negative reaction.
5. Since there are a limited number of NGOs in Botswana, particularly ones addressing wildlife conservation, LWE will have to make its own path and learn from its own mistakes. Collaborating with similar international NGOs will be essential to LWE's success.

For a current update on how PROBE Fund and Living With Elephants Foundation is whetherying implementation, please refer to Chapter 5.

Chapter 5: Beyond Design

5.1 Design To Reality

The intention of this project was to not only design a NGO strategy that met the needs of Botswana's people and elephants, but to also turn this design it into practice. Intervention was a preeminent driving force throughout this research. This approach helped create practical models, in terms of their penetrability and effectiveness.

There were three main motivations for intervention:

1. Designing a project that successfully intervenes is a requirement for the Environmental Design Faculty at the University of Calgary. This is a Faculty characteristic that distinguishes it from other programs. It also suited the needs of this project.
2. The invitation to carry out this project came from the directors of Grey Matters Pty., who wanted to see 'something done' about human-elephant conflict. Conducting a project that determined 'what to do' and 'started doing it', therefore was essential.
3. When conducting community participation projects in a foreign country, it is imperative to share the knowledge gained and help participants take action, if so desired. The main concern for kgotla participants was that I would ask questions and leave Botswana without responding to their needs. This project left participants with an experience of inclusiveness and a two pronged local strategy that have the capacity to address their wildlife concerns well into the future.

This chapter provides a current update on how the final NGO strategy, as described in Chapter 4, is weathering implementation.

5.2 Living With Elephants Foundation (LWE)

I am fortunate to remain involved with the set up of LWE. At this point, I assist in an advisory capacity, participating in some of the major decision making processes as LWE becomes an active Foundation. However, my contribution is not as important as the overall progress the Foundation has made. As mentioned in early chapters, self- monitoring and evaluation is a critical factor to the success of NGOs. This external evaluation will be forwarded to LWE members for review. Below is a brief update on LWE as it went through registration, strategic planning exercises, developing an organizational framework, project development and securing funding support. The time period for these developments is September 1999 to present (May 2000).

5.2.1 Registering LWE

After researching the possible ways to incorporate a charitable organization, it was agreed by the LWE founders, legal advisors, and Registrar of Deeds, that the best framework was to register LWE as a non-profit company limited by guarantee. This is the same status that most universities and research institutions receive in Botswana. The organization is limited by guarantee, meaning that it must represent the public interest. It is charitable in the sense that it can accept tax credible donations in Botswana and receive tax deductions. It is different from Botswana's order of associations and trusts since it does not have a membership nor a board of trustees. Since October 15, 1999, LWE is a registered non-profit company in Botswana. Refer to Appendix II for the resulting Memorandum and Articles of Association.

Further to being charitable in Botswana, it was also important to register LWE in other countries where additional potential donors exist. The pool of American private foundations and tourists who would likely support LWE, was considered bigger than any other region. For instance, an American tourist who visited the Grey

Matters operation while I was there, offered her large graphics communication company's services to LWE. LWE was immediately registered as a charitable organization in the United States. There were two options for gaining charitable status in the United States (pers. comm. Sizemore 1999, pers. comm. Martin 1999): 1) register LWE as a new U.S. non-profit organization, meeting the administrative and due diligence requirements of the IRS and the American public; or 2) finding an existing U.S. non-profit organization that would be willing to be a fiscal agent for LWE. In this latter arrangement, LWE becomes a project of the other organization and LWE is held accountable indirectly through this organization's governance and management responsibilities to the IRS and the public.

The benefits of becoming an independent U.S. charitable organization include maintaining control over operations and avoiding a 15% administrative fee that fiscal agents commonly charge for collecting donations on the organization's behalf. Alternatively, the benefits of partnering with a fiscal agent include being associated with an already reputable American charity (Upshur 1982). The benefits are the greater comfort to the donating public when they are dealing with a recognizable name, less time and energy spent transferring funds across the globe and not re-inventing the NGO wheel in the United States.

For LWE, finding an appropriate fiscal agent was the best option. After research and negotiation with various American NGOs who had a parallel mandate in wildlife conservation, LWE selected the WILD Foundation as its fiscal partner. Refer to Appendix III for the Memorandum of Understanding agreed upon by both parties on February 14, 2000.

5.2.2 Strategic Planning

One of the first tasks for LWE founders and advisors was to complete a thorough strategic plan. Strategic planning was used to assist the organization focus its efforts

and vision in a changing environment. The planning process helps members of the organization work towards shared goals and learn how to respond to circumstances in a dynamic environment (Allison & Kaye 1997). The process is strategic, systematic, and requires a great deal of commitment and prioritization. There are many practical guides available to organizations, taking members through a step by step strategic planning process, all of which have common planning steps. LWE members carried out on such strategic planning exercise including the following steps (Allison and Kaye 1997, LWE 2000):

1. Developing the organization's name (Living With Elephants Foundation)
2. Creating an organizational profile (see Section 5.2.3)
3. Preparing a planning and information gathering process
4. Establishing mission and vision statements (see Chapter 4)
5. Identifying previous and current strategies
6. Conducting a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats)
7. Identifying internal and external forces that affect SWOT
8. Deciding whether to invest, eliminate, defend or repair the above
9. Prioritizing a program mandate
10. Creating future strategies
11. Setting long-term and short-term priorities
12. Developing a detailed program portfolio
13. Creating performance indicators and a monitoring system
14. Setting program and operation goals and objectives
15. Estimating financial resources required to support the plan
16. Writing the strategic plan

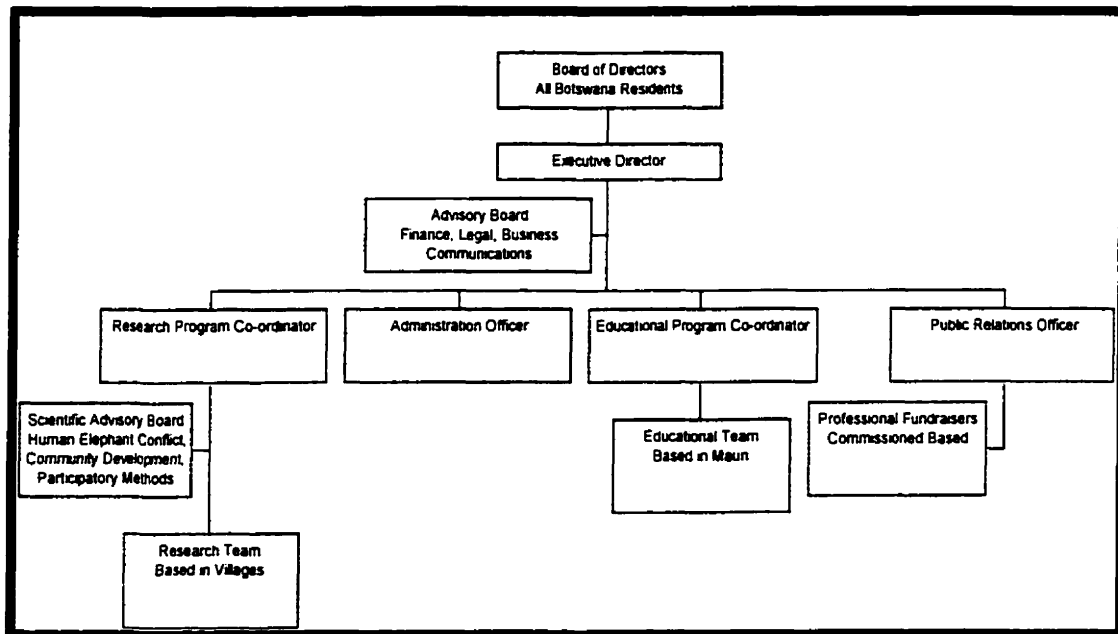
This planning process gave LWE founders and advisors an opportunity to discuss their dreams, hesitations and shared goals. It required special commitment since members were not in the same locale. I agreed with current literature which

recommended that participants of the planning process should include the organization's staff, advisors and various affected individuals of LWE's program (i.e. villagers living with elephants). The founders did not include village representation, feeling that involving local residents would slow the planning process. I feel this foreshadows possible future problems for LWE to meet the needs of the people living with elephants. Community involvement or non-involvement was critical in setting the strategic direction of LWE. However, this exemplifies how a desired design is not always accepted in practice.

5.2.3 Organizational Profile

After comparing the various organizational structures for LWE, the following profile was chosen:

Figure 12 - Organizational Profile of LWE



I believe that a main problem with this organizational profile is the dual board arrangement. It would be more effective for a small NGO to have only one advisory board. In my opinion, the lines of authority and guidance are blurred with this

current structure because it is not clear how decisions will be made, or who will be making them. The advisory board members who have expertise in legal, financial and communication matters should ideally be board directors.

Another of my concerns is that the majority of current positions are held by non-Motswana residents of Botswana. The current executive director, board of directors, advisory board members and 50% of scientific board are non-Motswana.

Community, for the purposes of this project, includes those individuals who live in the environs as residents, whether immigrant or native. However, in Botswana, white residents are still considered foreigners no matter how long they may have resided in the country. This might move LWE from a grassroots organization into the realm of foreign influence and intervention, possibly making it ineffective at a local level in the long-run.

5.2.4 Project Development

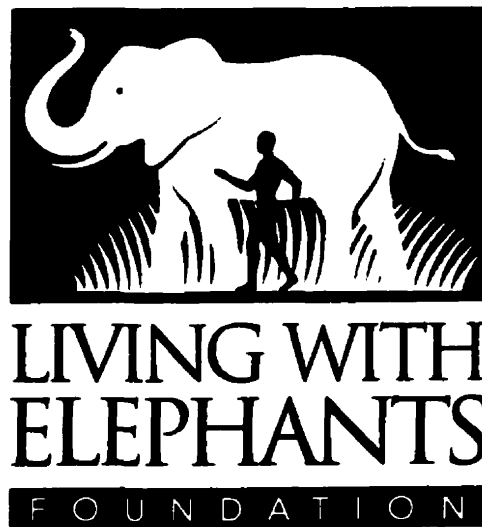
During this planning process, LWE also developed a program mandate. Since then, Round River Conservation Studies (an American NGO) has offered to collaborate with LWE on a project basis (pers. comm. Sizemore 1999). Round River is dedicated to wildlife conservation by offering undergraduate students an opportunity to conduct research in exotic field settings, such as the Okavango Delta. Discussions were held about having a group of eight students visit Botswana twice a year to conduct research on human-elephant conflict, under LWE's research direction. The students are fully funded, making it seem to be a good starter project at almost no cost to LWE. However, after more thought and discussion, it was decided that bringing foreign students to research elephants did not fit into LWE's program mandate of giving Botswana residents the opportunity to research their own environs. I was delighted that LWE turned down this opportunity in favor of more local and participatory projects. This indicated that the design and planning process did help create a mandate focused on local capacity building and participation.

5.2.5 Fundraising and Promotional Support

The most interesting feature of LWE's start-up has been the amount and type of promotional and fundraising support it has received at such early stages in the organization's life. As early as June 1999, when LWE was in design stage, an American tourist who came to on a Grey Matters safari was keen to support the resulting non-profit organization. As vice-president of Tom Fowler Inc., a large graphic communication company in the United States, her in-kind donations were substantial. Tom Fowler Inc. will create the LWE logo, web-site and all printed promotional material desired. Although this was not a planned event, the strategic planning process prepared LWE members to adapt to a changing environment.

The logo was created in a participatory manner similar to the strategic planning exercises. All LWE members and external advisors were given equal opportunity to share their thoughts on logo design, colors and style. Tom Fowler amalgamated their visions into logo form. The resulting logo is reproduced in Figure 13. The web-site was designed in a similar fashion. Various parties co-wrote the textual material and brainstormed on the desired site features. The web-site was up and running as of March 3, 2000. Refer to www.livingwithelephants.org

Figure 13 - Living With Elephants Foundation Logo



During the time that Tom Fowler Inc. was developing promotional materials for LWE, Discovery Films USA was producing a documentary about the lives of the three elephant ambassadors, Jabu, Thembi, and Morula and their guardian human family, the Groves. As LWE progressed, the Groves asked Discovery to promote LWE in the trailer of the movie, titled "A Herd of Their Own". Discovery agreed. The world premier of the film aired April 1, 2000. Viewers of this film have since logged onto the web-site, contacted LWE and have started donating funds via the WILD Foundation. Since the movie is being shown in over 144 countries and 32 languages around the world, the promotional opportunity explodes. Strategic planning exercises carried out by LWE will help them stay afloat amidst this changing environment.

5.3 PROBE Fund

Since I have discontinued my involvement with IUCN, I have not witnessed the PROBE Fund turn into practice, and cannot comment on this aspect of the project at length. However, since the final design was submitted to IUCN, the following events transpired (pers. comm. Jansen 2000):

- The working name of the fund became CBNRM Fund, until such time PROBE or another name is agreed upon.
- A full-time staff member was hired at the end of 1999 to manage the fund and resulting projects.
- The idea of this fund was introduced to affected CBOs, NGOs and government agents at a national CBNRM Conference in August 1999 to gauge their interest and receive feedback.
- Fund-raising for fund development began early 2000.

5.4 Additional Project Results

By incorporating a strong intervention component to this project, there were many

people who were and will be impacted through participation in the activities of Living With Elephants Foundation and the PROBE Fund. Table 11 outlines some of the project beneficiaries, and possible direct and future results.

Table 11 - Additional Project Impacts

Project Beneficiary	How Project Directly Impacted Beneficiary	Possible Future Impacts on Beneficiary
Villagers Living in Elephant Range (specifically in Northern Botswana)	<ul style="list-style-type: none"> As active participants co-designing this project, villagers were given a space to discuss, share and resolve their human-elephant conflict issues. Recipients of this report, LWE and PROBE updates. 	<ul style="list-style-type: none"> Villagers might have a greater opportunity to live in harmony with elephants through the work of LWE and PROBE. They will gain research skills to assist in their CBNRM goals. They will be empowered to manage their resources in terms of future return and sustainability. They will make more sustainable and profitable business agreements with operators, knowing what their resources are worth.
Local and International Elephant Specialists	<ul style="list-style-type: none"> As active participants in this project, specialists gained an understanding of current and future activities related to elephant conservation they might wish to engage in. 	<ul style="list-style-type: none"> Through participation in LWE and PROBE Fund, specialists will learn more about human-elephant conflict, options for resolution and participatory research methods.
Government of Botswana (GoB)	<ul style="list-style-type: none"> As participants of this project and overall recipients of the research results, the GoB learned the importance of resolving human-elephant conflict and how the international community and villagers feel it relates to reaching CBNRM goals. Affected departments receive this report, LWE and PROBE updates. 	<ul style="list-style-type: none"> The GoB has not yet developed a program mandate for the its Ivory Fund which is supposed to be spent on community elephant conservation projects. This project helps GoB identify the type of research and projects that villagers and elephants need.
Local NGOs	<ul style="list-style-type: none"> As participants of this research, local NGOs learned more about current issues related to elephant conservation. Their awareness concerning CBNRM also heightened. Participant NGOs receive a copy of this report, updates on LWE and PROBE. 	<ul style="list-style-type: none"> As possible NGO project collaborators, NGOs have the potential of becoming at the forefront of human-elephant conflict through participatory means.
Private Operators (specifically safari operations)	<ul style="list-style-type: none"> As research participants, private operators gained heightened awareness of elephant conservation issues. Many operators, originally 	<ul style="list-style-type: none"> As possible NGO participants and/or donors, private operators now have the option of contributing to wildlife conservation efforts, such as PROBE

	<p>understanding elephants as menaces can now see how elephants affect residents and national development objectives.</p>	<p>and LWE, that reconnect people to their land.</p>
IUCN (The World Conservation Union)	<ul style="list-style-type: none"> IUCN became an integral participant in the success of this project. They have become international leaders in an ecosystem and participatory based fund for people oriented resource (and elephant) conservation. 	<ul style="list-style-type: none"> Well into the future, IUCN will reap benefits from this project. They will fund, manage and conduct research activities at a local level, putting IUCN on the map for ecosystem and participatory projects in Botswana. Developing a fund of this kind is the first internationally for IUCN and therefore IUCN-Botswana will be seen as a leader in project management.
Elephants - particularly Botswana's population	<ul style="list-style-type: none"> Their populations, somewhat perceived as 'too large and disastrous' by some, may now be understood as 'problematic' and 'vulnerable' as a direct result of this project. Villagers may think twice before aiming a gun at a crop-raiding elephant. And they may have more deterrent options with research. 	<ul style="list-style-type: none"> In the long run, elephant populations may not increase nor decrease, but at least be considered safe, respected and income generators within Botswana's borders. Their numbers and disparity may be more stable and historically remnant as a result of these activities.
Merafe Amos (Nation) - Research Asst.	<ul style="list-style-type: none"> Merafe was chiefly involved in assisting with village meeting organization, translation and analysis activities. Merafe gained experience and skills with computers, project management, report writing, NGO design and international relations. He also learned about human-elephant conflict and how it affects the people and land of his country. 	<ul style="list-style-type: none"> Merafe has since become headman of Khwai village, partly due to his knowledge base in resource management, networking and facilitation skills. He can now influence Khwai's major long-term decisions, including resource use.
Jabu, Thembi and Morula	<ul style="list-style-type: none"> Through the Thembi Trust arm of LWE, these three elephants are direct beneficiaries of LWE funds and projects. In the near term, they will be utilized for more educational purposes. 	<ul style="list-style-type: none"> Once the Groves are unable to support the trio, LWE will provide a financial and management safety net for Jabu, Thembi and Morula so they can continue to be used for educational purposes and avoid exploitation in the future.
University of Calgary	<ul style="list-style-type: none"> As supervisory participants in this project, The University of Calgary garners a reputation as an international leader in wildlife management and participatory projects. 	<ul style="list-style-type: none"> Building on this reputation, The University of Calgary and active supervisors can harness future projects in Botswana and those related to wildlife-human conflict issues.

Chapter 6: Conclusions

“We as humans are intruders on elephant range. Residents don’t see this, but they should. They don’t understand. Thank God we as humans were given the power of decision, unlike other species. Thus, it is up to us to make conducive relationships. It’s our duty and our challenge.” (Ben 1999)

6.1 Project Conclusions

At the beginning of this project, objectives were set with a great desire to develop a NGO strategy aimed at reducing human-elephant conflict in Botswana. Through participatory research means, I assembled a knowledge base necessary to design an appropriate and practical final strategy. Having carried out research, co-design and implementation of this project on such a participatory level, I have great confidence in its results. This project produced three main results:

1. A formal review and documentation of the state of human-elephant relations in Botswana.
2. A two-pronged NGO strategy capable of addressing issues of concern to communities, government and the international arena surrounding human-elephant conflict and community based natural resource management in Botswana.
3. A unification of individuals concerned about the above same issues via the participatory research methods used in this project and through LWE and PROBE.

Living With Elephants Foundation (LWE) meets the village, national and international need for improving the human-elephant interface through various educational and research programs. At the same time, the PROBE Fund supports and expands on the nation’s priority in moving natural resource authority from government to local communities. Projects funded by PROBE will not only assess

the health of human and elephant communities. but the health of entire ecosystems. After engaging in discussion with over 250 villagers, conservation related NGOs in Botswana, various affected government departments, private operators, community based organizations and academia, there is no question in my mind, that LWE and PROBE will serve the people and elephants of this nation.

To monitor the success of this project, I shall return to my initial objectives for consideration. They were: 1) to identify, explore and document the state of conflict between humans and African Elephants in Botswana; 2) to investigate existing and potential research and educational NGO projects aimed at minimizing the impact of human-elephant conflict; 3) to actively engage community stakeholders, elephant specialists, affected government departments, tourism operators and existing NGOs in co-designing a NGO strategy that aims to reduce human-elephant conflict in Botswana; and 4) to ensure the resulting NGO strategy meets both the developmental needs of the nation and conservation priorities for the African Elephant. In my opinion, all four objectives were met through rigorous study, listening, design and evaluation.

6.2 Project Forecast

Designing and implementing a strategy are only two steps along a winding and lengthy path to become a successful initiative. As research indicated, there are many critical factors which contribute to the successful management of a NGO. In order to predict the future for LWE and PROBE Funds, I would like to revisit the criteria for success, offer my opinion as to whether these initiatives are at risk for not meeting certain criteria to date, and offer recommendations to circumvent potential difficulties in the future (Table 12).

Table 12 - Evaluation of Strategy and Recommendations

Criteria	LWE STATUS potential risk = R no risk = N	PROBE STATUS potential risk = R no risk = N	RISK MANAGEMENT RECOMMENDATIONS or COMMENTS
Accountability	R	N	LWE - Executive Director must not simultaneously hold a position on the board; more local residents should be invited to participate on the board.
Build Capacity	R	N	LWE - must look into hiring 'experts' that know participatory research methods; also need a good community liaison that effectively responds to the needs and concerns of residents.
Charitable Status	N	N	Comment - both initiatives are charitable in Botswana and in the United States; LWE is looking into other countries as well.
Collaboration	N	N	Comment - strategic plans and leadership indicate that collaboration is a top priority; both initiatives do not want to 'reinvent the wheel'.
Committed Individuals	N	N	
Common Goals	N	R	PROBE - since fund managers have not been chosen to date PROBE must ensure that everyone is committed to the same project mission.
Effective Board	R	N	LWE - being a new organization there is little experience with board management; suggest board members meet to discuss their expectations, goals fears and styles of management; must agree on a code of conduct and governance structure.
Funding	N	N	
Government Support	N	N	Comment - stakeholders of both initiatives are aware of the need for an active government liaison.
Invitation	N	N	Comment - fortunately, in Botswana, it is a cultural norm to await invitation first.
Local Participation and/or Leadership	R	R	LWE and PROBE - are led by foreign influence (leaders, funds etc.) and thus the potential to dodge local participation is easy; highly recommend that local leadership is given top priority NOW so that these initiatives start and finish at a local level.
Location	N	N	
Performance Indicators	R	R	LWE and PROBE - must determine their performance indicators; ongoing monitoring and evaluation are essential and indicators enable this process.
Private Sector Support	N	N	
Professional Fund-raisers	N	N	
Realism	N	R	PROBE - IUCN staff must think in practical terms how much their fund can alter relations between communities and their environs. They may get a handful of projects started, but how this impacts the agenda of conservation is limited in a 5 year term.
Staying Power	N	N	

Strategic Plan	N	N	Comment - through this research, both initiatives developed strategic plans; these plans must be revisited annually and monitored; understanding the changing environment is essential to responding to it effectively.
Communication	N	N	
Traditional Ecological Knowledge	R	R	PROBE and LWE - there is a bias towards scientific study for international acceptance of programs and results; although it seems utilizing TEK pushes the envelope, it is a critical factor in the success of community projects on the ground.
Transparency	N	N	

If I had to choose the top three factors which put the strategy at greatest risk, they would be: 1) performance indicators; 2) strategic planning; and 3) local participation. It is not enough for LWE and PROBE to exist and function. These initiatives must have appropriate indicators in place to assist in self-monitoring and ensure accountability. Performance indicators must be set and evaluated, at least annually. LWE members will need to decide what these indicators should be. For example, what are they measuring and how? Is feedback from LWE participant villages on their changed relationship with elephants an adequate measure? Or a reduced number of encounters between elephants and humans? Or is it staff satisfaction and financial soundness? The same type of monitoring must be incorporated into the PROBE operations. For example, has PROBE achieved its desired results when \$500,000 has been spent? Or is it based on quality and impact of projects on a local scale? And how is this measured over time? For an initiative, such as PROBE, or an organization, such as LWE, to be accountable to the public they serve, it is essential that a monitoring and evaluation system be in place. The sooner the better.

The strategic planning process introduced the concept of 'adapting to a changing environment' for PROBE and LWE members. The significance of an adaptive management regime cannot be reiterated enough. The environment, on political, economic, social and ecological scales, can be volatile in Southern Africa. Adapting to these ebbs and flows is essential to long-term sustainability of these initiatives. An organization which remains rigid in a fluid world will only sink. I foresee no

problem with LWE responding in an adaptive manner with its current leadership and structure. However, I am a bit concerned about the PROBE Fund in a changing environment. IUCN is an organization with big offices, big visions and a big mandate. It takes more people and effort to see small movements on the ground. It is my hope that they do not see change in their environment before having adequate time to adjust.

As stressed earlier, an NGO can only be useful to the people its mandate serves, if these people are actively engaged in the activities of the organization. Ideally, it is these people who initiate the setup of the organization to begin with. Since this mandate speaks to villagers living with elephants, they must be involved at a management level where decisions are made based on their interests, skills and conditions. It should be asked: How successful is an intervention that was not needed or desired by the people it affects?

6.3 Personal Reflections

If the outcomes of this project stand against the test of time, I will rejoice. However, it is more important that the Living With Elephants Foundation and PROBE Fund are practical, desirable and effective for those individuals that they affect, not that they exist for a certain length of time. For this project to be categorized as sustainable, or contributing to sustainable development of Botswana, it must have measurable outcomes. The outcomes must measure up to the needs of people and environs it affects, now and in the future.

Additionally, the aim of this project was to strengthen the non-governmental sector, therefore, its outcomes must serve to enhance participatory democracy, extending people's participation in the development of their communities. If people become active participants in their own development, under the premise of sustainability, fragmented links among ecology, economy and community will become tied. In my

opinion, LWE and PROBE act as a catalyst in this knotting process. In this manner, I believe that this project does contribute to the health of Botswana's fragile ecosystems, inclusive of humans. As Berry so eloquently states,

If we speak of a *healthy* community, we cannot be speaking of a community that is merely human. We are talking about a neighborhood of humans in a place, plus the place itself: its soil, its water, its air, and all the families and tribes of the nonhuman creatures that belong to it. If the place is well preserved, if its entire membership, natural and human, is present in it, and if the human economy is in practical harmony with the nature of the place, then the community is healthy. (Berry 1993: 14)

Botswana's elephants and villagers will continue to confront each other on political, economic, physical and emotional levels. My hope is that the outcomes of this project help facilitate a *healthy*, and therefore, sustainable, future for all.

Chapter 7: References

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7.2 Personal Communications

Name³	Position	Organization	Date m/d/yr	Place
Albertson, Arthur	Ex-Director	Okavango Peoples Wildlife Trust	3/3/99	Maun
Amos, Merafe	Secretary	Khwai Development Trust	2/28/99 - 6/30/99	Maun
		Beetsha Kgotla Participants	5/19/99	Beetsha
Bell, Krista	Info. Officer	BOCONGO	4/16/99	Gaborone
Ben, John	Chairman	Botswana Wildlife Management Association (BWMA)	5/7/99	Maun
Broekhuis, Jan	Advisor	Department of Wildlife and National Parks (DWNP)	4/16/99	Gaborone
		Botswana Wildlife Management Association (BWMA)	3/31/99	Maun
		Chobe Wildlife Trust	6/22/99	Kasane
Corea, Uttum	Founder	Mokolodi Wildlife Foundation	4/20/99	Gaborone
		Department of Agriculture (DoA)	3/12/99	Maun
du Plessis, Yssel	Ex-Director	Okavango Peoples Wildlife Trust	3/16/99	Maun
Dunlop, Bruce	Chairman	Calgary Foundation	12/16/98	Calgary
		DWNP Maun	4/6/99	Maun
		DWNP Seronga	5/18/99	Seronga
		Eretsha Kgotla Participants	5/19/99	Eretsha
Grobler, Stefan	Lawyer	Chris Du Plessis & Assoc. Pty		Maun
Groves, Doug and Sandi	Directors	Grey Matters Pty.	1996-present	Maun, Elephant Camp
Hamilton, Toni	Founder	PEPPS	2/7/00	South Africa (email)
Hancock, Peter	Advisor	USAID - Natural Resource Management Program (NRMP)	3/16/99	Maun
Hartley, Richard	Advisor	USAID - NRMP	4/16/99, 4/22/99	Gaborone
Hasler, Richard	Asst. Director	Okavango Research Center	3/18/99	Maun

³ Where confidentiality is a concern, names are not provided.

Jansen, Ruud	Director	IUCN	3/22/99, 4/16/99 6/3/99	Maun, Gaborone
		Kavimba Kgotla Participants	6/23/99	Kavimba
Keatshe, Brown	Chairman	Khwai Development Trust	4/6/99	Maun
		Khwai Kgotla Participants	6/19/99	Khwai
Lebabla, Mr.	Chairman	Okavango Community Trust	5/17/99	Seronga
Ludbrook, Spud	Advisor	USAID - NRMP - Problem Animal Control Unit (PAC)	5/16/99, 3/29/99	Maun, Gaborone
Martin, Vance	President	WILD Foundation	11/22/99, 1/28/00	USA (ph.)
Modise, Mr. S.	Director	DWNP Gaborone	3/29/99	Maun
Mohoho, Danny	Asst. Researcher	DWNP Maun	4/7/99, 4/30/99	Maun
Monggae, Felix	Conservation Director	Kalahari Conservation Society	4/15/99	Gaborone
		Okavango Community Trust (OCT)	5/17/99- 5/22/99	Seronga
Passmore, John	Tourism Officer	Northwest District Council	3/26/99, 4/8/99	Maun
Peake, Debbie	Ex-Director	Botswana Wildlife Management Association	3/24/99	Maun
Potts, Frank	Advisor	USAID - NRMP	3/16/99	Maun
		Problem Animal Control Maun	4/13/99	Maun
Riddle, Heidi	Founder	Riddle Elephant Sanctuary	1/18/99	Arkansas (ph.)
Robinson, Michael	Ex-Director	Arctic Institute	9/17/98	Calgary
Ross, Karen	Director	Conservation International - Okavango Program	1996 - present	Maun
Sedia, Mr.	Registrar	Registry of Deeds, GoB	6/2/99	Gaborone
Sethswaelo, Dr.	Trainer	Botswana Wildlife Training Institute	3/18/99	Maun
Sizemore, Dennis	Executive Director	Round River Conservation Studies	7/25/99, 11/11/99	Vancouver, San Francisco
Taylor, Russell	Program Officer	WWF-AfESG	8/8/99	Zimbabwe (email)
Tjibae, Moremi	Advisor	NRMP - PAC	4/16/99	Gaborone
Wynter, Pauline	Advisor	USAID - NRMP	4/22/99	Gaborone
Van der Vaal, Mark	Research	DWNP	2/18/00	Kasane (ph.)
		Village Development Committee (VDC) Seronga	5/21/99	Seronga

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Appendix I

Sample Interview Guide for NGO Key Informants

1. Introduction. Explain purpose of interview, confidentiality etc. Read consent form. Ask permission to tape-record.
2. Responsibilities in their current position. Their relationship to Board, Executive Staff and other staff.
3. What is their definition of success for the NGO?
4. What are the critical success factors?
5. What common obstacles lie in the way of reaching success? What methods do you use to overcome them?
6. How does the organization's structure and board processes foster and hinder success?
7. How does the financial structure and fundraising processes relate to the success of the NGO? Who is responsible for this component?
8. If you had authority to re-organize this NGO, what might you change and what might you keep?
9. Advice/suggestions for designing NGO.

Sample Interview Guide for Botswana Government Officials

1. Introduction. Explain purpose of interview, confidentiality etc. Read consent form. Ask permission to tape-record.
2. What is the current state of human-elephant encounters in this region? Would you say that it threatens community livelihood? What is your department or others, doing in regard to this type of conflict? How are you affected?
3. How much is understood about why elephants raid crops? What other departments deal with this issue? What is the relationship between you, the other departments and this issue?
4. How much do you think is understood at a community level about human-elephant encounters? Do you have a community liaison in this department that listens and responds to community concerns?

5. If it was considered desirable by many stakeholders, to conduct research and educational projects aimed at investigating human-elephant relations. what is the best structure to base it within? i.e. a government program, a NGO project, a collaborative committee, the private sector?
6. Do you have further questions and/or suggestions?

Sample Interview Guide for Kgotla Discussions

Merafe and I will be asking questions, to stimulate conversation about elephants in your village. We want the discussion to take its own direction. It will flow according to your own interests and experiences. But some of the general themes we hope to discuss include:

1. Your knowledge, feelings and encounters with elephants in this region.
2. Types of encounters (positive and negative) that you have with elephants
3. If conflict exists:
 - Type of conflict you encounter
 - When, why happens, and where it occurs
 - The ways you avoid or deal with these conflict situations
4. Historically, what did your relationship with elephants look like? Why is it different now? What has changed?
5. Into the future, what do you think your relationship and encounters with elephants will look like?
6. What do we need to understand today to improve the situation? How might it be studied or improved? Who should be involved?



REPUBLIC OF BOTSWANA

Appendix II

FORM 3

CO.99/4109

COMPANIES ACT (CHAPTER 42:01)

CERTIFICATE OF INCORPORATION

Pursuant to Section 19(1)

LIVING WITH ELEPHANTS- AN

**I HEREBY CERTIFY that
AFRICAN HERITAGE FOUNDATION**

.....
is this day incorporated under the Companies Act, Chapter 42:01, and the
liability of the Members is limited.

GABORONE

GIVEN under my hand at

13TH

OCTOBER

99.

this day of 19.....

Acting Registrar of Companies
U. MSUYA

Registrar of Companies
P.O. Box 102
GABORONE.



**MEMORANDUM AND ARTICLES OF ASSOCIATION
OF
LIVING WITH ELEPHANTS -
AN AFRICAN HERITAGE FOUNDATION**

Incorporated this 15th day of OCT
1977 under No. 97/410

REGISTERED OFFICERS
NOTED & NO.

CHRIS DU FLEISS ATTORNEYS
Ngumi Data Offices, Airport Road
P/Bag 054
MALIN

1. The name of the Company is: **LIVING WITH ELEPHANTS – AN AFRICAN HERITAGE FOUNDATION.**
2. The objects for which the Company is established are:-
 - (a) (i) To conduct and support educational and research activities that aim to understand the African Elephant, its range and its relationship with people.
 - (ii) To help minimize negative encounters and relations between elephants and humans; particularly for those people living in elephant range.
 - (iii) To encourage a leveled understanding of the realities and needs of local people living with the African Elephant to the international community.
 - (iv) To support and carry out projects aimed at securing the African Elephant range and/or habitat, including linkage and protection of significant migratory routes and corridors.
 - (v) To promote community based natural resource management, and community development in general, by facilitating elephant-community economic initiatives.
 - (vi) To disseminate information on the African Elephant, its range and its relationship with people living with elephants, and internationally to those interested.
 - (vii) To collect, analyze, share and distribute information on the African elephant, its ecosystem and relationship with people.
 - (viii) To align research and educational efforts with international initiatives and information regarding elephants.
 - (ix) To promote and gain a general awareness of global environmental issues, especially those which threaten biodiversity and ecosystem health.
 - (x) To secure and save funds for the long-term care of trained African elephants, chosen by the board, whom are utilized as elephant ambassadors to fulfill the above objects.
 - (xi) To collaborate with NGOs, government, private sector, CBOs, academia on issues and projects pertaining to the above objects.

For the furtherance of the above mentioned objects, the Company shall have the following ancillary objects:

- (i) To purchase, take on lease or in exchange, hire or otherwise acquire any immovable and movable property which may be

- (ii) deemed necessary or convenient for any of the purposes of the Company.
 - (iii) To take any gift of property whether subject to any special trust or not, for any one or more of the objects of the Association.
 - (iv) To take such steps by personal or written appeals, public meetings or otherwise, as may from time to time be deemed expedient for the purpose of procuring contributions to the funds of the Company, in the shape of donations, annual subscriptions or otherwise.
 - (v) To print and publish any newspapers, periodicals, books or leaflets that the Company may think desirable for the promotion of its objects.
 - (vi) To borrow and raise money in such manner as the Company may think fit.
 - (vii) To invest the monies of the Company not immediately required for its purposes in Government or Municipal securities or in an interest bearing account in a banking institution or building society.
 - (viii) To transfer all or any part of the establishment and support of, any other companies formed for all or any of the objects of this Company.
 - (ix) To transfer all or an part of the property, assets, liabilities and engagements of this Company to any one or more of the companies, institutions, societies or associations with which this Company is authorised to amalgamate.
 - (ix) To do all such other lawful things as are incidental or conducive to the attainment of the above objects or any of them.
- (b) To open and operate banking accounts and to draw, make, accept, endorse, discount, negotiate, execute and issue and to buy, sell and deal in bills of exchange, promissory notes, bills of lading, debentures, warrants and other negotiable or transferrable instruments, and in particular Hire Purchase Agreements, and instalment Sale Agreements and all other forms of Agreement whereby merchandise or other movable or immovable property is sold or leased to a purchaser or lessee on credit.
- (c) To procure the company to be incorporated, registered or recognised in any part of the world.

- (d) To pay all expenses of and incidental to the registration and promotion of the Company and of any subsidiary company or companies and to remunerate any parties for services rendered or to be rendered by any person or assisting in this, in cash or otherwise howsoever.

3. The liability of the members is limited.

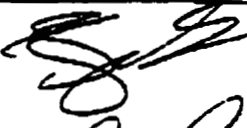
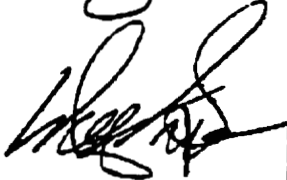

4. The income and property of the Company, whensoever derived, shall be applied solely towards the promotions of the objects of the Company as set forth in this Memorandum of Association and no portion thereof shall be paid or transferred directly or indirectly by way of dividend bonus or otherwise howsoever by way of profit, to the members of the Company, and in particular:-

- (a) No part of the funds of the Company shall be remitted beyond the Borders of Botswana, except in payment for supplies or for services the value of which accrues to persons ordinarily resident in Botswana.
- (b) The Company shall not support with its funds any objects, or endeavour to impose on or procure to be observed by its members or others, any regulations, restriction, or conditions which, if an object of the Company, would make it a Trade Union.
- (b) No part of the funds or assets of the Company shall be made over, either voluntarily or compulsorily to any institution which has not been approved under the Societies Act, or formed or approved in pursuance of some other law in force in the Republic of Botswana.

PROVIDED THAT nothing herein contained shall prevent the payment in good faith of reasonable and proper remuneration to any officer or servant of the company, or to any member thereof, in return for any services actually rendered to the Company.

5. If upon the winding up or dissolution of the Company there remains after the satisfaction of all its debts and liabilities any properties whatsoever, the same shall not be paid to or distributed among the members of the Company, but shall be given or transferred to some other institution or institutions, having objects similar to the objects of the company to be determined by the members of the Company at or before the time of dissolution and in default thereof by the Minister.

WE, the several persons whose names, addresses and occupations are subscribed, are desirous of being formed into a Company in pursuance of this Memorandum of Association, and we respectively agree to guarantee the liabilities of the Company to the extent set opposite our respective names.

Signatures of Subscribers	Full Names & Addresses of Subscribers	Occupation of Subscribers	Extent of Guarantee
	STEFAN GROBLER P/BAG 54 MAUN	LEGAL ADVISOR	ONE (1)
	DOUGLAS GROVES MAUN P/BAG 54, MAUN.	MANAGING DIRECTOR	ONE (1)
	SANDI AUSTIN MAUN P/BAG 54, MAUN.	DIRECTOR	ONE (1)
		Total Extent of Guarantees	Six Pula (P3.00)

DATED: 24th August 1999

WITNESSES: to the above signatures

SIGNATURE

FULL NAME:
OCCUPATION

ADDRESS


ANTHONY MANGENA
LIBRARIAN

Private Bag 00352, Gaborone

ARTICLES OF ASSOCIATION
OF THE
LIVING WITH ELEPHANTS -
AN AFRICAN HERITAGE FOUNDATION

LIMITED BY GUARANTEE

INTERPRETATION

1. In these articles:

“Act” means the Companies Act (Chapter 42:01);

“secretary” means any person appointed to perform the duties of the secretary of the company.

Expressions referring to writing shall, unless the contrary intention appears, be construed as including references to printing, lithography, photography and other modes of representing or reproducing words in a visible form.

Unless the context otherwise requires, words or expressions contained in these articles shall bear the same meaning as in the Act or any statutory modification thereof in force at the date at which these articles become binding on the company.

2. The number of members with which the company proposes to be registered is 500, but the directors may from time to time register an increase of members.
3. The subscribers to the memorandum of association and such other persons as the directors shall admit to membership shall be members of the company.

GENERAL MEETINGS

4. The Company shall in each year hold a general meeting as its annual general meeting in addition to any other meetings in that year, and shall specify the meeting as such in the notices calling it; and not more than 15th months shall elapse between the date of one annual general meeting of the company and that of the next:

Provided that so long as the company holds its first annual general meeting within 18 months of its incorporation, it need not hold it in the year of its

incorporation or in the following year. The annual general meeting shall be held at such time and place as the directors shall appoint.

5. All general meetings other than annual general meetings shall be called extraordinary general meetings.
6. The directors may, whenever they think fit, convene an extraordinary general meeting, and extraordinary general meetings shall be convened on such requisition, or, in default, may be convened by such requisitions, as provided by section 98 of the Act. If at any time there are not within Botswana sufficient directors capable of acting to form a quorum, any director or any two members of the company may convene an extraordinary general meeting in the same manner as nearly as possible as that in which meetings may be convened by the directors.

NOTICE OF GENERAL MEETING

7. An annual general meeting and a meeting called for the passing of a special resolution shall be called by 21 days notice in writing at the least, and a meeting of the company other than an annual general meeting or a meeting for the passing of a special resolution shall be called by 14 days' notice in writing at the least. The notice shall be exclusive of the day on which it is served or deemed to be served and of the day for which it is given, and shall specify the place, the day and the hour of meeting and, in case of special business, the general nature of that business and shall be given, in the manner hereinafter mentioned or in such other manner, if any, as may be prescribed by the company in general meeting, to such persons as are, under the articles of the company, entitled to receive such notices from the company:

Provided that a meeting of the company shall, notwithstanding that it is called by shorter notice than that specified in this article be deemed to have been duly called if it is so agreed:-

- (i) in the case of a meeting called as the annual general meeting, by all the members entitled to attend and vote thereat; and
 - (ii) in the case of any other meeting, by a majority of the members having a right to attend and vote at the meeting, being a majority together representing not less than 95 per cent of the total voting rights at that meeting of all the members.
8. The accidental omission to give notice of a meeting to, or the non-receipt of notice of a meeting by, any person entitled to receive notice shall not invalidate the proceedings at that meeting.

PROCEEDINGS AT GENERAL MEETINGS

9. All business shall be deemed special that is transacted at an extraordinary general meeting, and also all that is transacted at an annual general meeting, with the exception of declaring a dividend, the consideration of the accounts, balance sheets, and the reports of the directors and auditors, the election of directors in the place of those retiring and the appointment of, and the fixing of the remuneration, if any, of the auditors.
10. No business shall be transacted at any general meeting unless a quorum of members is present at the time when the meeting proceeds to business; except as herein otherwise provided three members present in person shall be a quorum.
11. If within half an hour from the time appointed for the meeting a quorum is not present, the meeting, if convened upon the requisition of members, shall be dissolved; in any other case, it shall stand adjourned to the same day in the next week, at the same time and place, or to such other time and place as the directors may determine, and if at the adjourned meeting a quorum is not present within half an hour from the time appointed for the meeting the members present shall be a quorum.
12. The chairman, if any, of the board of directors shall preside as chairman at every general meeting of the company, or if there is no such chairman, or if he shall not be present within 15 minutes after the time appointed for the holding of the meeting or is unwilling to act the directors present shall elect one of their number to be chairman of the meeting.
13. If at any meeting no director is willing to act as chair or if no director is present within 15 minutes after the time appointed for holding the meeting, the members present shall choose one of their number to be chairman of the meeting.
14. The chairman may, with the consent of any meeting at which a quorum is present (and shall if so directed by the meeting) adjourn the meeting from time to time and from place to place, but no business shall be transacted at any adjourned meeting other than the business left unfinished at the meeting from which the adjourned took place. When a meeting is adjourned for 30 days or more, notice of the adjourned meeting shall be given as in the case of an original meeting. Except as aforesaid it shall not be necessary to give any notice of an adjournment or of the business to be transacted at an adjourned meeting.
15. At any general meeting a resolution put to the vote of the meeting shall be decided on a show of hands unless a poll is (before or on the declaration of the result of the show of hands) demanded:-

- a) by the chairman;
- b) by at least three members present in person or by proxy;
- c) by any member or members present in person or by proxy and representing not less than one-tenth of the total voting rights of all the members having the right to vote at the meeting.

Unless a poll be so demanded a declaration by the chairman that a resolution has a show of hands been carried or carried unanimously, or by a particular majority, or lost and an entry to that effect in the book containing the minutes of proceedings of the company shall be conclusive evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against such resolution.

The demand for a poll may be withdrawn.

- 16. Except as provided in article 18, if a poll is duly demanded it shall be taken in such manner as the chairman directs, and the result of the poll shall be deemed to be the resolution of the meeting at which the poll was demanded.
- 17. In the case of an equality of votes, whether on a show of hands or on a poll, the chairman of the meeting at which the show of hands takes place or at which the poll is demanded, shall be entitled to a second or casting vote.
- 18. A poll demanded on the election of a chairman, or on a question of adjournment, shall be taken forthwith. A poll demanded on any other question shall be taken at such time as the chairman of the meeting directs, and any business other than that upon which a poll has been demanded may be proceeded with pending the taking of the poll.
- 19. Subject to the provisions of the Act a resolution in writing signed by all the members for the time being entitled to receive notice of and to attend and vote at general meetings (or being corporations by their duly authorised representatives) shall be as valid and effective as if the same had been passed at a general meeting of the company duly convened and held.
- 20. Every member shall have one vote.
- 21. A member of unsound mind, or in respect of whom an order has been made by any court having jurisdiction in insanity, may vote, whether on a show of hands or on a poll, by his *curator bonis* or any other person appointed by that court and any such *curator bonis* or other person may, on a poll, vote by proxy.
- 22. No members shall be entitled to vote at any general meeting unless moneys presently payable by him to the company have been paid.
- 23. On a poll votes may be given either personally or by proxy.

24. The instruments appointing a proxy shall be in writing under the hand of the appointer or of his attorney duly authorised in writing, or, if the appointer is a corporation, either under seal or under the hand of an officer or attorney duly authorised. A proxy need not be a member of the company.
25. The instrument appointing a proxy on the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power or authority shall be deposited at the registered office of the company or at such other place within Botswana as is specified for that purpose in the notice convening the meeting, not less than 48 hours before the time for holding the meeting or adjourned meeting at which the person named in the instrument proposes to vote, or, in the case of a poll, not less than 24 hours before the time appointed for the taking of the poll, and in default the instrument of proxy shall not be treated as valid.
26. An instrument appointing a proxy shall be in the following form or a form as near thereto as circumstances admit:-

"I/We of being a member/members of the abovenamed company, hereby appoint
of or failing him
of as my/our proxy to vote for me/us on my/our behalf at the (annual or extraordinary, as the case may be) general meeting of the company to be held on the day of 1999, and at any adjournment thereof.
Signed this day of 1999.

27. Where it is desired to afford members an opportunity of voting for or against a resolution the instrument appointing a proxy shall be in the following form or a form as near thereto as circumstances admit:-

"I/We
of being a member/members of the above company, hereby appoint
of or failing him
of as my/our proxy to vote for me/us on my/our behalf at the (annual or extraordinary, as the case may be) general meeting of the company to be held on the day of 1999 and at any adjournment thereof.
Signed this day of 1999.

This form to be used * in favour of /against the resolution.

Unless otherwise instructed the proxy will vote as he thinks fit.

***Strike out whichever is not desired.**

28. The instrument appointing a proxy shall be deemed to confer authority to demand or join in demanding a poll.
29. A vote given in accordance with the terms of an instrument of proxy shall be valid notwithstanding the previous death or insanity of the principal or revocation of the proxy or of the authority under which the proxy was executed, provided that no intimation in writing of such death, insanity or revocation as aforesaid shall have been received by the company at the office before the commencement of the meeting or adjourned meeting at which the proxy is used.

CORPORATIONS ACTING BY REPRESENTATIVES AT MEETINGS

30. Any corporation which is a member of the company may by resolution of its directors or other governing body authorise such person as it thinks fit to act as its representative at any meeting of the company, and the person so authorised shall be entitled to exercise the same powers on behalf of the corporation which he represents as that corporation could exercise if it were an individual member of the company.

DIRECTORS

31. The number of the directors and the names of the first directors shall be determined in writing by the subscribers of the memorandum of association or a majority of them.
32. The remuneration of the directors, if any, shall from time to time be determined by the company in general meeting. Such remuneration shall be deemed to accrue from day to day. The directors may also be paid all travelling, hotel and other expenses properly incurred by them in attending and returning from meetings of the directors or any committee of the directors or general meetings of the company or in connection with the business of the company.

BORROWING POWERS

33. The directors may exercise all the powers of the company to borrow money, and to mortgage or charge its undertaking and property, or any part thereof, and to issue debentures, debenture stock and other securities, whether outright or as security for any debt, liability or obligation of the company or of any third party.

POWERS AND DUTIES OF DIRECTORS

34. The business of the company shall be managed by the directors, who may pay all expenses incurred in promoting and registering the company, and may exercise all such powers of the company as are not, by the Act or by these

articles, required to be exercised by the company in general meeting, subject nevertheless to the provisions of the Act or these articles and to such regulations, being not inconsistent with the aforesaid provisions, as may be prescribed by the company in general meeting; but no regulation made by the company in general meeting shall invalidate any prior act of the directors which would have been valid if that regulation had not been made.

35. The directors may from time to time and at any time by power of attorney appoint any company, firm or person or body of persons, whether nominated directly or indirectly by the directors, to be the attorney, or attorneys of the company for such purposes and with such powers, authorities and discretions (not exceeding those vested in or exercisable by the directors under these articles) and for such powers of attorney may contain such provisions for the fit, and any such powers of attorney may contain such provisions for the protection and convenience of persons dealing with any such attorney as the directors may think fit and may also authorise any such attorney to delegate all or any of the powers, authorities and discretions vested in him.
36. All cheques, promissory notes, drafts, bills of exchange and other negotiable instruments, and all receipts for moneys paid to the company, shall be signed, drawn, accepted, endorsed, or otherwise executed, as the case may be, in such manner as the directors shall from time to time by resolution determine.
37. The directors shall cause minutes to be made in books provided for the purpose:-
 - (a) of all appointments of officers made by the directors;
 - (b) of the names of the directors present at each meeting of the directors and of any committee of the directors;
 - (c) of all resolutions and proceedings at all meetings of the company, and of the directors, and of committees of directors, and every director present at any meeting of directors or committee of directors shall sign his name in a book to be kept for that purpose.

DISQUALIFICATION OF DIRECTORS

38. The office of directors shall be vacated if the director:-
 - (a) without the consent of the company in general meeting holds any other office of profit under the company;
 - (b) becomes insolvent or makes any arrangement, assignment or composition with his creditors generally;
 - (c) becomes prohibited from being a director by the terms of section

143 of the Act or by reason of an order made under section 299 of the Act;

- (d) becomes of unsound mind;
- (e) resigns his office by notice in writing to the company;
- (f) ceases to be a director by virtue of section 142 of the Act;
- (g) is directly or indirectly interested in any contract with the company and fails to declare the nature of his interest in the manner required by section 156 of the Act; or
- (h) is removed in terms of section 145 of the Act.

A director shall not vote in respect of any contract in which he is interested or any matter arising thereout, and if he does so vote his vote shall not be counted.

ROTATION OF DIRECTORS

- 39. At the first annual meeting of the company all the directors shall retire from office, and at the annual general meeting in every subsequent year one-third of the directors for the time being, or, if their number is not three or a multiple of three, then the number nearest one-third, shall retire from office.
- 40. The directors to retire in every year shall be those who have been longest in office since their last election, but as between persons who became directors on the same day those to retire shall (unless they otherwise agree among themselves) be determined by lot.
- 41. A retiring director shall be eligible for re-election.
- 42. The company at the meeting at which a director retires in the manner aforesaid may fill the vacated office by electing a person thereto, and in default the retiring director shall, if offering himself for re-election, be deemed to have been re-elected, unless at such meeting it is expressly resolved not to fill such vacated office or unless a resolution for the re-election of such director shall have been put to the meeting and lost.
- 43. No person other than a director retiring at the meeting, unless recommended by the directors, be eligible for election to the office of director at any general meeting unless, not less than three or more than 21 days before the date appointed for the meeting, there shall have been left at the registered office of the company notice in writing, signed by a member fully qualified to attend and vote at the meeting for which such notice is given, of his intention to propose such person for election, and also notice in writing signed by that person of his willingness to be elected.

44. The company may from time to time by ordinary resolution increase or reduce the number of directors, and may also determine in what rotation the increased or reduced number is to go out of office.
45. The directors shall have power at any time, and from time to time, to appoint any person to be a director, either to fill a casual vacancy or as an addition to the existing directors, but so that the total number of directors shall not at any time exceed the number fixed in accordance with these articles. Any director so appointed shall hold office only until the next following annual general meeting, and shall then be eligible for re-election, but shall not be taken into account in determining the directors who are to retire rotation at such meeting.
46. The company may by ordinary resolution, of which special notice has been given in accordance with section 106 of the Act, remove any director before the expiration of his period of office notwithstanding anything in these articles or in any agreement between the company and such director. Such removal shall be without prejudice to any claim such director may have for damages for breach of any contract of service between him and the company.
47. The company may by ordinary resolution appoint another person in place of a director removed from office under article 46. Without prejudice to the powers of the directors under article 45 the company in general meeting may appoint any person to be a director either to fill a casual vacancy or as an additional director. The person appointed to fill such a vacancy shall be subject to retirement at the same time as if he had become a director on the day on which the director in whose place he is appointed was last elected a director.

PROCEEDINGS OF DIRECTORS

48. The directors may meet together for the despatch of business, adjourn, and otherwise regulate their meetings, as they think fit. Questions arising at any meeting shall be decided by a majority of votes. In the case of an equality of votes the chairman shall have a second or casting vote. A director may, and the secretary on the requisition of a director shall, at any time summon a meeting of the directors. It shall not be necessary to give notice of a meeting of directors to any director for the time being absent from Botswana.
49. The quorum necessary for the transaction of the business of the directors may be fixed by the directors, and unless so fixed shall be two.
50. The continuing directors may act notwithstanding any vacancy in their body, but, if and so long as their number is reduced below the number fixed by or pursuant to the articles of the company as the necessary quorum of directors, the continuing directors or director may act for the purpose of increasing the number of directors to that number, or of summoning a general meeting of the company, but for no other purpose.

51. The directors may elect a chairman of their meetings and determine the period for which he is to hold office; but, if no such chairman is elected, or if at any meeting the chairman is not present within five minutes after the time appointed for holding the same, the directors present may choose one of their number to be chairman of the meeting.
52. The directors may delegate any of their powers to committees consisting of such member or members of their body as they think fit; any committee so formed shall in the exercise of the powers so delegate conform to any regulations that may be imposed on it by the directors.
53. A committee may elect a chairman of its meeting; if so such chairman is elected, or if at any meeting the chairman is not present within five minutes after the time appointed for holding the same, the members present may choose one of their number to be chairman of the meeting.
54. A committee may meet and adjourn as it thinks proper. Questions arising at any meeting shall be determined by a majority of votes of the members present, and in the case of an equality of votes the chairman shall have a second or casting vote.
55. All acts done by any meeting of the directors or of a committee of directors, or by any person acting as a director, shall notwithstanding that it be afterwards discovered that there was some defect in the appointment of any such director or person acting as aforesaid, or that they or any of them were disqualified, be as valid as if every such person had been duly appointed and was qualified to be a director.
56. A resolution in writing, signed by all the directors for the time being entitled to receive notice of a meeting of the directors, shall be as valid and effectual as if it had been passed at a meeting of the directors duly convened and held.

SECRETARY

57. The secretary shall be appointed by the directors for such term, at such remuneration, if any, and upon such conditions as they may think fit; and any secretary so appointed may be removed by them.
58. A provision of the Act or these articles requiring or authorizing a thing to be done by or to a director and the secretary shall not be satisfied by its being done by or to the same person acting both as director and as, or in place of, the secretary.

THE SEAL

59. The directors shall provide for the safe custody of the seal, which shall only be used by the authority of the directors or of a committee of the directors authorised by the directors in that behalf, and every instrument to which the seal shall be affixed shall be signed by a director and shall be countersigned by the secretary or by a second director or by some other person appointed by the directors for that purpose.

ACCOUNTS

60. The directors shall cause proper books of account to be kept with respect to:-

- (a) all sums of money received and expended by the company and the matters in respect of which the receipt and expenditure takes place;
- (b) all sales and purchases of goods by the company; and
- (c) the assets and liabilities of the company.

Proper books shall not be deemed to be kept if there are not kept such books of accounts as are necessary to give a true and fair view of the state of the company's affairs and to explain its transactions.

61. The books of account shall be kept at the registered office of the company, or, subject to section 111 (3) of the Act, at such other place or places as the directors think fit, and shall always be open to the inspection of the directors.
62. The directors shall from time to time determine whether and to what extent and at what times and places and under what conditions or regulations the accounts and books of the company or any of them shall be open to the inspection of members not being directors, and no member (not being a director) shall have any right of inspecting any account or book or documents of the company except as conferred as conferred by statute or authorised by the directors or by the company in general meeting.
63. The directors shall from time to time in accordance with sections 112, 113 and sections 115 to 118 of the Act, cause to be prepared and to be laid before the company in general meeting such profit and loss accounts, balance sheets, group accounts (if any) and reports as are referred to in those sections.
64. A copy of every balance sheet (including every document required by law to be annexed thereto) which is to be laid before the company in general meeting, together with a copy of the auditor's report, shall not less than 21 days before the date of the meeting be sent to every member of, and every holder of debentures, of the company:

Provided that this article shall not require a copy of those documents to be sent to any person of whose address the company is not aware or to more than one of the joint holders of any debentures.



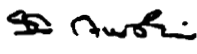
AUDIT

65. Auditors shall be appointed and their duties regulated in accordance with sections 121 to 123 of the Act.

NOTICES

66. A notice may be given by the company to any member either personally or by sending it by post to him or to his registered address, or (if he has no registered address within Botswana) to the address, if any, within Botswana supplied by him to the company for the giving of notice to him, Where a notice is sent by post, service of the notice shall be deemed to be effected by properly addressing, prepaying and posting a letter containing the notice, and to have been effected in the case of a notice of a meeting at the expiration of 48 hours after the letter containing the same is posted, and in any other case at the time at which the letter would be delivered in the ordinary course of post.
67. Notice of every general meeting shall be given in any manner hereinbefore authorised to:-
- (a) every member except those members who (having no registered address in Botswana) have not supplied to the company an address within Botswana for the giving of notices to them;
 - (b) every person being a legal personal representative or a trustee in insolvency of a member where the member but for his death or insolvency would be entitled to receive notice of the meeting; and
 - (c) the auditor for the time being of the company.

No other person shall be entitled to receive notices of general meetings.

Signatures of Subscribers	Full Names & Addresses of Subscribers	Occupation of Subscribers
	STEFAN GROBLER P/BAG 54 MAUN	LEGAL ADVISOR
	DOUGLAS GROVES MAUN P/BAG, 54, MAUN.	MANAGING DIRECTOR
	SANDI AUSTIN MAUN P/BAG 54, MAUN.	DIRECTOR

DATED: 16 August 1999

WITNESSES: to the above signatures

SIGNATURE



FULL NAME

ANTHONY MANGENA

OCCUPATION

LIBRARIAN

Appendix III

Memorandum of Understanding

WHEREAS The WILD Foundation is a 501c(3) , non-profit organization whose mission and history includes over 25 years of work with African wildlife and wilderness issues; and;

WHEREAS Living with Elephants: An African Heritage Foundation is a registered non-profit organization in Botswana (CO.99/4109) and seeks U.S. representation and management of American donations to support its work with African wildlife and wilderness;

THEREFORE, the Board of Directors of The WILD Foundation has approved Living with Elephants as a project affiliate meeting the criteria and mission of the WILD Foundation under U.S. IRS regulations;

THEREFORE The WILD Foundation (WILD) and Living with Elephants (LWE) enter into the following Memorandum of Understanding in good faith that such Agreement will serve the best interests of both organizations and their respective missions to protect and sustain wilderness and wildlife, and educate the public to reduce human conflicts and impacts on wild nature.

1. WILD agrees to:

- represent LWE to any donors or other interested parties to the extent possible, with sound conservation information, positive presence, and good service;
- keep accurate and updated financial reporting of all donations and expenses related to LWE and provide written reports on a quarterly basis;
- list LWE as a project affiliate in brochures and electronically;
- confirm donations for LWE gifts with letters to donors that conform to IRS regulations;
- allow LWE to use its registered trademark, The WILD® Foundation, to inform people of its association with WILD;
- provide LWE with a supply of WILD background information for distribution to potential donors and interested parties;

2. LWE agrees to:

- supply WILD with sufficient good quality printed material to represent LWE;
- abide by WILD's fundraising priorities for corporations, foundations or major individuals within the United States should WILD have previous or planned communication with those sources;
- provide bi-annual reports of project work with details on expenditure of grants from U.S.A.
- return any funds not used for the purpose granted.

Post-it® Fax Note	7671	Date	2-14-06	# of pages	2
To	2-14-06	From	Vance Martin		
Co./Dept.	Kelvin Envik	Co.			
Phn		Phn			
Fax #		Fax #			

3. Finance - WILD will provide LWE with quarterly financial reports and grants of funds specifically donated for LWE, transferred via wire direct to bank (cost is \$40 per wire).

- LWE agrees to pay WILD a management fee of 15% of all funds raised up to \$50,000 per annum, reducing to 10% per annum on funds exceeding \$50,000. Management services include secretarial, bookkeeping, executive representation when appropriate, and all indirect costs such as rent, credit card fees, utilities, equipment, photocopies, materials, supplies, communications (limited international telephone use). Additional, extraordinary services such as courier, express, special mailings etc. will be considered on a case by case basis, and charged at cost.
- Donations should be mailed to "The WILD Foundation, PO Box 1380, Ojai, CA USA 93024". LWE wants all checks written directly to the name "Living with Elephants," and agrees to pay a filing fee of maximum U.S. \$150, required to register the business name with local and state government and financial institutions.

4. Fundraising - In order to avoid confusing interactions with potential donors, LWE agrees to abide by The WILD Foundation's fundraising priorities in the United States. This means that should LWE wish to directly contact corporations, foundations, major philanthropists or other sources of funding in the United States, the funding source be discussed with WILD before the approach is made. This is in respect of WILD's 25 years of fundraising in America and the need to maintain clear communications. If we have nothing currently planned for a particular source suggested by LWE (which is normally the case) we would have no objection to the proposal or approach being made.

5. Term - This Agreement is for the calendar year 2000, before the end of which renewal will be considered by both parties.

6. Termination - This Agreement can be canceled by either party at any time on written notice. In this event, any funds designated for LWE and held by WILD will be sent to LWE, less the appropriate management fee, and remaining materials will be returned to each organization.

7. Liability - LWE holds The WILD Foundation and its Directors, associates, staff, clients, vendors and others, free and harmless of any liability, civil action or tort arising from any of WILD's activities or representation concerning LWE or other matters.

8. Arbitration - In the event of a legal dispute, such matters will be conducted under the laws of the State of California.

This is a good faith Agreement entered into by LWE and WILD with the hope that it will enhance their respective work to protect and sustain wildlife and wild places. Its success is dependent upon clear communication, awareness of the mutual goal of nature conservation, and a certain amount of good humor.

Vance G. Martin
President, The WILD Foundation

SIGNATURE



Douglas Groves
Director, Living With Elephants Foundation

SIGNATURE

Dated at Ojai, California, 1 February 2000

MiscProjectsLWE_Mou23Dec99