

GOB-UNDP-UNEP Poverty Environment Initiative



WORKSHOP REPORT

DEVELOPMENT OF THE PEI BOTSWANA COMMUNICATION STRATEGY

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7-9 DECEMBER 2009



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LIST OF ABBREVIATION AND ACRONYMS

AU	African Union
BALA	Botswana Association of Local Authorities
BAMB	Botswana Agricultural Marketing Board
BCC	Botswanan Council of Churches
BCL	Bamangwato Concessions Limited
BEAC	Business and Economic Advisory Committee
BEDIA	Botswana Export Development and Investment Authority
BEMA	Botswana Exporters and Manufacturers Association
BGCISD	Botswana Government Communications and Information Services Department
BIAC	Botswana Institute of Administration and Commerce
BIDPA	Botswana Institute of Development Policy Analysis
BNYC	Botswana National Youth Council
BoB	Bank of Botswana
BCA	Botswana College of Agriculture
BOCOBONET	Botswana Community Based Organisation Network
BOCCIM	Botswana Confederation of Commerce Industry and Manpower
BOCONGO	Botswana Council of Non Governmental Organizations
BONELA	Botswana Networks on Ethics Law and HIV/AIDS
BOTEC	Botswana Technology Centre
BPC	Botswana Power Corporation
BTB	Botswana Tourism Board
CBD	Convention on Biodiversity
CBNRM	Community Based Natural Resource Management
CBO	Community Based Organization
CC	Climate Change
CCF	Community Conservation Fund
CEDA	Citizen Enterprial Development Agency
CSO	Central Statistics Office
DAP	Department of Animal Production
DAR	Department of Agricultural Research
DCP	Department of Crop Production
DDP	District Development Plan
DEA	Department of Environmental Affairs
DEH	Department of Environmental Health
DES	Department of Extension Services
DFRR	Department of Forestry and Range Resources
DHPC	Department of HIV/AIDS Prevention and Care
DIA	Department of Industrial Affairs
DIT	Department of Information Technology
DITSWANELO	Botswana Centre for Human Rights
DLBS	Department of Land Board Services
DLUC	Department of land use and conservation
DMM	Department of National Museum and Monuments
DMS	Department of Meteorological Services
DOL	Department of Lands
DOT	Department of Tourism
DPH	Department of Public Health
DPP	Department of Pre Primary
DLGDP	Department of Local Government Development Planning
DSEC	Department of Secornday Education
DTRP	Department of Town and Regional Planning
DWA	Department of Water Affairs
DWMPD	Department of Waste Management and Pollution Control
DWNP	Department of Wildlife and National Parks
EAD	Energy Affairs Division
EIA	Environmental Impact Assessment
EMB	Environment Management Bill

ESP	Environmental Support Group
FAO	Food and Agricultural Organisation
FPPC	Food Poverty Policy Coordination
GDP	Gross Domestic Product
GEF	Global Environmental Facility
GICO	Government Implementation Coordination Office
GoB	Government of Botswana
HATAB	Hospitality and Tourism Association of Botswana
IUCN	International Union for the Conservation of Nature and Natural Resources
KCS	Kgalagadi Conservation Society
LEA	Local Enterprise Authority
MOESD	Ministry of Education and Skills Development
MEWT	Ministry of Environment, Wildlife and Tourism
MFDP	Ministry of Finance and Development Planning
MIST	Ministry of Infrastructure Science and Technology
MLG	Ministry of Local Government
MLH	Ministry of Lands and Housing
MMEWR	Ministry of Minerals, Energy and water Resources
MOA	Ministry of Agriculture
MOE	Ministry of Education
MOFAIC	Ministry of Foreign Affairs and International Health Co-operation
MOH	Ministry of Health
MSCPR	Multi Sectoral Committee of Poverty Reduction
MTI	Ministry of Trade and Industry
NCS	National Conservation Strategy
NDMO	National Disaster Management Office
NDP	National Development Plan
NFS-MG	National Food Strategy Monitoring Group
NFTRC	National Food Technology Research Center
NPAD	National Policy on Agricultural Development
NRTC	Natural Resources Technical Committee
NSPR	National Strategy for Poverty Reduction
OP	Office of the President
P/E	Poverty Environment
PEI	Poverty Environment Initiative
RCSA	Regional Centre for Southern Africa
RDC	Rural Development Council
RDPC	Rural Development Policy Coordination
RIIC	Rural Industries Innovation Centre
SEA	Strategic Environmental Assessment
SKIPs	Sectoral Keynote Issue Papers
ST	Somarelang Tikologo
UB	University of Botswana
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organisation
VDCs	Village Development Committees
WHO	World Health organization
WTO	World Trade organization
WUC	Water Utilities Corporation

Workshop Goal

To define critical elements for the formulation of the Poverty and Environment Initiative (PEI) Botswana Advocacy and Communication Strategy through identification of key stakeholders to be targeted for long term policy, institutional and behavioural change.

The overall workshop objectives are to identify:

- key stakeholders who need to be influenced (institutions and individuals).
- persons who may play the role of PEI champions.
- the type of information/messages needed by stakeholders and champions.
- appropriate channels to reach stakeholders and champions and build strong partnerships between PEI Botswana and key sectors.
- potential partners (academic/research institutions/media) and communication and advocacy strategies for scaling up in the context of PEI.

Session 1: About the UNDP-UNEP PEI Botswana Programme

Facilitator: Mr. Edward Kellow (LEAD)

Objective: to provide the context of the PEI as an approach, the key national poverty/environment challenges and the scope of the Botswana PEI.

Welcome Remarks

Mrs. Chada Koketso (MFDP)

Mrs. Koketso welcomed participants to the workshop. She briefed that the workshop was part of an ongoing process to mainstream poverty and environment into various National Development Planning processes.

She highlighted that the workshop was instrumental in identification of institutions, such as Government, NGOs, the private sector, the media, research institutions etc. that can be PEI champions. As PEI champions these institutions would facilitate the appropriate communication channels, partners and networks with which to promote poverty/environment issues.

1.1 PEI Mainstreaming Approach

Presenter: Ms. Angela Lusigi (UNEP)

This section clarified and contextualised the PEI programming approach. The key arguments for PEI mainstreaming rest with the fact that environmental damage has had adverse effects on human development, a situation exacerbated by poor understanding of the importance of the environment to social & economic development and the lack of corresponding integration of environmental sustainability into national development processes.

The PEI takes a two pronged approach. It is focused on supporting governments to integrate environmental sustainability into national development processes (e.g. NSPR/PRSPs & NDPs) to ensure that development is not undermined by unsustainable use of natural resources. Second is a focus on national capacity building for i) the identification of the links between poverty & environment, and; ii) the integration of environmental sustainability into national development processes (planning, budgeting and monitoring).

1.2 PEI Botswana Programme

Presenter: Ms Angela Lusigi (UNEP)

Table 1 below outlines the outcomes and activities to be carried out in the PEI Botswana programme over the period Jan 2010-Dec 2011.

Table 1: PEI Botswana programme outcomes and activities

Outcome	Activities
<p>Output 1: Economic evidence of benefits, costs and impact of environmental degradation and climate change generated and disseminated</p>	<ul style="list-style-type: none"> ▪ Economic evidence of costs, benefits & impacts of environmental degradation & CC generated and disseminated. ▪ National capacity to integrate & coordinate PE issues in national, sector & district plans, budgets & monitoring enhanced.
<p>Outcome 2: Knowledge and use of integrated frameworks, approaches, tools, methodologies and assessments for sustainable utilization of environment and natural resources improved</p>	<ul style="list-style-type: none"> ▪ Increased knowledge & awareness of PE & CC ▪ PE issues integrated in overarching national development frameworks. ▪ Application of integrated (economic, social, and environment) approaches, tools and techniques.

1.3 Key P/E Issues in Botswana

Presenter: Ms. Anne Nielsen (UNEP)

This presentation highlighted the fact that poverty in Botswana is more severe in rural areas. The poor who are mainly rural, depend on the environment for their livelihoods. Key P/E issues identified include:

- Land and rangeland degradation.
- Water resources management.
- Biodiversity conservation and sustainable utilization
- Access to energy.
- Pollution and waste management.
- Changing climate: a threat to Botswana's prosperity.

1.4 What are the Institutional Barriers to Overcome?

Presenter: Ms. Anne Nielsen (UNEP)

The poverty and environment institutional barriers to be overcome are:

- low awareness of the contribution of the environment to poverty reduction & growth;
- lack of understanding on the links between environment, growth and poverty;
- lack of available evidence & analysis for decision-makers, in order for them to accord higher priority to investments in the environment where they deliver growth and poverty reduction goals and;
- limited application of integrated tools, methodologies and assessments.

Comments

Discussion resulting from the above related to:

- the need for more funding for environmental issues and greater emphasis on the environment as a sector from both a policy and programming perspective as well as from the budgetary perspective;
- the continued a trade off between industry and environmental sustainability.

1.5 Purpose of a Communication and Advocacy Strategy

Presenter: Ms. Anne Nielsen (UNEP)

The main purpose of the PEI communication and advocacy strategy will be to:

- **identify key stakeholders & high level PEI champions:** in order to influence policy, institutional and behavioural change on importance of PE linkages for economic and social development (government, DPs, CSOs, private sector);
- **promote a strategic vision** for PE based on national development objectives - economic growth, sustainable development, poverty reduction;
- **facilitate information sharing and lessons learned** at both at local levels and 'upwards' to national policy decision making;
- **ensure effective participation by all stakeholders** (including non state actors and private sector) in PEI processes;
- **develop and maintain partnerships** with the scientific community, non-state actors and the private sector and;
- **ensure wide dissemination** that knowledge generated by the PEI Botswana.

Session 2: Visioning

Facilitator: Mr. Edward Kellow (LEAD)

"We cannot solve the problems of today with the methods that created them"
Einstein

Objective: set the context in which participants develop communications messages by first visualising the future of Botswana regarding the environment and poverty. The focus was therefore on the desired change/state of environment/poverty in Botswana when the PEI message gets across.

2.1 Methodology and Group Work feedback

Facilitator: Mr. Edward Bruce Kellow (LEAD)

The methodology introduced for the purpose of attainment of the above objective was that of *Backcasting*. Backcasting is an approach that looks at a point in the future and then works backwards from that future vision to the present.

Participants were put in four groups and asked to visualise how life would be in Botswana in 2050. The visualisation exercise included taking into account values and lifestyles. Subsequently they worked "backwards" defining how Botswana created this new world (2050). Central questions were: "who did what?" "when did it happen?" and; "what resources were needed?" A summary of the feedback from the 4 groups is outlined in table 2 below.

Table 2: Feedback on visioning exercise

Vision	Approach / Responsible Institution
<p>Group 1: A prosperous Botswana that utilises its natural capital sustainably to achieve a healthy nation by 2050.</p>	<ul style="list-style-type: none"> ▪ Economic diversification (MFDP). ▪ Promote tourism (DOT / BTB / Private Sector). ▪ Commercialisation of agriculture (MOA and Independent Body spearheading commercialisation). ▪ Innovation hub.
<p>Group 2: Vision: Botswana will be a knowledge based society and high income society with all necessary Infrastructure in place. Botswana will have household food security for healthy life and poverty will be reduced to 5%; Unemployment under 5%; and be a disciplined, moral and fully inclusive society.</p>	<p>Road Map: <u>2010-2019:</u> Full integration of environmental issues in development planning. <u>2020-2029:</u> Resource management in place (CSO). World class education system in place. Inclusive development. <u>2030-2039:</u> Environmentally friendly energy sources.</p>
<p>Group 3: Our dream for 2050 is that every household is using renewable energy. The country is self-sufficient in food production. Botswana has high quality of life for everyone. Improved infrastructure, access to good housing, access to enough food, access to Health, access to education.</p>	<p><u>2010:</u> Revised the current policies. Educated the community, private sectors etc. since stakeholders need to be engaged. Towards food security, quality of life for all rid of unemployment. <u>2020:</u> Renewable energy and food security. <u>2030:</u> Food security: export agricultural products. Subsistence farming transformed into commercial farming.</p>
<p>Group 4: We want Botswana to have a fully fledged integrated socio-economic zones by 2050 (depends on global responsibility).</p>	<p><u>Infrastructure development:</u> light rail/magnetic systems/trams. Full exploration of potential mines. Advanced technology. <u>Human Resource Development:</u> Changed mindset. Free education. High Life expectancy. <u>Ecology:</u> Natural capital to support the socio-economic aspects of development. Good governance.</p>

General comments plenary session:

Discussion emanating from the presentations is as below:

- How do we define development? Should we talk about quality of life instead?
- How can we have zero unemployment?
- What is the definition of employment. Response: we measure people who are capable of working and are seeking employment but are not having work.
- We should also take in account trans-boundary pollution.
- How can development be sustainable if we always talk about economic growth?
- With defining a vision we look at how it will happen, when it will happen and what the steps are. We can't divorce ourselves from international pollution.
- We cannot talk about ridding unemployment and pollution.

- The importance of this exercise is that we started from the end (vision). This enabled us to look backwards at steps without being constrained by what is possible or not. That was the beauty of the exercise.
- The major change required for change in 2050 is a **mindset change**. The question is how do we change the mindset.
- The process was intended to remove the barriers and there were no right or wrong answers. The idea was to think out of the box.

Session 3: Identifying and Profiling our Target Audience

Facilitator: Mr. Edward Kellow (LEAD)

Objective: undertaking of stakeholder analysis to identify stakeholders to be targeted for long term policy, institutional and behavioural change.

The introductory presentation briefed participants that the generic definition for a stakeholder is a wide spectrum of public consultation and public participation processes including, multi-stakeholder dialogue, world Cafe, citizen's juries and planning for real.

Why engage stakeholders? Several advantages and disadvantages exist. The positive aspects of stakeholder engagement include: consultation of many view points; focus on win-win solutions; exploration of shared values; better decisions and longer lasting solutions; social learning and civil society strengthening. The disadvantages relate to the fact that they take time, require investment and are not appropriate for highly contentious situations.

The identification and profiling of stakeholders was facilitated with the use of a stakeholder matrix and a stakeholder template (see annex 4) respectively.

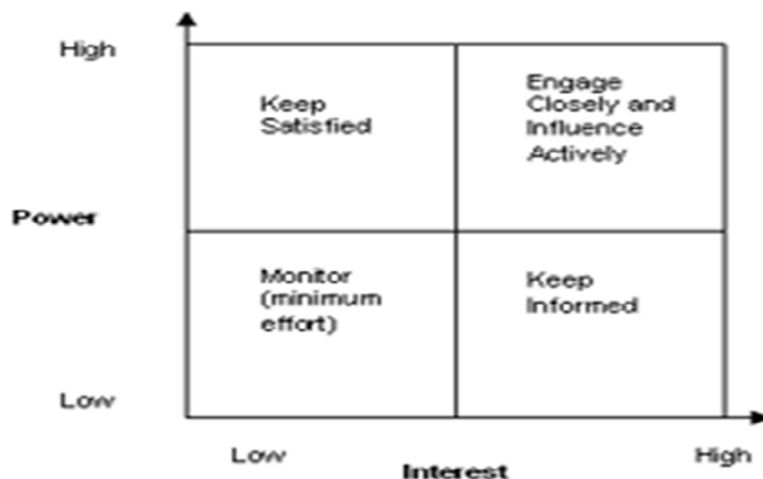
3.1 Identifying our target audience

Facilitator: Mr. Edward Kellow (LEAD)

To help identify the target audience for communication on the importance of mainstreaming poverty and environmental concerns into their respective sectors, participants were introduced to the stakeholder matrix as a tool. The matrix was used by participants to analyse stakeholders in terms of their power to influence and their interest in the situation.

The analysis of stakeholders was carried out depending on participants' perception of different stakeholders' power and interest. This approach enabled participants to decide on the most effective method of communicating with each stakeholder, from active engagement to basic information giving (see figure 1 below).

Figure 1: Stakeholder/communications Analysis Matrix



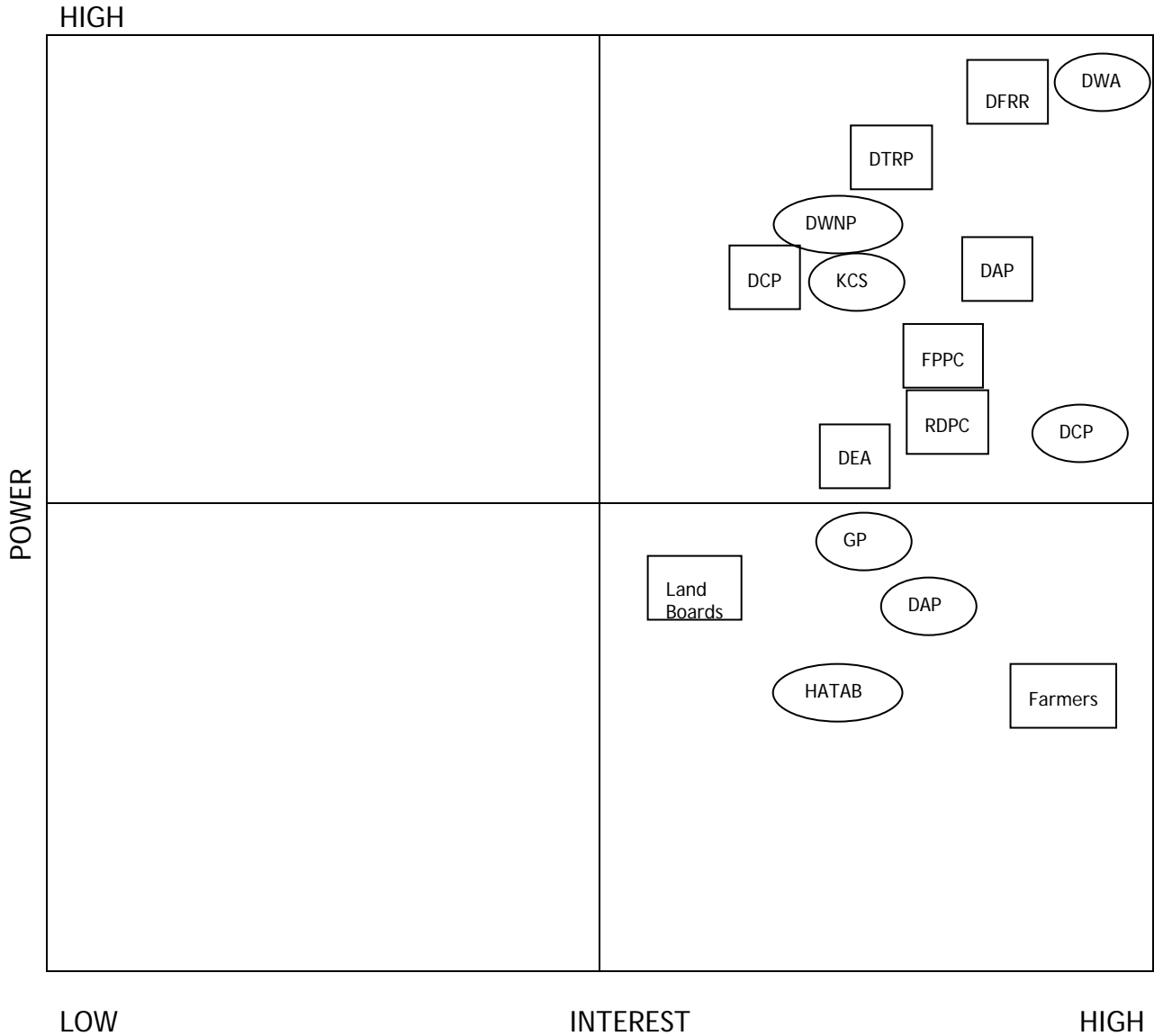
Based on the above methodology, grouped into 4 groups, participants identified key P/E stakeholders based on 2 case studies (see annex 2 and 3). The outcome of the group work is presented on pages 11-14.

The different scenarios depicted in the case studies are represented by either a circle or a square for the results of each group’s feedback. The case studies link poverty environment challenges and opportunities with respect to various environmental issues. A brief of the case studies is as below. See annex 2 and 3 for the full descriptions.

Case study 2: Linking poverty and environment with respect to challenges and opportunities in the management of energy, pollution/waste management and climate change. The environmental issues that the case study focused on were: land and range land degradation, water resource management and biodiversity conservation and sustainable utilisation.

Case study 3: Linking poverty and environment with respect to challenges and opportunities in the management of energy, pollution/waste management and climate change. This case study focused on the energy sector, pollution and waste management and climate change issues.

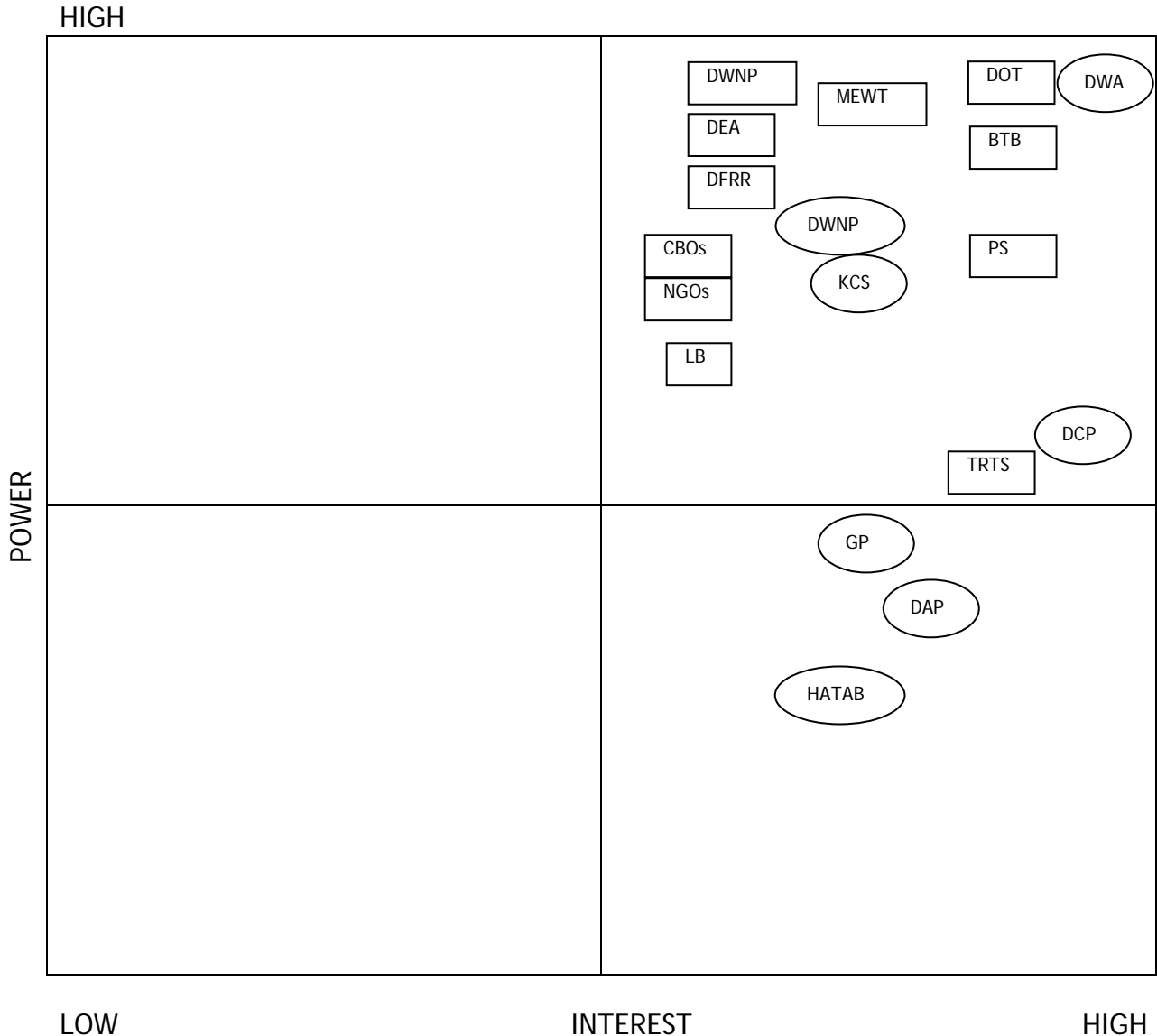
Group 1: identified key stakeholders based on a case study that described the current situation in Botswana regarding **land degradation** and **water resources management** (case study 2). Regarding these two issues group 1 identified the following key stakeholders, categorised according to power and interest:



○ = Water Resource Management Stakeholder.

□ = Land and range land degradation.

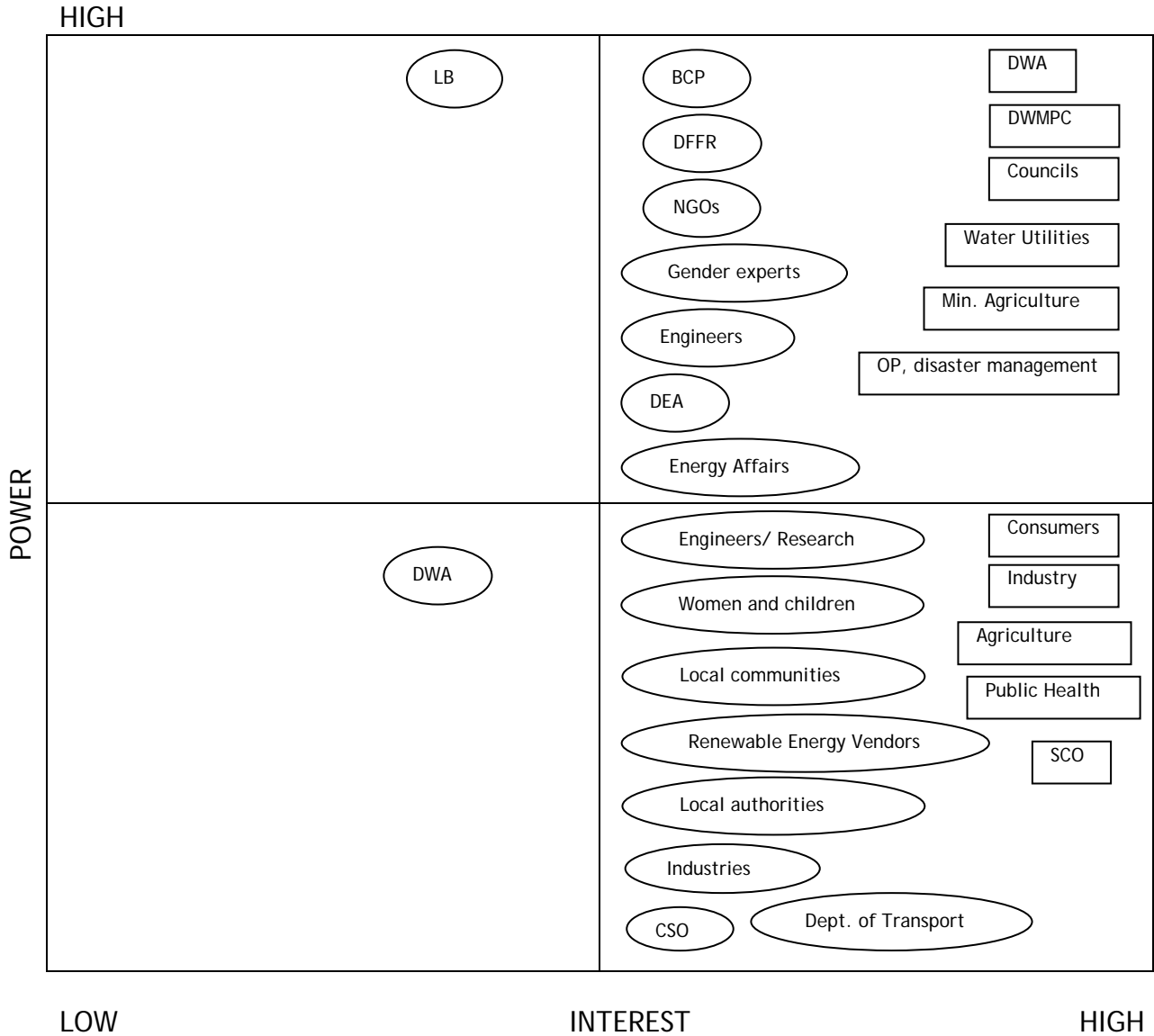
Group 2: identified key stakeholders based on the same case study, case study 2, describing the current situation in Botswana regarding **water resources management**. The following key stakeholders, categorised according to power and interest, were identified:



○ = Water Resource Management Stakeholder.

□ = Bio Diversity conservation and sustainable utilisation.

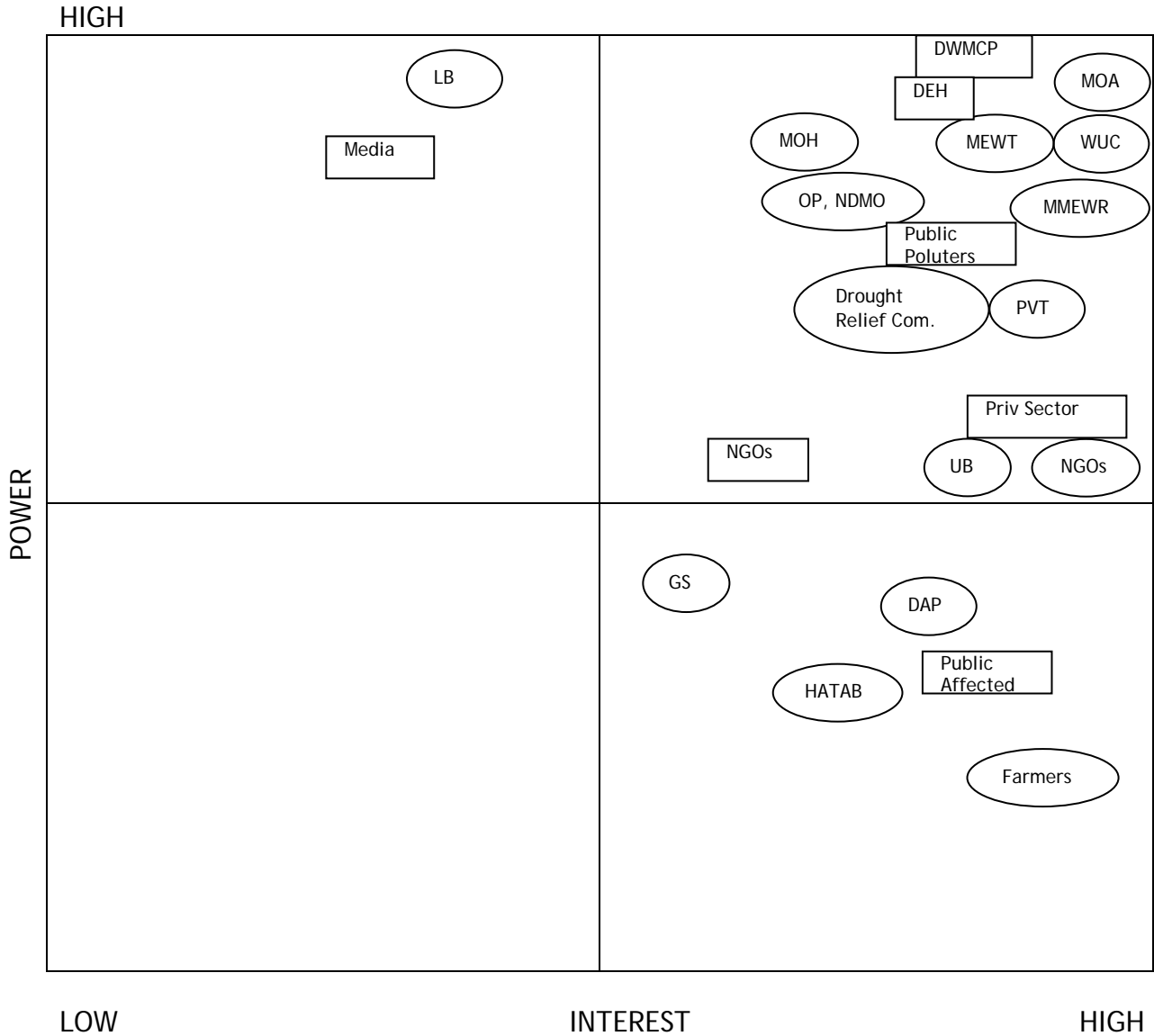
Group 3: identified key stakeholders based on case study 3. The group worked on the current situation in the **energy sector** and **pollution and waste management**. The following key stakeholders, categorised according to power and interest, were identified:



() = Energy Sector Stakeholders

[] = Pollution and waste management.

Group 4: identified key stakeholders based on case study 3 as well. The focus was on the current situation in Botswana regarding **pollution and waste management** and **climate change**. The following key stakeholders, categorised according to power and interest, were identified:



○ = Climate change

□ = Pollution and waste management.

3.2 Profiling our target audience

Facilitator: Mr. Kenneth Gondwe (LEAD)

Working in four groups, participants profiled their target audience based on the 2 case studies provided earlier (annex 2 and 3). The stakeholder template (annex 4) was used in the profiling exercise. The matrixes below summarise feedback from the session.

Feedback based on **Case Study 2: Linking poverty and environment with respect to challenges and opportunities in the management of land, water and biodiversity.** The group looked at what the government of Botswana aspires to:

- in **biodiversity conservation and sustainable utilisation**, with a focus on planners ensuring that sustainability strategies are built into the tourism sector to the benefit of the nation and the well being of communities around tourist areas.
- in **land and range land degradation**: planners should aim at achieving a robust and productive agricultural sector that would contribute to the well being of its rural population and meeting national food requirements while ensuring natural resources conservation (soil, land and water).
- in **water resource management**: with respect to water resource, planners must take cognizance of the central role water plays in such sectors as tourism, fisheries and agriculture.

Matrix 1: feedback provided on the Biodiversity conservation and sustainable utilisation & Water resource management

Name of Stakeholder:	Private Sector (HATAB, BWMA, Game farms etc)	DOT	BTB	DWA
Environmental Issue	Biodiversity conservation and sustainable utilisation.	Biodiversity conservation and sustainable utilisation.	Biodiversity conservation and sustainable utilisation.	Water resource management.
Why is this stakeholder important?	They are powerful for employment generation and contribute to GDP & improvement of quality of life. The sector penetrates a wide spectrum of sectors. <ul style="list-style-type: none"> • What influence do they have? They influence both Government agencies and communities.	DOT is responsible for policy and strategy formulation and review. They have strong influence but with limited reach since they are being superseded by BTB. They have influence over private sector/business interests since they issue tourism licences and monitor compliance (operational).	A powerful parastatal with a rapidly increasing mandate in tourism development including CBNRM. They are the sole representatives of Botswana tourism both nationally and internationally. They yield power over CBOs and the private sector.	Influence: planning for water resource in Botswana. Reach: national Other stakeholders: WUC, MoA, Dept. Mines, DWNP.

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<p>To what extent are they affected by PEI issues?</p>	<p>They are significantly affected by PEI issues through their CSR programmes and Environmental Management Systems/Policies.</p>	<p>They are significantly affected since they are able to introduce guidelines into tourism licensing that advance poverty/environment mainstreaming. They also dispense off tourism related information to general public and participate in district development planning and NDPs.</p>	<p>Having adopted CBNRM coordination, BTB is significantly affected by PEI.</p>	<p>Water being a basic need, s important for other sectors that impact livelihood eg. Agriculture.</p>
<p>What would motivate this stakeholder to engage with the PEI programme?</p>	<p>Government’s insistence/demand for CSR from private sector. Effective administration of EIA legislation by DEA.</p>	<p>By thoroughly understanding poverty/environment issues and tools developed by PEI which may demonstrate the role of tourism in poverty alleviation and environmental sustainability. DOT is interested in harmonisation of tourism laws and policies and programmes.</p>	<p>A deliberate communication/ engagement plan. Interests: establishment of a “Tourism Land Bank” and its administration for tourism investments. Needs: education of how their mandate may be enhanced by PEI.</p>	<p>Sustainable and equitable access to water resources is essential for poverty reduction. Sanitation issues: access to sanitation.</p>
<p>What are the possible barriers to engaging with this stakeholder?</p>	<p>Un-conducive business environment (i.e. lack of financial incentives). Barrier removal by: Ministry of Trade and Industry and MFDP could help remove trade barriers.</p>	<ul style="list-style-type: none"> ▪ Lack of role clarity vis-à-vis BTB ▪ Lack of deliberate communication/engagement plan. ▪ Inadequate organisation capacity (human and financial). ▪ Limited understanding of poverty environment mainstreaming and its reliance to tourism. ▪ Deputy Permanent Secretary in charge of National Resources in the Ministry of Environment could help remove barriers. 	<p>International efforts to restructure the organisation in accordance with the expanding mandate. Barrier removal by: Permanent Secretary of Ministry of Environment.</p>	<ul style="list-style-type: none"> ▪ Understanding the new mandate as part of the ongoing restructuring process. ▪ Capacity: staff members skills in planning water resources. ▪ Could be addressed through prudent change management structures and capacity building.

Matrix 2: feedback provided on the Land and range land degradation

Name of Stakeholder:	DAP	DCP	DOT	BTB
Environmental Issue	Land and range land degradation	Land and range land degradation	Land and range land degradation	Land and range land degradation
Why is this stakeholder important?	<p>Determination of carrying capacities of range land.</p> <p>Their influence is national.</p> <p>Other stakeholders they have influence over: farmers.</p>	<p>They determine farming methods, certain crops for certain land areas.</p> <p>Influence: national.</p> <p>Other stakeholders: farmers.</p>	<p>Influence: policy regulation and formulation, resources management plan development, funding</p> <p>Reach: national.</p> <p>Other stakeholders: CBOs, district conservation committees, farmers, commercial farmers for range assessments.</p>	<p>Influence: responsible for zoning (determine the use of land).</p> <p>Reach: national.</p> <p>Other stakeholders: LBs, other government departments including committees (ex MoA, MEWT, MSED, MLG etc).</p>
To what extent are they affected by PEI issues?	<p>Cattle farming - livelihood source.</p> <p>Rangeland management (e.g. dual grazing rights).</p>	<p>Guards against over exploitation of forest resources.</p> <p>Maintain site quality, yield etc.</p>	<p>Linking livelihoods (e.g. veldt products, construction material, medicinal, cultural etc) to forest and range resources and products.</p>	<p>They determine land utilisation; therefore the land zones determine land use patterns.</p>
What would motivate this stakeholder to engage with the PEI programme?	<p>To increase the cattle herd - target to almost double the current herd.</p> <p>Maintain the quality of the rangelands.</p>	<p>Food security, management of agricultural land (arable)</p>	<p>Interest: DFRR's interest is to ensure sustainable management of forest and range resources. Where these (forest and range resources) are used, they (DFRR) have to ensure sustainable use.</p> <p>Need: institutional strengthening.</p>	<p>Interests: for land users to abide to their land use patterns.</p>

<p>What are the possible barriers to engaging with this stakeholder?</p>	<p>Indiscriminate subsidies. Dual grazing rights. Concentration of herds of water sources.</p> <p>How can they be overcome: Review of related policies.</p> <p>Who could help to remove these barriers: Government and partners.</p>	<p>Barriers: loss of soil fertility, loss of yield.</p> <p>Shortage of extension workers. Loss of interest in farming</p> <p>Overcome: rehabilitation of degraded land Need to motivate people to go back to farming (both young and old)</p> <p>Removal by: Government and international partners (capacity issues)</p>	<ul style="list-style-type: none"> ▪ Capacity i.e. staff and skill types. ▪ Could be addressed through capacity building by government and training of professionals. ▪ Insufficient extension services to reach out to communities. 	<p>There is no tangible output for the PEI programme.</p> <p>Removal by: the need to zone certain areas to optimal livelihood support eg. Certain areas zoned for crop production etc. to be addressed through land policy consultations.</p>
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Feedback based on **Case Study 3: Linking poverty and environment with respect to challenges and opportunities in the management of energy, pollution/waste management and climate change.** The group looked at what the government of Botswana aspires is to:

- in the **Energy sector**, focusing on investment in the activities that would enhance energy efficiency, increase access to cleaner energy sources and reduce burden on women/ children, deforestation and land degradation.
- on **Climate change**, focusing on investment in adaptation measures in various sectors e.g. agriculture (drought resistant varieties), health sector (reduce risk of malaria/ diarrhoea/ anthrax) and water sector (demand side management).

Matrix 3: feedback provided on the Energy Sector is a below

Name of Stakeholder:	DEA	BPC
Environmental Issue	Energy Sector	Energy Sector
<p>Why is this stakeholder important?</p>	<p>As de jure coordinators of the sector DEA is potentially powerful but in actual fact is incapable of coordination because of capacity constraints. The department administers the NGO Assistance fund and hence has some influence over Environmental NGOs. Decentralised offices of DEA act as district environment sector coordinators.</p>	<p>They are a mayor supplier of electricity, solar, coal, biomass. They set the tariffs. They control the amount of electricity consumed, even having influence over prices. They have influence over consumers also on Energy Affairs department.</p>

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To what extent are they affected by PEI issues?	DEA is significantly affected by PEI. The department also administers the EIA Act and hence is responsible for ensuring environment mainstreaming via EIA and SEA. DEA is also co-focal point of PEI.	They respond to government programmes: <ul style="list-style-type: none"> ▪ Accessibility ▪ Piloting alternative sources of energy
What would motivate this stakeholder to engage with the PEI programme?	-----	<ul style="list-style-type: none"> ▪ Accessibility ▪ Demand side management/energy efficiency ▪ Profit making body
What are the possible barriers to engaging with this stakeholder?	<ul style="list-style-type: none"> ▪ Lack of authority to coordinate the environment sector. ▪ Limited organisational capacity 	<ul style="list-style-type: none"> ▪ Unclear understanding of PEI issues. ▪ Technical profile of the people engaged (engineers) ▪ Profit making body

Matrix 4: feedback provided on Climate change is a below

Name of Stakeholder:	MoA	NGOs (women and children)	MEWT
Environmental Issue	Climate Change	Climate change	Climate Change
Why is this stakeholder important?	<p>To promote good practices in the investment adaptation measures through: Developing a list of draught resistant species (crops and animals) through research.</p> <p>Influence: Programmes are developed and training. M&E programme in place Farmers are major target for influence.</p> <p>Reach: National coverage through extension services. Exhibition/exposition at district level.</p>	<p>Advocacy for women's children's rights.</p> <ul style="list-style-type: none"> ○ Policy formulation (assistance). ○ Lobbyists. ○ Government / policy makers. ○ Public. 	<p>Influence:</p> <ul style="list-style-type: none"> ▪ Promote good practice in investment adaptation measures. ▪ Intensify planting of indigenous plant species ▪ Engage in training and information dissemination <p>Reach:</p> <ul style="list-style-type: none"> ▪ national coverage through offices ▪ Exposition: agricultural shows even at district level <p>Other stakeholders: Agriculture, CITES, general public, ministry of youth, MOE, traditional doctors.</p>

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	Other stakeholders: MTI - business management, Local authorities, Farmers, Farmers association and FAO.		
To what extent are they affected by PEI issues?	Slightly affected: Food and security. Wellbeing of humans.	Poverty alleviation Welfare of the voiceless Humanitarian Assistance.	Highly affected. How: interest and power of the ministry because they are the custodian to national resource.
What would motivate this stakeholder to engage with the PEI programme?	To alleviate poverty through food security. General wellbeing of people.	For the welfare of the voiceless.	Establishment CBNRM programmes to promote ecotourism.
What are the possible barriers to engaging with this stakeholder?	Mind set change, resources, technology transfer (in science knowledge and equipment.	Funding, Credibility / trust Overcome: More engagement with Government can help remove this barrier. Partnerships between stakeholders.	<ul style="list-style-type: none"> ▪ Mindset change ▪ Resources

Session 4: Getting the Message Across- Theory and Practice

Facilitator: Mr. Kenneth Gondwe (LEAD)

Objective: the key focus of the session was to have participants develop specific messages that would facilitate desirable behavioural change in the stakeholders identified in session 3.

The session's introductory presentation highlighted that communication is fundamentally about the transfer of meaning. Where no idea/information has been conveyed, communication has not taken place. Consequently communication is the transference and understanding of meaning. The presentation also briefed participants on the key components, methods, barriers and flows of communication.

4.1 Developing messages to influence specific organisations, groups and individuals

Facilitator: Mr. Kenneth Gondwe (LEAD)

Triple O, an approach focused on the stakeholder's interpretation of the message was used. The central tenant of the approach is that *what the recipient takes from a message is critical in achieving a desired outcome*. Hence the focus of the approach was on the following 3 O's namely:

- **Output:** the message sent.
- **Out-take:** interpretation of the message.
- **Outcome:** action introduced.

The group work session was also guided by the SWIFT (So What Is In It For Them?) approach; an approach that helped participants think about how the recipient would absorb the message and the likelihood of them changing their behaviour. The guiding principles of SWIFT are that:

- i) if there is no benefit (now or later) for the recipient, the message will be ineffective and;
- ii) a message is best absorbed when delivered by an individual/representative to whom the audience can best relate.

Guided by the Triple O and SWIFT approaches, participants worked in 4 groups and developed messages for select stakeholders. The messages developed took into account the current status of the stakeholder in question and was developed from the perspective of attaining a desired change in behaviour regarding poverty and environment mainstreaming. Matrix 5 below provides feedback from the session.

Matrix 5: feedback on potential messages to target audiences

Name of Stakeholder:	DAP	Communities and CBOs	MEWT	BPC
Environmental Issue	Land and range land degradation.	Biodiversity conservation and sustainable utilisation.	Climate Change.	Energy Sector.
Main question	What kind of messages about PEI and mainstreaming would be compelling for this stakeholder?			
a) SWIFT: What would the messages need to contain?	<p>Doubling the current national herd of cattle, while at the same time:</p> <ul style="list-style-type: none"> ▪ Be able to maintain quality rangeland. ▪ The above would ensure that the country meets the beef quota set by the European Commission. 	<ul style="list-style-type: none"> ▪ Your natural resources your future. ▪ Improve your livelihood care for your natural resources. ▪ Your natural resources your livelihood. 	<ul style="list-style-type: none"> ▪ Plant a tree to cut a tree. ▪ Plant a tree for shade, firewood, food and craft etc. 	<p>Consumer satisfaction through alternative renewable sources of energy</p> <ul style="list-style-type: none"> ▪ Meeting the rising demand-alternative (renewable) sources of energy such as solar power, bio fuels etc. ▪ To stay in business in the changing times.
b) Message Deliverer: Who is the best person to deliver this message?	Former President, Sir Ketumile Masire, who is also a renowned farmer	His Excellency Ian Khama.	Politicians, Dikgosi, Schools, civil societies, churches.	Division of Energy Affairs in partnership with the Minister/PS of concerned ministry.
c) Media: What media would work best?	Face to face interaction during the DAP strategic planning session.	Bill boards to advertise.	Performing arts, print and electronic media, kgotla meetings.	Face to face consultation.
d) Timing: When would the stakeholder be most likely to listen to the message (s)?	During the strategic planning session towards end of NDP 9, preparing for NDP10	During the World Heritage Day.	Prime time (morning news, lunch and evening news, holdings, festive, ministerial tours)	At the peak of power blackouts.

Session 5: Development of a Communications Strategy

Facilitator: Mr. M. Leepile (Independent Consultant)

Objective: the session focused on establishing what the three “Must Dos” were to develop a successful PEI communications strategy for Botswana and who could be potential champions.

As introduction to the session a communication strategy was clarified to be a:

- plan through which an organization seeks buy-in from stakeholders of its policies or programmes;
- a platform around which various avenues or channels are used to reach out to communities of interest and to build a support base and;
- a strategy that targets internal or external customers within a given operational environment.

The proposed elements of the Strategy presented covered the following activities to be delivered over a 3 months period:

- a **Stakeholders’ Analysis/Policy Review:** to map stakeholders; determine their views and perceptions; responses and observations.
- a **Communications Workshop:** as a building block for further interrogation of stakeholders. This will involve literature review of PEI in Botswana, the region and continent, focus group dispensations and one -on-one interventions, etc.
- **Channels /Tools of Communication:** identification of such channels (which include traditional and no-traditional media) and target audiences.
- **Messages:** develop messages for specific audiences.
- **Action Plan:** a generic plan to include outputs, activities, resources and who is responsible.
- **Monitoring and Evaluation:** development of a framework to track the process.

Discussion

In the discussion that followed the above presentation, comments and clarifications as regards the development of the strategy were:

- Clarification on the actual activities to take place over the 3 month period noted above.
- Monitoring and evaluation should be carried out through out the process: it was confirmed that this would be done.
- Concern over the fact that the ministry partly responsible for the PEI does not have a communications strategy in place.

5.1 Communications partners: what do we need?

Facilitator: Mr. Edward Kellow (LEAD)

The session was primarily focused on brainstorming on the current communications approach with partners. Participants related that current partnership approaches were facilitated through:

Communities	Environment forums: radio, BTV, print media
One-on-One consultation with relevant organisations-heads/senior managers	Development/updating database of stakeholders
Written down agreements	Ministry/department website for dissemination of information (ministry department linked)
UNDP: different ways of telling the strategy using simple video to let the people tell their own stories (story telling a development African tradition).	

5.2 What makes a successful PEI Champion?

Facilitator: Mr. Edward Kellow (LEAD)

Agreement was reached that the most important qualities of a champion are commitment, passion and drive. In addition to this is the ability for the “champion” to have an impact at all levels of society especially at community level. Another key quality is the ability for the individual to listen to and be receptive to the view points of concerned groups.

Possible champions proposed are provided in section 6 below. Other possible profiles noted were former President Mogae and those outlined in matrix 5 in section 4 above.

Session 6: Consultation Carousel-Identification of Information Gaps

Facilitator: Mr. Kenneth Gondwe (LEAD)

Objective: the consultation carousel session was used to identify information gaps.

The carousel approach involved solicitation of ideas from stakeholders by adoption of a rotational input approach. Participants changed seats at 15 minute intervals, simulating the carousel (merry-go-round) effect. During the intervals, participants (with the exception of the note taker) had the opportunity to brainstorm on the following 4 key questions in an effort to systematically fill in the information gap (i.e. every group added to the four questions that were asked as stated below).

The questions asked were:

- Which stakeholders have we missed so far?
- Who would be a suitable communications partners?
- What communications channels are there?
- Who are potential PEI Champions?

Missing stakeholders: Have we missed any stakeholders? Who are they? The stakeholders identified as missing in discussions thus far were:

Missing Stakeholders	
BOCOBONET	BTB
BALA	Communities/Veld prod
BAMB	Debswana
BCC	GICO
BEAC	MOA
BNYC	MoE
BOCONGO	Parliamentary Com on Agr & Env
BONELA	Parliamentary Pop & Dev
BONELA	Vision 2016 Council
BONELA	Waste manangement sector

Communication partners: Who would make suitable communications partners for the Botswana PEI programme? Proposed communication partners are:

Government	International	NGO/CBO	Private Sector	Media
BEDIA	American Emb.	BCC	BEMA	Gov
BIDPA	British Emb.	BOCOBONET	BOCCIM	Private
BOTEC	Chinese Emb.	BOCONGO	Debswana	
BPC	FAO	BONELA	Orange	
CEDA	IUCN	DITSHWANELO	Mascom	
Chiefs	UNDP	EMANG BASADI	BeMobile	
DAP	UNEP	KCS		
DAR	UNESCO			
DCP	UNFPA			
DEA	UNIDO			
DHPC	Word Bank			
DIA				
DIT				
DLBS				
DLGDP				
DLUC				
DMS				
DNMM				
DoL				
DOT				
DPH				
DSEC				
DTRP				
DWA				
DWMPC				
EA				
FPPC				
House of Chiefs				
InnovationHub				
IWU				
LEA				
MA				
MESD				
MEWT				
MFDP				
MIST				
MTI				
MLG				
MLH				
MMEWR				
MOFAIC				
MoH				
NFTRC				
Parliament				
RDC				
RDPC				
RIIC				
RCSA				
CSO				
UB				
VDCs				
WUC				
RDC				

Communication channels: What innovative communication channels could we use? The proposed communication channels with their targets are detailed below :

Channel	Target
Advertising, billboards etc	Cross-cutting
Braille	The Blind
Brochure	Cross-cutting
Cartoons	Youth
Documentaries	Cross-cutting
Drama	Communities
Educational games	Students, pupils
Essay competition	Youth

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Exhibitions (travelling or fixed)	Communities / Sectors (local, national)
Internet (mail, blogs, Website, YouTube)	Cross-cutting / youth
Interschool debates	Students, pupils
Meetings	Sector Specific and Communities
Parliamentary debates	Communities
Phone/SMS	Communities
Poems, Music	Youth
Political rally	Communities
Press Release	Cross-cutting
Print media	Cross-cutting
Radio	Communities / Cross-cutting
Road shows	Communities
TV	Cross-cutting
Advertising, billboards etc	Cross-cutting

PEI Champions: who might be interested in becoming a Botswana PEI Champion? The objective being nomination of specific individuals (including the participants themselves). PEI Champions proposed by participants are:

PEI Champions	
<ul style="list-style-type: none"> ▪ Bafana Pheto, gospel music icon ▪ Bishop Desmond Tutu ▪ Clara Olsen, Media ▪ David Inger, founding member of RIIC, BOTEC ▪ District commissioners ▪ Dr. Dube, Academic Activist/UB ▪ Dr. Keitirele P. Walker, Forestry conservation research/small stock production ▪ Dumelang Saleshando, Charismatic speaker/individual/member of Parliament ▪ F. van Wijk, BOCCIM ▪ Pastor Thuso Tiego, Radio personality/gospel singer ▪ Patric van Rysburg, member of the brigades ▪ President Ian Khama, Conservation International, KCS, Khama Rhino, Sanctuary ▪ Roy Sesana, San activist ▪ Sox Molwantwa, former national team player 	<ul style="list-style-type: none"> ▪ Kaone Kario, model ▪ Kgosi Gaborone, Chairperson House of Chiefs) ▪ Kitso Mokaila, Minister MEWT ▪ Lesang Magang, Influential businessman ▪ Lydia Ramahobo, Academic Activist/UB ▪ Miss Culture Botswana ▪ Tiego Mpho, DEA/UNDP ▪ Tjawangwa Dhewa, Poet ▪ Tracy Sonny, Environmental Sociologist/EA ▪ Vee, Singer ▪ Mogogi Gabonamongwe, football star/Santos Captain ▪ Ndigo Johwa, performing artixt ▪ Nehemia Modubule, independent member of Parliament ▪ Ntoro Joel Keitumele, Actor/producer/presenter ▪ Gogontle, UNICEF advocate for children's rights

6.2 Recommendations and Way Forward

Facilitator: Mr. Edward Kellow (LEAD)

In articulating the way forward, the four groups were asked to write down the “Three Must Do’s” that the PEI programme should achieve in order to be successful. Participants proposed the following:

Group 1	Group 2	Group 3	Group 4
Resuscitate Agenda 21.	Regular consultation with stakeholders.	Get clarity of who is the host body of PEI.	Faith = Confidence
Prioritise essential stakeholders	Strong leadership to move the programme forward.	Identify a group of capable people with clear TORs.	Love = Passion
Identify specific champions by March 2010	Wide outreach (communication) to stakeholders.	Identify resources.	Charity = Money

Annex 1: List of Participants

NAME	ORGANISATION	TELEPHONE	EMAIL ADDRESS
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Annex 2: Case Study 2

Linking poverty and environment with respect to challenges and opportunities in the management of land, water and biodiversity

The contribution of agriculture to the total GDP of Botswana government has decreased over the years from 40% in 1966 to about 1.9% in 2007/2008. This does not necessarily mean that agriculture is no longer an important sector. Agriculture sector accounts to 70% of the rural population source of income. Agricultural productivity is very low. The sector is not yet capable of meeting the national food requirement. Amongst other challenges, the sector is vulnerable to drought, land degradation, and poor water resource management. Botswana faces a number of challenges that are environmental in nature. This includes is land degradation which threatens about 69% of the total land area, limited water resources and unsustainable use of biodiversity.

Heavy challenges exist in the water sector. Botswana is categorised as a water-stresses country. The demand for water is projected to increase by 2% annual to meet the needs of industrial, agricultural and domestic demands. It is also reported that water resources are declining.

Contribution of tourism to GDP will increase from 6% to 9%. Tourism depends on better management and utilisation of biodiversity to ensure the ecosystem carrying capacity is not exceeded. Through community based natural resource management (CBNRM) programmes, this sector could not only contribute to the national economy but also economically empower communities involved in the programmes.

What the government of Botswana aspires is to:

1. **Land and range land degradation**

Planners should aim at achieving robust and productive agricultural sector that would contribute to the well being of its rural population and meeting national food requirements while ensuring natural resources conservation (soil, land and water).

2. **Water resource management**

With respect to water resource, planners must take cognizance of the central role water plays in such sectors as tourism, fisheries and agriculture; and

3. **Biodiversity conservation and sustainable utilisation**

Finally, planners must ensure that sustainability strategies are built into the tourism sector to the benefit of the nation and the well being of communities around tourist areas.

Assignment

You have been invited to participate in a task force that will develop a Communication strategy that would contribute a long term solution to the poverty-environment challenges affecting the government of Botswana as outlined above.

You may use (but not limited to) the guiding questions below:

Part A

1. What would be an ideal future scenario does the government aspire (vision)?
2. How do we get to this scenario?
3. What needs to be changed?
4. Who are the main stakeholders?
5. How is each one affected?
6. How can we engage the stakeholders?
7. What are the obstacles and opportunities for engagement?
8. What do you want to change in the identified stakeholders?

Part B

9. What do we want to communicate? (the message content)
10. How do we communicate to the different stakeholders? (channels of communication)

Annex 3: Case Study 3

Linking poverty and environment with respect to challenges and opportunities in the management of energy, pollution/waste management and climate change

Energy sector is the engine of socio-economic growth. For sectors such as transport, health, education, agriculture, tourism, mining and manufacture to prosper, sustainable energy must be available in the right quality and quantity. The status of energy in Botswana is typical the other SADC countries: over-dependency of low quality biomass energy (92%), indoor air pollution and burden on women and children- spending many productive hours (up to 3.3 hours per occasion) carrying heavy loads over long distances (5.3 km). Often the firewood is sourced from natural forest in unsustainable manner resulting in deforestation and associated loss of land/soil cover, erosion and land degradation. Deforestation also reduces carbon sink.

Rapid urbanisation in Botswana is putting pressure on authorities to meet the increasing demand for such services as water, sanitation and waste management. Lack of adequate supply of these essential services would expose the population to the risk of water and vector borne diseases.

Various studies have shown that climate change will affect southern Africa countries including Botswana. Climate change may result in reduced rainfall (up to 20%) some areas and floods in other area. It may also affect the spread of diseases (malaria, anthrax, diarrhoea). Reduced rainfall will result in water scarcity and generally affect biomass productivity (this will have an impact on firewood availability). According to World Bank reports, climate change impacts will affect more the poor populations of the world (especially sub-Saharan Africa) due to their low adaptive capacity. Within countries, the poorer communities will be more negatively affected.

What the government of Botswana aspires is to:

1. **Energy sector:** Investment in the activities that would enhance energy efficiency, increase access to cleaner energy sources and reduce burden on women/ children, deforestation and land degradation;
2. **Pollution and waste management:** Investment in water and waste water management in order to reduce burden of disease and provide healthy environment to the people in both urban and rural areas; and
3. **Climate change:** Investment in adaptation measures in various sectors e.g. agriculture (drought resistant varieties), health sector (reduce risk of malaria/ diarrhoea/ anthrax) and water sector (demand side management).

Assignment

You have been invited to participate in a task force that will develop a Communication strategy that would contribute a long term solution to the poverty-environment challenges affecting the government of Botswana as outlined above.

You may use (but not limited to) the guiding questions below:

Part A

1. What would be an ideal future scenario does the government aspire (vision)?
2. How do we get to this scenario?
3. What needs to be changed?
4. Who are the main stakeholders?
5. How is each one affected?
6. How can we engage the stakeholders?
7. What are the obstacles and opportunities for engagement?
8. What do you want to change in the identified stakeholders?

Part B

9. What do we want to communicate? (the message content)
10. How do we communicate to the different stakeholders? (channels of communication)

Annex 4: Stakeholder Profile Template

1 Name of Stakeholder:
2 Why is this stakeholder important? <ul style="list-style-type: none">• What influence do they have?• What is the reach of their influence?• What other stakeholders do they have influence over?
3 To what extent are they affected by PEI issues?
4 What would motivate this stakeholder to engage with the PEI programme? <ul style="list-style-type: none">• What are their interests and needs?• Personally? Professionally?
5 What are the possible barriers to engaging with this stakeholder? <ul style="list-style-type: none">• How can they be overcome?• Who could help to remove these barriers?
6 What kind of messages about PEI and mainstreaming would be compelling for this stakeholder? <p>a) SWIFT: What would the messages need to contain?</p> <p>b) Message Deliverer: Who is the best person to deliver this message?</p> <p>c) Media: What media would work best?</p> <p>d) Timing: When would the stakeholder be most likely to listen to the message (s)?</p>