

**UNIVERSITY OF NAIROBI**

**INSTITUTE OF DIPLOMACY AND INTERNATIONAL STUDIES**

**MANAGEMENT OF STRATEGIC RESOURCES AS A KEY DETERMINANT  
OF PERSISTENT CONFLICTS IN AFRICA : CASE OF DEMOCRATIC  
REPUBLIC OF THE CONGO AND BOTSWANA**

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CONFLICT MANAGEMENT**

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**DECLARATION**

This research paper is my original piece of work that has not been submitted for any master’s degree award to any other institution.

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This research paper has been submitted for examination with my approval as the University supervisor.

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## **DEDICATION**

I dedicate this project with immeasurable love to my parents Mr. Innocent NTAMBAKA and Mrs. Gisele MULENGEZI and to my siblings Gloria, Gracia, Don, Vital, Jocelyn and Providence. They have been with me through every step of my life. I thank them for their love, trust and all the sacrifices they made to enable me to reach this far.

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## **ABSTRACT**

Generally, this study is about management of strategic resources as a key determinant of persistent conflicts in Africa Case of Democratic Republic of the Congo and Botswana. This study examines the effect of resources mismanagement in DRC; secondly it analyzes the strategies put in place to manage resources conflicts in Botswana and finally examines the challenges facing the resources management. The study further sets out three hypotheses namely that mismanagement of strategic resources has impacts on political, economic, social environment, secondly the transparency and the control linked to the mechanisms of democratic governance and finally global changes, increasing consumption are placing significant pressures on the management of natural resources. This study was founded on the resource curse theory and the natural resource abundance theory. It relied on both primary and secondary data. The study visited strategic resources management in both Botswana and DRC and found out that mismanagement of the natural resource sector has been a way of connecting conflict and natural resources, but also an obstacle to individual nation's ability to leverage their wealth of natural resources for desired economic development. Steps countries need to take to transform their natural resources into sustainable development are many, but they are highly context specific. Lastly, the study has given recommendations to enhance strategic resources management that include strengthen the institutional and regulatory framework, improve transparency and accountability in economic governance, Prioritize Resource-Based Development Planning, Improve resource sharing mechanisms.

## TABLE OF CONTENTS

|   |            |
|---|------------|
| <b>DECLARATION</b> .....                          | <b>ii</b>  |
| <b>DEDICATION</b> .....                           | <b>iii</b> |
| <b>ACKNOWLEDGEMENT</b> .....                      | <b>iv</b>  |
| <b>ABSTRACT</b> .....                             | <b>v</b>   |
| <b>LIST OF TABLES</b> .....                       | <b>x</b>   |
| <b>LIST OF FIGURES</b> .....                      | <b>xi</b>  |
| <b>CHAPTER ONE: INTRODUCTION</b> .....            | <b>1</b>   |
| 1.0 Introduction .....                            | 1          |
| 1.1 Background of the Study .....                 | 1          |
| 1.2 Statement of the Research Problem .....       | 4          |
| 1.3. Research Questions .....                     | 6          |
| 1.4. Objectives of the Study .....                | 6          |
| 1.5. Literature Review .....                      | 6          |
| 1.5.1 Strategic Aspects of Natural Resources..... | 7          |
| 1.5.2 Resource Curse .....                        | 8          |
| 1.5.3 Governance .....                            | 10         |
| 1.5.4 Peace and Security .....                    | 11         |
| 1.5.5 Greed and Grievance .....                   | 12         |
| 1.6 Justification of the Study.....               | 12         |
| 1.6.1 Academic Justification .....                | 12         |
| 1.6.2 Policy Justification .....                  | 13         |
| 1.7 Theoretical Framework .....                   | 13         |

|  |           |
|--|-----------|
| 1.8 Hypotheses .....   | 14        |
| 1.9 Research Methodology.....  | 14        |
| 1.9.1 Methods of Data Collection.....  | 14        |
| 1.9.2 Focus Case Study.....  | 14        |
| 1.9.3 Methods of Data Analysis .....   | 15        |
| 1.10 Chapter Outline .....   | 15        |
| <b>CHAPTER TWO: EFFECTS OF RESOURCES MISMANAGEMENT IN<br/>DEMOCRATIC REPUBLIC OF THE CONGO .....</b>                   | <b>17</b> |
| 2.0 Introduction .....   | 17        |
| 2.1 Historical Overview of DRC.....  | 18        |
| 2.1.1 Conflicts and Natural Resources in DRC .....   | 19        |
| 2.1.2. Strategic Resources Exploitation and Human Rights.....  | 20        |
| 2.2 Natural Resource Management .....  | 20        |
| 2.3. Participatory strategic resources management .....  | 21        |
| 2.3.1 Objectives of natural resources good governance .....  | 22        |
| 2.4 Effects of Resources Mismanagement .....   | 23        |
| 2.4.1 Effects of Resources Exploitation Mismanagement on the Environment...23  |           |
| 2.5. Summary of the Chapter .....  | 24        |
| <b>CHAPTER THREE: STRATEGIES PUT IN PLACE TO MANAGE AND<br/>MITIGATE STRATEGIC RESOURCES CONFLICT IN BOTSWANA.....</b> | <b>26</b> |
| 3.0 Introduction .....   | 26        |
| 3.1. Botswana: Historical Overview .....   | 27        |

|   |           |
|---|-----------|
| 3.1.1 The Botswana Exception .....  | 27        |
| 3.1.2 Political and Economic Governance.....                                  | 28        |
| 3.2 Role of Public Policies .....   | 29        |
| 3.3 A Good Management of the Diamond Rent .....                               | 31        |
| 3.3.1 Possession of Resources Leads to Different Situations.....              | 32        |
| 3.3.2. Managing Mining for Sustainable Development.....                       | 33        |
| 3.4 Summary of the Chapter .....  | 37        |
| <br>  |           |
| <b>CHAPTER FOUR: CHALLENGES FACING STRATEGIC RESOURCES</b>                    |           |
| <b>MANAGEMENT .....</b>   | <b>39</b> |
| 4.0 Introduction .....  | 39        |
| 4.1 Challenges Facing the DRC .....   | 40        |
| 4.2. Challenges Facing Africa .....   | 44        |
| 4.3. Challenges Due to Increasing Global Demand for Mineral .....             | 45        |
| 4.4. Natural Resources Good Governance .....                                  | 49        |
| 4.5. Summary of the Chapter .....   | 51        |
| <br>  |           |
| <b>CHAPTER FIVE: DATA ANALYSIS AND PRESENTATIONS .....</b>                    | <b>53</b> |
| 5.1 Introduction .....  | 53        |
| 5.2 Response Rate .....   | 53        |
| 5.3 Resources Management IN DRC and Effects of Resource Mismanagement ....    | 53        |
| 5.4 Strategies put in Place to Manage the Resource Conflict in Botswana ..... | 57        |
| 5.5 Challenges Facing the Resource Management.....                            | 60        |
| 5.6 Chapter Summary.....  | 63        |



|   |           |
|---|-----------|
| <b>CHAPTER SIX: SUMMARY, CONCLUSION AND RECOMMENDATION ..</b> | <b>65</b> |
| 6.1 Introduction .....  | 65        |
| 6.2. Summary .....  | 65        |
| 6.3 Conclusion.....   | 66        |
| 6.4. Recommendations .....                                    | 67        |
| <b>BIBLIOGRAPHY .....</b>                                     | <b>68</b> |
| <b>APPENDICES .....</b>                                       | <b>77</b> |
| Appendix I : Research Questionnaire.....                      | 77        |
| Appendix II: Research Budget.....                             | 83        |
| Appendix III: Turnitin Report.....                            | 84        |

## LIST OF TABLES

|  |    |
|--|----|
| <b>Table 5. 1:</b> Agreement with various Statements on Resources Management .....                               | 56 |
| <b>Table 5. 2:</b> Agreement with Statements on Strategies put in Place to Manage the<br>Resource Conflict ..... | 59 |
| <b>Table 5. 3:</b> Agreement with Statements on Challenges facing the Resource<br>Management .....               | 62 |

## LIST OF FIGURES

|  |    |
|--|----|
| <b>Figure 5.1:</b> Response Rate .....   | 53 |
| <b>Figure 5. 1:</b> Mismanagement of Natural Resources Has Impacts on Political, Economic<br>Social Environment .....  | 54 |
| <b>Figure 5. 2:</b> Whether Mismanagement of Strategic Resources is a key Determinant of<br>Persistent Conflicts ..... | 55 |
| <b>Figure 5. 3:</b> Whether there are Strategies put in place to manage the Resource Conflict<br>in Botswana .....     | 58 |
| <b>Figure 5. 4:</b> Global Trends placing Significant Pressures on the Management of Natural<br>Resources .....        | 61 |

# CHAPTER ONE

## INTRODUCTION

### 1.0 Introduction

This chapter presents background to the study, statement of the problem, objectives, research questions, hypothesis and justification. It also presents a discussion of the theories and literature review on the topic and the research methodology.

### 1.1 Background of the Study

Africa is endowed with many natural resources ranging from minerals, to forests, to climate and even to culture of its people.<sup>1</sup> The continent however faces the challenge of poor management of its resources by governments, and this has been seen in DRC, South Sudan. As a result conflict related to natural resources has always existed. The main cause of conflict over resources has been the sidelining of some communities from the benefits of given resources.<sup>2</sup> Conflicts have also been due to misunderstandings over allocation of resources, poor communication of policies of resource management, contradictions and a lack of transparency of laws and policies; as well as an uneven distribution of resources; or poor application of policies and programs.

The challenges enlisted have sparked concern from scholars over the past two decades on whether natural resources have any relationship with conflict and peace building.<sup>3</sup> Collier and Hoeffler<sup>4</sup> noted that the trend has shifted from conflict over scarcity of resources to conflict over the abundance of resources. From the provision of revenue to acquire weapons, to being the center of disagreements, natural resources serve as

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<sup>1</sup> Rauschmayer, et al, *Examining processes or/and outcomes? Evaluation Concepts, European Governance of Natural Resources*, (Environmental policy and governance, 2009), pp. 16 -18

<sup>2</sup> Collier, P and Hoeffler, *Greed and Grievance in Civil War*, Washington D.C: World Bank, Oxford Economic Papers, Vol. 36, No. 3 (2001)

<sup>3</sup> Lotze, H. K, *Repetitive History of Resource Depletion and Mismanagement*, Marine Ecology Progress Series, 2004)

<sup>4</sup> Collier, P and Gunning, J W, *Trade Shocks in Developing Countries, Africa*, (Oxford: Oxford University Press, 1998a), Volume 1

instruments of starting conflicts and of accelerating conflict in developing nations. This comes with the understanding that resources such as diamonds, gold or oil can be traded at high prices both in local markets and in the international markets.

A review of history establishes that leaders of societies have used natural resources within their control to promote their interests and pursue their political objectives.<sup>5</sup> This has been seen in several countries like former Ghana Kingdom, DRC, Botswana and Sudan amongst others. Other communities with the realization of the importance of the resources have attacked those in control in order to share in the benefits. Within the societies too, conflicts have been arisen from the different management approaches of resources by the people in power. Further, conflicts of interest, neglect of demands by some people and greed by some leaders have increased disagreements over the resources. The disputes also arise in the event of a conflict of interests and each other's needs, or neglect of priorities of certain user groups in policies, programs and projects.<sup>6</sup> These conflicts of interest are an inevitable characteristic of all societies.

In the DRC for instance, a majority of the conflicts have been over resources.<sup>7</sup> To be noted however is the fact that the conflicts have not been directly caused by natural resources but rather due to mismanagement of the natural resources.<sup>8</sup> The abundance of resources in the country has therefore not been an issue of conflict but rather the failure to have in place reliable institutions and effective regulatory policies to manage the resources accordingly. The resources have also been a point of envy by neighboring

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<sup>5</sup>Dyer, et al, *Assessing Participatory Practices in Community-Based Natural Resource Management: Experiences in Community Engagement from Southern Africa*, (Journal of environmental management, 2014), p 9

<sup>6</sup>Acemoglu, D, Johnson, S, and James A, Reversal of Fortune: Geography and Institutions in the Making of the Modern World Income Distribution, *Quarterly Journal of Economics*, Vol. 117, Issue 4 (2002), pp 21 – 26

<sup>7</sup>Basedau, M and Mehler, A, *African Resources and War*, (International Politik, Transatlantic Edition, 2003), pp. 95 – 100

<sup>8</sup> Ibid, Basedau and Mehler, pp 99 – 100

states and even international communities. Mismanagement of resources coupled by lust by foreign states has ensured that DRC does not gain maximally from the richness of its resources.<sup>9</sup> This is due to increased illegal extraction of the resources ranging from forest resources and to minerals such as diamonds, copper, gold, zinc, manganese amongst others. Local and international greed has therefore also caused constant fights over the exploitation and sale of the resources in the country. The availability of the many resources in this country has been linked to misery and many civil wars and has been viewed as a curse rather than a blessing.

The case of Botswana however, seems to be different in that the country has seen rapid growth in its economy due to the sale of diamonds and other resources. It started off as a poor state from the moment it gained independence in 1966, with agriculture as its main economic activity and started mining diamond in the 1970s.<sup>10</sup> By then, the country was greatly involved in condemning hostile and racist minority regimes of Namibia (formerly South West Africa), South Africa and Zimbabwe (formerly Rhodesia).<sup>11</sup> It also provided support to Liberation groups such as African National Congress (ANC) of South Africa whose leader was in prison an aspect that exposed it to problems of limited financing from South Africa's government. Other than its tough political stand, Botswana is dominated by Okavango delta to the North West and Kalahari Desert to the west, attributes that greatly limited full yields from subsistence agriculture which was the lead economic activity at independence.<sup>12</sup> Despite all that, the country has

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<sup>9</sup>Brinkerhoff, D. W & Gage, J. D, *Natural Resources Management Policy in Africa: Implementation Challenges for Public Managers*, (Environmental policy and developing nations, 2002)

<sup>10</sup> Darkoh, M. B. K & Mbaiwa, J. E, *Sustainable Development and Resource Conflicts in Botswana*, (African Pastoralism: Conflicts, institutions and government, 2001)

<sup>11</sup>Good, K, *Diamonds, dispossession & democracy in Botswana*, (Boydell& Brewer Ltd, 2008)

<sup>12</sup>Hill, C., & Mokgethi, D. N, *Botswana: Macroeconomic Management of Commodity Booms, 1975-86*, (Successful Development in Africa: Case Studies of Projects, Programs, and Policies, 1989)

managed to turn things round from the exploitation of diamond and has seen tremendous economic growth over the past four decades.

## 1.2 Statement of the Research Problem

The DRC is a large country that has proved difficult to govern. The National government in Kinshasa has no full total control of the entire country especially the Eastern parts. The colonial history of the Belgium Congo also greatly has its effects deep rooted until today as the divide and rule tactics were taken up by the political elite who seek to control the natural resources for individual gain at all costs.<sup>13</sup> External great power influence has also led to the sustained conflict as each seeks to protect its thirst for DRC' natural resources. This resource abundance has turned into a resource curse<sup>14</sup> as it has led to coup d'Etat after the killing of Patrice Lumumba and Desire Kabila.<sup>15</sup> It has also led to underdevelopment as the conflict has led to fleeing of the majority of the population to neighboring countries as refugees thus resulting to a humanitarian crisis. Moreover, this resource curse has led to violation of human rights as rape cases increase, use of child soldiers by fighting groups and lack of proper socio-economic activities to support the economy.

Botswana is small peaceful country of southern Africa of less than 2 million inhabitants, land of breeding and wild fauna, and whose arid subsoil abounds in a coveted wealth, the diamond.<sup>16</sup> Elsewhere on the continent we militated and killed for what we called the diamond of blood. Precious stones only bring corruption and conflicts, but in

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<sup>13</sup>Richardson, K, *Narrative Policy Analysis in the Congo: Implications for Resource Extraction Policy*, (2020)

<sup>14</sup>Boschini, A D., Petterson, J and Roine, J, *Resource Curse or not: A Question of Appropriability*, (Mimeo, Stockholm: Department of Economy, Stockholm University, 2004), p 2 – 15

<sup>15</sup> Ibid, Boschini et al, p 6

<sup>16</sup> Hillbom, E., & Bolt, J, *Botswana—A Modern Economic History: An African Diamond in the Rough*, (Springer, 2018)

Botswana the noise of the explosions only evokes prosperity. The country has the richest mine in the world and is one of the largest producers of the mineral globally. The example of Botswana shows what happens when natural wealth does not swell the pockets of some privileged people but the rest of society benefits. The country has been stable for 40 years since its independence in 1966, transforming from one of the poorest countries relying on only agriculture to a great country.<sup>17</sup>

Thus, the diamond reserves which abound in the soil of the country have stimulated economic growth. Because the transparency and the control linked to the mechanisms of democratic governance made difficult the embezzlement of the diamond income by the politicians, whose modest way of life in Botswana breaks with the tradition of the African heads of state whose luxurious expenses have often ruined public budgets. This life of luxury contributes to increasing the value of power in the eyes of these holders and incites them to fight to conserve it. In Botswana, diamond revenues have been largely invested in education and health, which has strengthened democracy and fostered social peace. On the other hand, the existence of relative ethnic and tribal homogeneity and balanced power relations between the groups making up society made it difficult to monopolize the income from this resource by a single group.

Therefore this study will critically examine resource management as curse or blessing to the development of DRC, analyze the strategies put in place to manage the resource conflict in Botswana and examine the opportunities and challenges facing the resource conflict in both countries.

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<sup>17</sup>Nehrbass, A, *Africa's Miracle? Assessing Political Stability in Botswana*, (The African Review, 2020)



### **1.3. Research Questions**

- i. What are the effects of resources' mismanagement in DRC?
- ii. What are the strategies put in place to manage and mitigate resource conflict in Botswana?
- iii. What are the key challenges facing natural resources management?

### **1.4. Objectives of the Study**

- i. To examine the resources management in DRC and its effect.
- ii. To analyze the strategies put in place to manage the Resource conflict in Botswana.
- iii. To examine the challenges facing the resource management

### **1.5. Literature Review**

Conflicts around natural resources originate from disagreements about management, protection and distribution of the resources.<sup>18</sup> Good management of resources on the contrary, contributes significantly to the development of a country. A natural resource itself is not the cause of conflict, conflict and violence occurs when resources are not well managed.

The Democratic Republic of Congo has a large economic potential that can be derived from its many natural and human resources.<sup>19</sup> When the country attained political independence in 1960, it was expected that the large resource capacity would sustain the country's development and also support the region.<sup>20</sup> On the contrary, the country is

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<sup>18</sup>Carter, M, *Diagnosis: Mismanagement of Resources, OR MS TODAY* Volume 29, Issue 2 (2002), pp. 26-33.

<sup>19</sup>Basedau, Matthias; Mehler, Andreas (eds.) (2005): *Resource Politics in sub-Saharan Africa*, Hamburg: Hamburg African Studies/Etudes Africaines Hambourgeoises No. 13 (forthcoming).

<sup>20</sup> Hirschman, Albert O. (1958): *The Strategy of Economic Development*, Boulder and London: Westview Press.

still behind in terms of economic development as compared to other countries with similar levels of endowment.<sup>21</sup>

Broadly, natural resources are supportive means of attaining a goal, say economic prosperity.<sup>22</sup> Natural resources exist naturally and include raw materials such as water, fertile soils and subsoil assets are present without human intervention.<sup>23</sup>

Natural resources differ in terms of characteristics, usage and implications. They can therefore be classified using scarcity versus abundance concepts or political versus economic resources.<sup>24</sup> In fact the type of resource determines gain obtained therein by the society. For example, bananas and oil though classified under natural resources, may present different benefits and curses. Other classifications introduce the concepts of renewable versus non-renewable resources. Non-renewable resources get depleted with continued use and include wood, grain or fish. Renewable resources can be used from time to time without getting depleted such as solar from the sun.

### **1.5.1 Strategic Aspects of Natural Resources**

There are strategic aspects of natural resources that stem from three potential characteristics: lucrative resources, externally sensitive resources and resources for survival. Lucrative resources are those that present enough chances for income, externally sensitive resources are used in production and attract foreign interest while resources for survival include water and soil and are important for supporting plant and

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<sup>21</sup> Gelb, Alan and Associates (1988): *Oil Windfalls: Blessing or Curse?*, World Bank, Oxford: Oxford University Press.

<sup>22</sup> Easterly, William; Levine, Ross (2002): *Tropics, Germs, and Crops: How Endowments Influence Economic Development*, NBER Working Paper, No. 9106.

<sup>23</sup> Basedau, M and Mehler, A, *African Resources and War*, International Politik, Transatlantic Edition, 4, 3, (2003) pp. 95-100.

<sup>24</sup> Gylfason, T, Natural Resources, Education, and Economic Development, *European Economic Review*, 45, (2001) pp. 847-859

animal life.<sup>25</sup> Scholars have argued that the abundance of resources has more negative impacts on political, economic and social development than scarcity.<sup>26</sup> This therefore reduces debates on the principal of scarce resources and more focus on the abundance aspects.

### **1.5.2 Resource Curse**

Boschini argues that natural resources more than likely present ‘a curse’ than ‘blessing’ to a society.<sup>27</sup> This is common in countries with many resources, and a ‘resource curse’ is seen in the adverse effects in the society such as increasing poverty despite the availability of resources.<sup>28</sup> Adverse effects are not only limited to economic performance but also include political and peaceful coexistence. In fact there has been increasing attention globally on how natural resources are causing, aggravating and prolonging violence. This has mainly been caused by poor governance structures and increased corruption levels in departments managing resources and in the sector distributing gains. In DRC, a recent debate has discovered the detrimental effects that natural resources have on the country’s democracy. Certain channels and mechanisms often turn benefits from resources into pain.<sup>29</sup> Moreover, a distinction has to be made between short, medium, long term, indirect and direct effects.

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<sup>25</sup> Gary, I and Karl, T L, *Bottom of the Barrel – Africa’s Oil Boom and the Poor*, (Washington D.C.: Catholic Relief Services, 2003)

<sup>26</sup> Gary, I and Karl, T L, *Bottom of the Barrel – Africa’s Oil Boom and the Poor*, (Washington D.C.: Catholic Relief Services, 2003)

<sup>27</sup> Boschini, Anne D.; Petterson, Jan; Roine, Jesper (2004): Op.cit

<sup>28</sup> Auty, R M and Gelb, Alan H, *Political Economy of Resource-Abundant States*, in: Auty, Rick M. (ed.): *Resource Abundance and Economic Development*, (Oxford: Oxford University Press 2001)

### ***1.5.2.1 Socio-economic Development***

There have been three direct adverse impacts recorded on socio-economic development.<sup>30</sup> Natural resource excess hurts other consumable industries and sources of economic growth and development,<sup>31</sup> facilitates inappropriate economic policies and makes the economy vulnerable to climate change.<sup>32</sup> This is due to their wealth of resources. The specialisation trend of natural resource-rich industries can be viewed in a much more different manner as the major factor behind this urbanization effect.<sup>33</sup> Usually, economic development is fueled by diverse demand for medium-skilled jobs.<sup>34</sup> Nevertheless the dominant sectors in wealthy societies, in the service and resource sectors mainly need low-skilled.<sup>35</sup>

In addition, a resource increase is also followed by a real appreciation that sparks development<sup>36</sup> whereby other sectors do expand while others don't.<sup>37</sup> The subsequent decreased extent of diversification of wealth economies creates dependency and is a primary factor for these economies' high macroeconomic dependence.

### ***1.5.2.2 State, Institutions and Governance***

States and government institutions manage resources and carry out activities on behalf of the public. As such the quality of these institutions in terms of bureaucracies and property arrangement types determines to a large extent how gains from the natural

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<sup>30</sup> Auty, Rick (1993): *Sustaining Development in Mineral Economies: The Resource Curse Thesis*, London: Routledge.

<sup>31</sup> Collier, Paul; Gunning, Jan Willem (1998a): *Trade Shocks in Developing Countries. Vol. 1: Africa*, Oxford: Oxford University Press.

<sup>33</sup> Gylfason, Thorvaldur (2001): *Natural Resources, Education, and Economic Development*, in: *European Economic Review*, 45, p. 847-859.

<sup>34</sup> Chenery, Hollis; Robinson, Sherman; Syrquin, Moshe (1986): *Industrialization and Growth – A Comparative Study*, World Bank, Oxford: Oxford University Press.

<sup>35</sup> *Ibidem*

<sup>36</sup> Gary, Ian; Karl, Terry Lynn (2003): *Op.cit*

<sup>37</sup> Collier, Paul; Gunning, Jan Willem (1998b): *Trade Shocks in Developing Countries. Vol. 2: Asia and Latin America*, Oxford: Oxford University Press.

resources will be handled for the benefit of the society.<sup>38</sup> The structure of these institutions may however be affected negatively by the abundance of natural resources. This is through the emergence of rentier states and prolonged colonial legacies which increase corruption levels, weakens government institutions and promotes neo-patrimonialism.<sup>39</sup>

The history of a country may also determine the way public institutions are controlled. During the days of colonialism, public institutions and property rights policies in well-endowed countries in terms of natural resources were put in place to ensure the smooth exploitation of the resources.<sup>40</sup> In such resource extraction territories, institutions were built to allow the colonial or government leaders to harvest minerals or grow cash crops. On the other hand, organizations that usually protect private property have been set up in these settler colonies.<sup>41</sup>

### 1.5.3 Governance

Governance refers to the leadership structures and values upheld in the management of resources. Important values under governance include transparency, non-harmful leadership and equitable allocation of resources. It also includes qualifications of leaders, community involved and experts brought on board.<sup>42</sup> As noted in the previous section, large revenues presented in the sale of resources sometimes tempts leaders and

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<sup>38</sup>Acemoglu, et al, *Reversal of Fortune: Geography and Institutions in the Making of the Modern World Income Distribution*, The Quarterly Journal of Economics, Vol. 117, Issue 4 (2002), pp. 1231-1294.

<sup>39</sup> Bratton, M and Van de Walle, N, *Neopatrimonial Regimes and Political Transitions in Africa*, World Politics, Volume 46, Issue 4 (1994), pp. 453-489.

<sup>40</sup>Bayart, J, *The State in Africa. The Politics of the Belly*, London et al.: Longman. Bayart, Jean-François; Ellis, Stephen; Hibou, Béatrice (eds.) (1999): *The Criminalization of the State in Africa*, (Oxford: Oxford University Press, 1993)

<sup>41</sup>Beblawi, Hazem (1987): *The Rentier State in the Arab World*, in: Beblawi, Hazem; Luciani, G.: *The Rentier State*, New York: Croom Helm. Berdal, Mats; Malone David (eds.) (2000): *Greed and Grievance – Economic Agendas in Civil Wars*, Boulder: Lynne Rienner.

<sup>42</sup> Bevan, D L, Collier, P and Gunning, J, *Nigeria and Indonesia: The Political Economy of Poverty, Equity, and Growth*, (Oxford: Oxford University Press, 1999)

the people involved in governance. This often changes the values established and people may start acting with greed, hatred and dishonesty.

Governance structures, and especially that of government institutions, are greatly determined by the nature of politics in the country. Generally, motivation founded on politics comes with the tendency to squander resource rents or even cause over exploitation.<sup>43</sup> Given that in most situations, resource profits are not transmitted directly, but rather through taxes, trade controls, or the provision of jobs in the public sector.

#### **1.5.4 Peace and Security**

Conflict over resources most often than not results to violence between the parties involved. Insurgent groups may arise, with the motivation of gaining economically by controlling strategic resources. Through fights with existing governments, violence becomes the norm of the day and this may escalate into civil wars if not checked on time. Such environments lack peace as the number of deaths and destruction of property is on the high.<sup>44</sup> In such situations, it is hard to determine whether resources have been the direct cause of insecurity or groups used it to push their political agendas. In the more pragmatic context, however, reasons for aggression and means and opportunities for systemic violence and fighting are the most fruitful relations between natural resources and conflict.<sup>45</sup>

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<sup>43</sup>Beblawi, H, *The Rentier State in the Arab World*, in: Beblawi, Hazem; Luciani, G.: *The Rentier State*, New York: Croom Helm. Berdal, Mats; Malone David (eds.) (2000): *Greed and Grievance – Economic Agendas in Civil Wars*, (Boulder: Lynne Rienner, 1987)

<sup>44</sup>Bannon, I and Collier, P, *Natural Resources and Violent Conflict – Options and Actions*, Washington D.C.: The World Bank, 2003)

<sup>45</sup> Collier, P and Hoeffler, A (2001):Op.cit

### **1.5.5 Greed and Grievance**

The concept of greed around natural resources stems from the nature that mankind is naturally selfish. Greed causes people to accumulate benefits of a public resource to their accounts while deliberately forgetting of the existence of other parties. As noted in the ‘greed grievance theory’, population segments deprived of public benefits may take arms.<sup>46</sup> Generally, grievance is pushed by insurgent groups through violence in the cases where central governments monopolize income from resources or distribute gains in favouritism,<sup>47</sup> such as was the case of Katanga in Congo that was rich in Copper in the 1960s. Whilst greed is limited to individual ambitions, grievance defines perceived inequality from the use of resources whose benefits are expected to be shared.<sup>48</sup>

## **1.6 Justification of the Study**

### **1.6.1 Academic Justification**

This study is critical to students of international relations as it enables one to understand the shift from the natural resource abundance theory to the Resource curse theory phenomenon, where it breeds greed and grievance among a populous, how natural resources abundance can be a curse or a blessing depending on the management strategies. This opens the mind to a wider scope towards the principle of cooperation build on trust among state institutions to promote the proper management of abundant resources through capacity building of necessary infrastructure such as roads and railway to enhance connectivity thus promoting economic development. It also enables researchers and scholars to write academic papers on the significance of Natural

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<sup>46</sup> De Soysa, I, Are Civil Wars Driven by Rapacity or Paucity?, in: Berdal, Mats; Malone David (eds.): *Greed and Grievance – Economic Agendas in Civil Wars*, Boulder: Lynne Rienner (2000), pp. 113-135.

<sup>47</sup> Collier, P and Hoeffler, A (2001):Op.cit

<sup>48</sup> Soysa, Indra (2000): Are Civil Wars Driven by Rapacity or Paucity?,Op.cit

resource abundance and its impacts from an academic stand point. This study will use both primary and secondary methodology that will inject new knowledge to academia.

### **1.6.2 Policy Justification**

This study will facilitate policy formulation at different levels of governments key among them Natural Resource management. The experience of Regional governments in solving natural resource based conflicts and maintaining peace and security through cooperation in collective security is also fundamental to policy formulation. Therefore, states within a region will have to harmonize their policies with regards to natural resource management in order to realize their full potential. In this regard, commitment to implementation is key to the overall success of formulated policies. This will ensure that good natural resource management policies when implemented spur economic growth through trade and investment, development of new infrastructure that will create employment opportunities hence removing the possibilities of a resource curse phenomenon.

### **1.7 Theoretical Framework**

This study is based on the natural resource abundance theory and the resource curse theory which are important to the overall overview of the never ending conflicts in the DRC. It examines resource abundance and its relation to the greed and grievance theory. Woodrow Wilson's liberal theory critics the analysis of how the global market causes the escalation of natural resource conflict in DRC. The abundance of natural resources such as coltan that have a high market value in the international market due to its need in the advancement of technology has greatly had effects in conflict escalation and instability in the DRC.



The study sought to answer the following questions; is it natural resources that cause conflict or it's the management of resources that causes? However, Niccollo Machiavelli counter critics the liberal theory with his realist theory that advocates for a strong state under a strong leader who should use (military power) to protect natural resources in a state. The resource abundance theory will suit this study as it will explain the cause effect relationship between natural resources and actors in a state in trying to manage resource conflicts.

### **1.8 Hypotheses**

1. Mismanagement of natural resources has impacts on political, economic social environment
2. The transparency and the control linked to the mechanisms of democratic governance
3. Global trends such as demographic changes, increasing consumption are placing significant pressures on the management of natural resources.

### **1.9 Research Methodology**

#### **1.9.1 Methods of Data Collection**

On data collection, this research will mainly use primary data that includes interviews and questionnaires. It will also use secondary data that includes reports newspaper articles, books, protocols and journals that have data on Natural resource abundance and its management.

#### **1.9.2 Focus Case Study**

Case study research design gathers and analyses in-depth information about a specific group, person or community. Research objectives guide the researcher to conduct scientific research in that a case study uses self-report measures such as questionnaires

and interviews to gather information. It also provides detailed information about particular subjects that will not be possible to acquire through other types of experiments. In addition, unethical matters can be tested through this method.

A case study as a form of research has an ability to consider a single or complex research question within an environment that is immense with contextual variables. It is significant in understanding complex matters thus adding strength and experience to what has already been noted from previous studies. A case study is qualitative in nature so as to give a real life situation and also give a basis for the application of the ideas. However case studies have been criticized on the basis that the study of small cases makes the findings unreliable.

### **1.9.3 Methods of Data Analysis**

The study critically examines and interprets data in order to link research objectives with the research questions thus remaining open to new opportunities and insights. This will strengthen the research findings and conclusions. It will also present the data in a way that simplifies complex issues in chapter form for easier understanding. This will allow the reader to question the study and reach an understanding independent of the researcher.

### **1.10 Chapter Outline**

Chapter one introduces the study by giving a historical perspective of the Natural resource conflict in DRC and states the lessons learned. The research objectives sought to evaluate the effects of poor resources management in DRC, analyze strategies put in place to manage the resource conflict in Botswana and examines the challenges associated with natural resource management. The chapter will also examine academic

and policy justification, theoretical framework, literature review and research methodology that enhances the study.

Chapter two gives an overview of the effects of resources mismanagement in the DRC.

Chapter three further analyzes the strategies put in place to manage and mitigate the resource conflict in Botswana.

Chapter four examines the various challenges of resources management, Chapter Five is data analysis and presentations and finally chapter Six summarized, concluded; moreover it would be dedicated to recommendations to achieve short and long term resource management and development.

**CHAPTER TWO**  
**EFFECTS OF RESOURCES MISMANAGEMENT IN DEMOCRATIC**  
**REPUBLIC OF THE CONGO**

**2.0 Introduction**

Mineral resources exploitation can have very different implications for communities, public authorities, operating companies themselves, or even the countries and regions where the extractives activities take place.<sup>49</sup> One of African causes of conflict is Natural wealth and its scarcity, However it's known that natural resources present both benefits and problems. The proper management of natural resources is likely to lead to benefits such as improved opportunities for the development of the continent. Mismanagement of resources on the other hand has been known to lead to conflicts,<sup>50</sup> as witnessed in a number of African countries.

Logically, rich countries in natural resources have a high development potential to the extent that they are well mobilized and can affect good income.<sup>51</sup> A widespread observation makes the DR Congo a real geological scandal with natural resources abundance which turns out to be a blessing of nature but poorly exploited and poorly managed. Natural resources are important in society's development and their enhancement constitutes a real stake; natural resource management has become the central focus of the development debate.

This chapter will highlight the effects/ consequences of strategic resources mismanagement in DR Congo. It will start by presenting historical overview of DRC; present an analysis of the resources management, provide an examination of

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<sup>49</sup>Auty, R M and Gelb, A H, Political Economy of Resource-Abundant States, in: Auty, Rick M. (ed.): *Resource Abundance and Economic Development*, (Oxford: Oxford University Press, 2001)

<sup>50</sup>Lotze, H. K, Repetitive History of Resource Depletion and Mismanagement, Marine Ecology Progress Series, 2004)

<sup>51</sup>Auty, R M and Gelb, A H, Political Economy of Resource-Abundant States, in: Auty, Rick M. (ed.): *Resource Abundance and Economic Development*, (Oxford: Oxford University Press, 2001)

participatory resources management and present a discussion of the various effects of resources mismanagement.

## **2.1 Historical Overview of DRC**

This is the third largest country in Africa, covering a 2, 345,410 km<sup>2</sup> of land. In terms of resources existing naturally, DRC is debatably the richest in sub-Saharan Africa. A number of scholars talk about the so called ‘resource curse,’ and it is evident from the study findings that this country is a good example of the theory. In line with the resource curse theory, countries with large amounts of resources have a high risk of falling into civil wars due conflicts surrounding the resources.<sup>52</sup> This is because governance problems always arise in such countries due to rampant corruption, aspects that result to slowed rate of economic growth. From the study findings, leaders in the DRC have mismanaged mineral and other resources and caused chaos in the country.<sup>53</sup>

From the study findings; DRC has copper, gold, diamond, coltan, uranium as the main mineral resources. Out of the enlisted minerals; conflict amongst communities and between communities and governments has revolved around the extraction and management of diamond, gold and copper. There has been close to zero recorded conflicts around coltan, evidence that the mere presence of minerals does not lead to conflicts. Diamond, copper and gold can be classified into conflict aggravating minerals in the sense that their exploitation and management is a point of conflict in the country.<sup>54</sup>

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<sup>52</sup>Boschini, Anne D.;Pettersson, Jan; Roine, Jesper (2004):op.cit

<sup>53</sup>Ogoti, A. K. (2019). The Role of Natural Resources in Civil Wars: The Case of Democratic of Congo.

<sup>54</sup>Burnley, C. (2011). Natural resources conflict in the Democratic Republic of the Congo: a question of governance. *Sustainable Dev. L. &Pol'y*, 12, 7.

### **2.1.1 Conflicts and Natural Resources in DRC**

DRC has experienced several conflicts and civil wars since its independence in 1960. The first conflict was in fact recorded immediately after independence which later escalated into a civil war that saw the killing of prominent leaders like Patrice Lumumba. A review of literature on the history of the country reveals that a majority of the conflicts have been around resources. The country as has been identified previously is rich in diamond, gold, copper, forest resources, rivers amongst others. Struggles over control of such resources and sharing in the gains from the resources is what has been fueling conflicts in the country.

From the review, DRC seems to be fitting perfectly in resource curse theory's propositions. The theory is of the view that countries with abundant resources, are usually plagued with conflicts that result to pain rather than benefits for the country. The constant conflicts in the country define 'curse' in line with the theory despite rich endowment of the country. The country also fits well in conflict-driven economies postulations.<sup>55</sup> The economy of DRC has been fluctuating around mineral resources since independence, an aspect that has caused high levels of poverty.

It is however not right to conclude that the presence of resources in the country has been the cause of conflicts. This is because across the world, there are many other countries with plenty of resources but which are not in constant conflicts. These include Canada, USA, Botswana and even Kenya. Canada boasts of rich oil reserves while Botswana boasts of rich diamond reserves yet their political systems have been stable

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<sup>55</sup>Collier, P and Hoeffler, A, Greed and Grievance in Civil War, Washington D.C: World Bank. Corden, W. M. (1984): *Booming Sector and Dutch Disease Economics: Survey and Consolidation*, Oxford Economic Papers, Vol. 36, No. 3 (2000)

over time. This therefore poses more concern over what exactly could be the cause of conflicts in DRC.

A further analysis reveals that the reasons for conflicts in DRC amidst abundance of resources could be mismanagement of the resources, uneven distribution of the resources, unequal distribution of gains from the resources. The third aspect is very critical in the country in that politics in the country is founded on tribalism. Leaders are elected based on their ethnic groups and when they get into power, they neglect other communities in distributing wealth. This has increased grievances, hatred and mistrust amongst individuals and fueled rebellions. Rebel groups formed have engaged in violence, sometimes escalating the situation into a national affair.

### **2.1.2. Strategic Resources Exploitation and Human Rights**

Availability of resources, supplemented with good leadership is supposed to result into public good and promotion of human rights. The abundance of resources In DRC however, seems to be adversely affecting human rights in the country. Violence surrounding the exploitation and trade of mineral resources has induced fear of death amongst individuals. Children as young as eight years can be seen in mines working day and night in order to make a living. Fights often result in deaths and destruction of property. The enlisted consequences just to mention a few can be seen to be impacting negatively on personal security, community security and even the economic security. Environmental pollution and poorly planned exploitation result to environmental insecurities according to study findings.

### **2.2 Natural Resource Management**

The management of natural resources stems from the creation of a leadership framework with clear policies and objectives. It further includes qualifications of

leaders, structure of leadership, appointment procedures, punishment of gross offences and termination of leaders from office. In the case of natural resource management in DRC, findings established that institutions have been set up by the government to manage exploitation and sale of the resources. Leaders are usually appointed by the president and terminated by an act of the parliament. Values of management have however not been followed keenly. Institutions chosen to manage public resources in DRC are the leading in corruption and tribalism. Workers are paid very low wages, exposed to poor working conditions and mistreated on job yet they produce high quantities of diamond, gold, coltan and copper. Revenues from the sale and exportation of the minerals are not accounted for fully due to poor monitoring institutes. Auditing procedures seem to be corrupted in the country and as such the outcome has been poor governance of over the management of the resources.

### **2.3. Participatory Strategic Resources Management**

Participatory management provides a concerted decision-making between stakeholders with regard to natural resources' access and use.<sup>56</sup> Each stakeholder may have different interests, but it is assumed that sharing powers and decision-making strengthens the resource management process, allowing it to better meet various needs. Participatory management is notably supposed to promote objectives to enable proper resource management.<sup>57</sup> Responsibilities sharing the management of contested resources and the benefits they provide have helped mitigate quarrels that seemed endless, in a trodden area.

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<sup>56</sup>Etienne, M., Du Toit, D. R., &Pollard, S. (2011). ARDI: a co-construction method for participatory modeling in natural resources management. *Ecology and society*, 16(1).

<sup>57</sup>Hare, M., Letcher, R. A., &Jakeman, A. J. (2003). Participatory modelling in natural resource management: a comparison of four case studies. *Integrated Assessment*, 4(2), 62-72.



### 2.3.1 Objectives of Natural Resources Good Governance

Good governance of natural resources has aimed to ensure conservation for sustainability and accessibility through sustainable use of resources natural by present and future generations. <sup>58</sup>The global objective was to bring the community members together in a permanent framework to discuss the problems of management of Natural Resources in their environment and solve from intelligence and actions in a process of environmental democracy. For this, four objectives specific are defined as:(1) Establish a space for discussion between all stakeholders on governance problems of Natural Resources. In the traditional system,<sup>59</sup> the rulers (institutions state and para state) had no possibility of explain oneself to the governed. They gave unilaterally, a line of conduct on the Entity. Good governance wants the orientations and major options concerning the Entity arise from consultations between all social layers: rulers and ruled.(2) Encourage the adoption of appropriate standards and sanctions.<sup>60</sup>The process aimed to promote the emergence of standards consensus among members of the community to induce a behavior change to solve a given problem. Consensual standards do not replace laws that exist; they make up for the legal deficiencies and inadequacies byte practices and customs that begin the codification process in a participatory mechanism. Despite the existence of laws and regulations instituted by the public authorities, the need for collective norms has always been felt. Through this process, communities can stimulate authorities to take or modify a measurement

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<sup>58</sup>Becker, D. R., Harris, C. C., McLaughlin, W. J., & Nielsen, E. A. (2003). A participatory approach to social impact assessment: the interactive community forum. *Environmental Impact Assessment Review*, 23(3), 367-382.

<sup>59</sup>Nabangchang, O., & Srisawalak, E. (2008). Good governance and natural resources tenure in South East Asia Region. *Rome: Food And Agriculture Organization Of The United Nations*.

<sup>60</sup>Nabangchang, O., & Srisawalak, E. (2008).Op.cit

To empower is to make (someone) aware of its obligations and duties; give a certain autonomy of decision (to someone). And, in the process of governance, accountability implies stimulating the community to feel responsible for maintaining resources under conditions such that they can provide the expected services. In the process of accountability, communities define governance plans for their resources; define activities and strategies, share tasks

4) Stimulate the participation of all in action and decisions.<sup>61</sup> Natural resources management is not the prerogative of certain people, everyone has the right to speak, and everyone has a voice. Exclusion leads to the destruction of capital and destroys emulation. It leads to hatred, contempt and mistrust. The consequence is the isolation of those responsible, the formation of castes and the lack of membership of those who feel excluded from the process.

## **2.4 Effects of Resources Mismanagement**

Mismanagement of natural resources result in resource curse in many natural resource endowed countries. This results in underdevelopment, abject poverty, poor transparency and accountability on resource rent and inequitable benefit distribution. Natural resources are therefore a blessing for countries that possess them and are able to manage them well bringing all stakeholders on board.

### **2.4.1 Effects of Resources Exploitation Mismanagement on the Environment**

The extractive industry sector, especially mining is generally associated with negative effects on the environment, especially the ecosystem.<sup>62</sup> These activities change the landscape and can have long-term effects on communities and natural resources due to

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<sup>61</sup>Becker, D. R., Harris, C. C., McLaughlin, W. J., & Nielsen, E. A. (2003).Op.cit

<sup>62</sup>Balchand, A. N. (1983). Kuttanad: A case study on environmental consequences of water resources mismanagement. *Water International*, 8(1), 35-41.

that they degrade nature, that they use chemicals products and other harmful substances. It was found that the effects of mining projects on the environment depended on the nature of the minerals extracted, the technology used, the scope of the activities and the geographical situation.<sup>63</sup>

Many problems related to the extractive industry are due to contamination of surface and groundwater and competition to access it. Contamination of water from mining activities is due to effluents containing toxic chemicals used.<sup>64</sup> For instance, effects of the extractive industry on the ecosystem in the forest reserves of the DRC. Other social effects of the extractive industry are likely to lead to the militarization of mining areas for protect, in response to local protests against mining activities, following disputes with groups of local activists or recovery actions carried out by poor communities. Militarization risks, in general, lead to human rights violations, in particular through the rise in sexual violence. Beyond the conflict between the mine and the community, there are other more serious conflicts with armed groups who are struggling to gain control over mineral products.<sup>65</sup>

## **2.5. Summary of the Chapter**

The analysis in this chapter has documented the negative effects of strategic resources mismanagement in the DRC on the economy and society. Governments in developing countries, fragile states and emerging economies are under increasing pressure to manage natural resources responsibly and to resolve conflicts over ownership, management, allocation and control of these resources. In addition, with the increased

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<sup>63</sup>Ibid

<sup>64</sup>Khalighi, M. M., Azarnivand, H., Mehrabi, A. A., & Shamekhi, T. (2011). The effect of mismanagement in destruction and illegal plowing of rangelands.

<sup>65</sup>Bannon, Ian; Collier, Paul (eds.) (2003):Op.cit

demand for strategic resources caused by the rapid economic growth and population increase, competition for these resources is also exploding, putting enormous pressure on the economy, environment and having various repercussions on society.

Conflicts over natural resources occur when parties disagree on the management, distribution and protection of natural resources and associated ecosystems. The abundance of natural resources in the DRC and the lack of effective enforcement laws in this sector generate a very specific dynamic of which it has been demonstrated that it contributes directly to widespread human rights abuses. The problem of the mode of exploitation and governance of the natural resources of there must be redefined as a human rights issue. Resource usage of the DRC is above all a question of political order and human rights. It therefore calls for solutions relating to political questions and human rights.

**CHAPTER THREE**  
**STRATEGIES PUT IN PLACE TO MANAGE AND MITIGATE STRATEGIC**  
**RESOURCES CONFLICT IN BOTSWANA**

**3.0 Introduction**

Botswana is a vast landlocked southern African country, largely desert, with abundant diamond resources. It can claim to have instituted a strong culture of responsible political, administrative and financial management mechanisms.<sup>66</sup> Botswana leads African countries in terms of governance and transparency indices. In its 2010 Corruption Perceptions Index, Transparency International ranked the country 33rd out of 178 countries,<sup>67</sup> well above all other countries in sub-Saharan Africa, and even some developed countries like South Korea. Likewise, in 2010 Botswana occupied 3rd place out of 53 African countries (behind Mauritius and the Seychelles) in the African Governance Index compiled by the Mo Ibrahim Foundation.<sup>68</sup> Botswana is also among the countries considered to be the most peaceful in the world. According to the Global Peace Index in 2010, Botswana ranked 33rd out of 149 countries, just behind Singapore, France and the United Kingdom.

To properly tackle this chapter, following the introduction, we should tackle the historical overview of Botswana (Section 1); then we would examine the role of public policies in strategic resources management (Section 2), and the Section 3 approaches Botswana's good management of the diamond rent. Finally we shall talk about Botswana as a resource miracle (Section 4) and the chapter ends with a conclusion

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<sup>66</sup>Kelepile, K. (2015). Impact of organizational culture on productivity and quality management: A case study in diamond operations unit, DTC Botswana. *International Journal of Research*, 35.

<sup>67</sup>Nehrbass, A. (2020). Africa's Miracle? Assessing Political Stability in Botswana. *The African Review*, 47(1), 209-222.

<sup>68</sup> Ibid

### **3.1. Botswana: Historical Overview**

Botswana attained its independence in 1966 from Britain. At the time, the only economic activity was subsistence agriculture. Given that the country's land surface is 80% covered by Kalahari Desert, little revenues were expected from agricultural output at the time. As such British administration ranked the country amongst the poorest countries in the continent.<sup>69</sup> Other than relying on one sector for national income, the country was served by poor networks of roads, rail and communication.

The discovery of diamonds in the country in 1967 however changed the structure of production and brought in a spark of hope. The mineral was discovered in Letlhakane, Opara and Jwagneng in the periods 1967 to 1973.<sup>70</sup> Since then the country has transformed from a pastoralist nation with reliance on subsistence agriculture to a developing economy, with agriculture comprising of 2.4% of Gross Domestic Product.<sup>71</sup>

#### **3.1.1 The Botswana Exception**

Besides leading in the production of diamond globally, Botswana also exploits gold, copper, nickel, coal and soda. The country has shown a consistent growth over time, portraying an exception from the resource curse theory. The resource curse theory initially poses that countries with many resources are likely to plunge into conflicts due to greed from ruling individuals. From the case of Botswana however, successful growth of the economy could not have been achieved with greed and grievances.<sup>72</sup> It is

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<sup>69</sup>Murray, A., & Parsons, N. (1990). History of Botswana. Studies in the Economic History of Southern Africa: The front-line states, 1, 159.

<sup>70</sup>Hillbom, E., & Bolt, J. (2018). Botswana—A Modern Economic History: An African Diamond in the Rough. Springer.

<sup>71</sup>Ibid

<sup>72</sup>Sarraf, M., & Jiwani, M, Beating the Resource Curse: the Case of Botswana, 2001

thus clear that the country must have practiced good governance in the managing of the resources for them to benefit from the enlisted resources.

A review of the history of Botswana reveals a culture of democracy. Leaders and the people they ruled had an implicit arrangement whereby leaders were in charge of public goods and were accountable for the usage of the goods. The 'kgotla' – a platform where tribal affairs were discussed allowed people to criticize leaders and to evaluate progress of the leaders with regards to public works, new taxes and conflict resolution amongst other issues.

Arguments forwarded by Acemoglu et al are that the political structure of the country remained unchanged even with the coming of the British ruler ship.<sup>73</sup> This is partly true because after independence, new presidents such as Masire and Khama strengthened traditional institutions which were in the economic interest of leaders. This rent was used to finance infrastructure and the establishment of public education and health services.<sup>74</sup> Per capita wealth was able to quadruple in half a century, which in particular made it possible to reduce to 19%, the poverty rate which still stood at 50% during colonization.<sup>75</sup>

### **3.1.2 Political and Economic Governance**

At the centre of Botswana's progressive attractiveness is economic and political governance. The country emerged in the top ten out of 52 African countries with a score of 83 on the global political and economic performance indices in 2016. This worldwide acknowledgement just confirms the happenings in the country. With regards to political

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<sup>73</sup>Acemoglu, D, Johnson, S, and James A, *Reversal of Fortune: Geography and Institutions in the Making of the Modern World Income Distribution*, Quarterly Journal of Economics, Vol. 117, Issue 4 (2002)

<sup>74</sup>Ibid

<sup>75</sup>Leith, J. C. (2005). *Why Botswana Prospered*. McGill-Queen's Press-MQUP.

stability, Botswana boasts of sustaining peace since 1966 when it became independent. This is partly influenced by the strict observance of traditional institutions which are established on strong moral value.<sup>76</sup> High efficiencies of public institutions are an indication of transparency and accountability of the political system.

In as much as the country seems to be ahead economically, the standards are still low as compared to its potential. There is therefore need to formulate proper business strategies and to attract more foreign investment. This is despite the fact that the country has been ranked amongst the leading producers of diamond. Economic and fiscal measures have made it possible to sustain growth and maintain a low level of inflation since independence. Real elections took place at regular intervals. Does the exception confirm the natural resource curse rule? The Switzerland of Africa as some calls it:<sup>77</sup> Botswana is an edifying counter-example of the natural resource curse. It holds the third largest diamond reserves in the world and has the highest GDP growth rate of the last decade (5.4% in 2014). Does the exception prove the rule? Yes, if you consider that poor governance is the main cause of this curse.

### **3.2 Role of Public Policies**

If one of the reasons for the economic success of Botswana is undoubtedly the low level of conflict that characterizes their political systems,<sup>78</sup> one of the mechanisms by which this advantage is propagated is certainly the quality of the public policies implemented. Careful examination of the success of certain Asian countries had thus made it possible

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<sup>76</sup>Tsie, B. (1996). The political context of Botswana's development performance. *Journal of Southern African Studies*, 22(4), 599-616

<sup>77</sup>Jerven, M. (2010). Accounting for the African growth miracle: The official evidence—Botswana 1965–1995. *Journal of Southern African Studies*, 36(1), 73-94

<sup>78</sup>Leith, J. C. (2005).Op.cit



to identify the particular role of three categories of public policies: industrial policies, exchange rate policies and trade policies.

Two sectors have played a particular role in the development of Botswana. The economic structure of the country has traditionally revolved around the keeping of livestock<sup>79</sup> (first sector), and it is naturally that the first government priority has been to use diamond wealth<sup>80</sup> (second sector) to finance the livestock sector. Several developing countries concentrate their economic activities on the exploitation of natural resources. The lucrative mining industry, however, can be a source of both income and conflict for countries. Fortunately for Botswana, the exploitation of diamonds and other minerals takes place within the framework of a certain political stability,<sup>81</sup> which allows it today to embody a model of peaceful development.

Botswana, a former British possession, gained independence in 1966. That same year, it was among the poorest states in the world with a per capita income of US \$ 90 per year. The main source of cheap labor for South Africa, Botswana saw its destiny change following the successive discovery of three diamond mines: Orapa in 1967, Letlhakane in 1973 and Jwaneng, commonly known as "the prince of mines",<sup>82</sup> one of the ten richest in the world. Some economists justify the success of diamond mining on the grounds of political stability and the prudent administration of mines. In existence since 1971, the partnership between Botswana and De Beers in 2017 provided 85% of diamond revenues to the government, and 15% to the conglomerate De Beers.<sup>83</sup>From

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<sup>79</sup>Sebudubudu, D. (2005). The institutional framework of the developmental state in Botswana. The Potentiality of Developmental States in Africa: Botswana & Uganda Compared, Dakar, CODESRIA.

<sup>80</sup>Ibid

<sup>81</sup>Mokhawa, G. (2005). All that glitters is not diamond: The politics of diamond dependence and abundance in Botswana. Resource Politics in Sub-Saharan Africa. Hamburg: Institute of African Affairs, 105-120.

<sup>82</sup>Maipose, G. S., & Matsheka, T. C. (2006). The Indigenous Developmental State and Growth in Botswana.

<sup>83</sup>Good, K. (2008). Op.it

1974 to 1994, diamond exports grew on average by 30% per year in value, while from 1984 to 1994 the mining sector represented nearly 40% of gross domestic product (GDP).<sup>84</sup>

### **3.3 A Good Management of the Diamond Rent**

The state has managed to control mining through a lucrative partnership with South African company De Beers. The small population (2.3 million inhabitants) and a certain social and political cohesion have enabled the country to manage this windfall, which has thus benefited a large part of the population.

Botswana remains one of the best success stories in Africa. It was one of the least developed countries after its independence in 1966, but it has risen in thirty years to the rank of middle-income country.<sup>85</sup> This success is due to sound (1) macroeconomic policies, (2) good governance, (3) functioning institutions and judicious management of diamond resources.<sup>86</sup> Botswana's fiscal policy seeks macroeconomic stability. The government has defined a fiscal sustainability ratio measured by the share of financing of operating expenses, excluding investments, through sustainable current revenues. The idea is to introduce fiscal prudence into the forecasting process, particularly with regard to the volatility of mining revenues. It allows the government to control its spending while creating the conditions necessary to increase overall public revenue, so as to achieve a balanced budget. The tax system is known to be sound and free from distortions. Botswana can pride itself on providing a favorable business environment for companies, thanks to well-developed infrastructure, but also favorable regulatory

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<sup>84</sup>Mokhawa, G. (2005).Op.cit

<sup>85</sup>Acemoglu, D., Johnson, S., & Robinson, J. A. (2002).Op.cit

<sup>86</sup>Von Soest, C. (2009). Stagnation of a "Miracle": Botswana's Governance Record Revisited. *GIGA Working Paper*, 99.

frameworks and tax system.<sup>87</sup> In its efforts to develop the diamond industry, the government has reached an agreement with the De Beers group to transfer its Diamond Trading Center (DTC) from London to Gaborone by 2013.<sup>88</sup> Under the terms of this agreement concluded on September 16, 2011, all diamonds produced in Botswana will be processed and traded domestically. The government will also be able to market 10% of the diamonds of the mining company Debswana (a joint venture between De Beers and the State) outside the sales channels of De Beers, this proportion reaching up to 15% within five years.<sup>89</sup> With this measure, Botswana will be able to establish itself as a real world diamond market. Gems produced by De Beers from South Africa, Namibia and Canada will be pooled and sold from Gaborone. Botswana is subject to strict control standards.

### **3.3.1 Possession of Resources Leads to Different Situations**

Around very limited resources on a planetary scale but locally abundant and high added value (such as diamonds and oil), the probability of violent antagonisms is high. These erupt, for example, when the profits from extraction are monopolized by armed rebel groups or dictatorial governments, and local populations are marginalized and intimidated to facilitate extraction. There are examples of this in Nigeria and Sudan (around oil), Sierra Leone and the Democratic Republic of the Congo (diamonds), as well as in Papua New Guinea (copper). There are, however, examples of peaceful exploitation of natural resources. Diamonds from Botswana,<sup>90</sup> like oil and gas from Norway and other countries bordering the North Sea, have not created any conflict.

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<sup>87</sup>Hill, C., & Mokgethi, D. N. (1989). Botswana: Macroeconomic Management of Commodity Booms, 1975-86. *Successful Development in Africa: Case Studies of Projects, Programs, and Policies*, 12(1), 174.

<sup>88</sup>Kelepile, K. (2015). Impact of organizational culture on productivity and quality management: A case study in diamond operations unit, DTC Botswana. *International Journal of Research*, 35.

<sup>89</sup>Ibid

<sup>90</sup>Baldock, J. W., Hepworth, J. V., & Marengwa, B. S. (1976). Gold, base metals, and diamonds in Botswana. *Economic Geology*, 71(1), 139-156.

Likewise, the vast resources possessed by Canada, Australia and the United States are not synonymous with civil war. The question of access to fossil energy sources weighs more and more heavily in the geostrategic reflections of the great powers: the war in Iraq is a good example, as is the recent Georgian crisis. The situation is somewhat different for water, as it is a directly used resource. The conflicts that it gave rise to have much more rarely degenerated into violence and most have resulted in cooperation agreements. This could, however, change if the pressure on water resources were to worsen, notably as a result of climate change. There were signs of this in the conflict in Darfur. Here is what Ban Ki-moon, Secretary General of the United Nations, declared on June 16, 2007: “We almost always speak of Darfur as an ethnic conflict between Arab militias, black rebels and peasants. If, however, we look at its roots, we discover a somewhat more complex dynamic. Beyond the various social and political reasons advanced about it, the conflict in Darfur began as an ecological crisis, partially attributable to climate change”. As pointed out at the beginning of the chapter, the presence of exploitable resources does not necessarily have to cause conflict.<sup>91</sup> How to administer them is much more important. In this regard, apart from the fair distribution of resources or related profits, the question of the fair distribution of negative externalities linked to extractive work - in the form of adequate compensation - arises at the local level.<sup>92</sup> Rather than having to deal with the aftermath of war, it is better to focus on identifying and defusing potential conflicts as early as possible.

### **3.3.2. Managing Mining for Sustainable Development**

Botswana’s experience in social development is first of all interesting insofar as it has enabled the social indicators of this country to progress considerably over the past 30

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<sup>91</sup>Iimi, A. (2006). *Did Botswana escape from the resource curse?* (No. 6-138). International Monetary Fund.

<sup>92</sup>Basedau, Matthias; Mehler, Andreas (2003), Op.cit

years. On this basis alone, we could learn useful lessons from Botswana's experience in political, institutional development and resource allocation decisions.<sup>93</sup> The broader historical context in which the Botswana experience unfolded presents other aspects that may be of interest to other developing countries: A rare democratic project: Botswana was characterized by a society open and democratic, consisting essentially of a single ethnic group, the Batswana, who already lived in harmony long before independence.<sup>94</sup> As the country did not face deep divisions, there was a consensus, both at the level of government planning and in society in the broad sense, on the need to allow each inhabitant to development benefit of the country (even if, in practice, the distribution of profits was not completely fair). Social development issues in a developing country rich in mineral resources: The Botswana experience is a prime example judicious in terms of social policy and development success in a developing country rich in mineral resources.<sup>95</sup> One of the main problems facing these countries is how to do benefit as many inhabitants as possible from the advantages of development, as capital-intensive mining industries are generally characterized by a narrow employment base and therefore do not improve directly than the income of a small proportion of the population. In the case of Botswana, profits from the diamond mining enclave mostly fell into the hands of the government (in the form of taxes and royalties), which leads him to decide practically only how to use the country's resources to finance the development.<sup>96</sup> A long-term national development strategy that has really been applied: Thanks to the stability of its political situation and the health of its economy,<sup>97</sup>

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<sup>93</sup>Robinson, J. (2013). Botswana as a role model for country success. *Achieving development success: strategies and lessons from the developing world*, 187-203.

<sup>94</sup>Harvey, C. (1992). Botswana: is the economic miracle over?. *Journal of African Economies*, 1(3), 335-368.

<sup>95</sup>Robinson, J. (2013).Op.cit

<sup>96</sup>Leith, J. C. (2005).Op.cit

<sup>97</sup>Tsie, B. (1996).Op.cit

Botswana is one of the few countries which has kept the same principles and to have pursued the same development objectives for over 25 years, establishing and implementing what has proven to be a long-term national development strategy, and this with a good dose of consistency, commitment and prudence. Botswana has undoubtedly been lucky to discover a large deposit of diamonds shortly after independence, which made it one of the leading countries diamond producers and exporters around the world. Today, 80% of its revenue of exports comes from diamonds, the remainder from copper-nickel alloy and beef. The economy of Botswana, like that of many other countries in development, therefore depends largely on its commodity exports.

However, Botswana's experience contrasts sharply with that of other countries exporters of mineral resources and commodities. First, Botswana has resisted the temptation to borrow international funds on the basis of the income he would shoot diamonds; since the country is not in debt, it is less sensitive to fluctuations commodity prices.<sup>98</sup> Second, Botswana has not experienced the long decline terms of trade that hit most commodity exporters.<sup>99</sup> He has benefited from the success of the diamond cartel established by De Beers, which ensures profits monopolies to producers and stabilize prices.

In addition, most of the exports Botswana are denominated in United States dollars, while its imports (which come mostly from neighboring South Africa) are paid in rand. Due to the rand has fallen steadily against the dollar, Botswana has seen an improvement terms of trade. Another characteristic of mining economies is the high incomes which often accompany the production and sale of minerals. Rather than

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<sup>98</sup>Hillbom, E., & Bolt, J. (2018). P.cit

<sup>99</sup>Ibid

nationalizing the mining companies to preserve these revenues as has often been the case elsewhere, the Botswana government is satisfied with taxes, royalties and equity securities, leaving operational control of mining companies to the private sector.<sup>100</sup>

This strategy, applied for a quarter of a century, has rather favored joint ventures than state enterprises and provided private mining companies that had invested interest rates sufficient returns to encourage them to remain productive and even improve their productivity. Botswana diamonds are produced by Debswana, a company 50% controlled by the South African company De Beers and 50% by the Government of Botswana.<sup>101</sup> But the share of the profits that goes to the Government is between 75 and 80%, and because Botswana produces diamonds on a large scale and at low prices, these profits are extremely high.<sup>102</sup> Revenue from diamonds enabled the Government to massively increase social spending, in particular the health and education, over the past 25 years. This redistribution mechanism is important; although the mining sector represents over a third of the GDP, it tends to operate as an enclave that is both physical and economic with few direct links to the rest of the economy. The effect of extraction mining on direct employment is limited, because this industry uses little local inputs and rarely transforms products. The Government is therefore the main link between the mining sector and the rest of the economy.<sup>103</sup> So he had to make sure that the population benefited sustainably and widely from these new recipes. The considerable revenue from diamonds, combined with economic prudence and to the absence of unnecessary and superfluous expenses, have saved Botswana from suffering the same evils that

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<sup>100</sup>Sebudubudu, D., & Lotshwao, K. (2009). Op.cit

<sup>101</sup> Gapa, A. (2016). Strategic Partner or Shot Caller? The De Beers Factor in Botswana's Development. *Journal of Global South Studies*, 33(1), 49-82.

<sup>102</sup>Thakadu, O. T. (2005, August). Success factors in community based natural resources management in northern Botswana: Lessons from practice. In *Natural Resources Forum* (Vol. 29, No. 3, pp. 199-212). Oxford, UK: Blackwell Publishing, Ltd.

<sup>103</sup>Ibid

some exporters of more lavish mineral resources. In addition, the Botswana has enjoyed macroeconomic stability: low and stable inflation, currency strong, balance of payments surplus, increase in foreign exchange reserves foreign exchange and budget surplus.

### **3.4 Summary of the Chapter**

The management of Africa's natural resources is both an old and a current issue. However, both in Guinea Conakry and in the DRC, both in Yaoundé and in Pretoria, the management of mineral resources is a central concern. Now is the time to enrich ourselves with our riches like Botswana. Natural resources are not necessarily a curse, Far from it. Of course, history has proven that countries with a high natural resource base are prone to disease, corruption, civil war, etc. Some authors would add that bad governance is to this list. But there are countries which have taken advantage of this "blessing". In Africa, there is a country of 581,730 km<sup>2</sup> which has demonstrated its ability to benefit its economy and its people from its mineral resources. Here is a country which at its independence in 1966 had 22 university students, 100 others at the college level and only 12 kilometers of paved roads. He was among the poorest in the world. Here then, this same country which counts 2 million inhabitants today which produce on average a GDP / capita in purchasing power parity of \$ 16,100, which places it in the rank of country with intermediate level and makes it one of the most prolific countries on the African continent. Elsewhere on the continent, we have mutilated and killed for what have been called blood diamonds. In Sierra Leone, Liberia and Congo, precious stones have only brought corruption and conflict, but in Botswana, the rumors of explosion only evoke prosperity. The relative success of Botswana as a resource rich country is an example for other African countries. After 42 years of independence, the country emerged differently from other countries, on a continent marked by economic



crises, political and social. By doing so, it stood out from most of Africa by transforming into a perfect example of democratic development. Despite the challenges it faced and its shortcomings, other countries can learn from the Botswana experience. First of all, it is about the importance democracy and good leadership in development.

## CHAPTER FOUR

### CHALLENGES FACING STRATEGIC RESOURCES MANAGEMENT

#### 4.0 Introduction

The previous chapters provided an overview of strategic resources mismanagement in DRC and the various strategies put in place by Botswana to manage resources conflict. This Chapter attempts to address various challenges facing the management of resources at an international and regional level.

The effective governance of the oil, gas and mining sectors poses a persistent challenge,<sup>104</sup> especially in developing states, a persistent challenge, not insurmountable, as noted by the index of governance of natural resources.<sup>105</sup> It abounds in examples of developing countries which, defying expectations and stereotypes, are moving towards a more equitable use of their natural resources for national development. Unfortunately, it is not the same for all countries, and some have experienced worrying setbacks in the proper use of their natural resources over the past few years. Mismanagement practices and corruption can take root anywhere, in rich or poor countries. Through this chapter we are analyzing firstly challenges facing the (Section 1) in strategic resources management, then challenges in Africa (Section 2), Challenges due to increasing global demand for mineral (Section 3); Moreover in the section 4, the chapter introduces briefly natural resources good governance.

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<sup>104</sup>Rutina, L., Mosepele, K., & Masunga, G, *Challenges facing Natural Resources Management: Human Wildlife Co- existence in the Okavango Delta, Botswana*, Delta Publications, Volume 25, Issue 26 (2016), p. 27

<sup>105</sup>Ibid, Rutina et al, p. 28

#### 4.1 Challenges Facing the DRC

With regards to governance, the main challenges facing DRC are the creation of transparent, democratic and accountable resource management institutions and the challenge of providing security to its population.<sup>106</sup>The issue of land ownership is also highly politicized due to the fact that the government retains the right to define ‘Congolese People’ and the provision of law in the country allowing for purchase of land, grabbing of land, eviction of tenants and use of land through customary law.<sup>107</sup>Tensions also arise from the position occupied by customary authorities. To reduce political tensions, it is important to conduct legal reforms and prevent future scenes of grabbing of land that could influence armed conflicts. The reforms should make existing customary systems legitimate; provide a platform for settling land related disputes in laying a sustainable framework for the management of land.

Another political issue likely to cause conflict is demarcation of conservation areas.<sup>108</sup>Currently, the country relies on demarcations created by colonial governments to identify conservation areas, an attribute which is a point of disagreements by communities affected. Managers of affected areas have tried to have tried to engage communities in participatory management such as creation of alternative livelihoods away from protected areas and participatory demarcation. Despite all this, conflicts have also existed on collaboration in use of the areas both locally and at the cross border level with Uganda and Rwanda. This comes at a time when DRC is still finding it hard to finalize reforms on all natural resource sectors.<sup>109</sup>The continued regional conflicts

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<sup>106</sup>Burnley, C, *Natural resources conflict in the Democratic Republic of the Congo: a question of governance*, Sustainable Dev. L. & Pol'y, Volume 12, Issue 7 (2011)

<sup>107</sup>Samset, I. (2002).Op.cit

<sup>108</sup>Maystadt et al, *Mineral Resources and Conflicts in DRC: a Case of Ecological Fallacy?* Oxford Economic Papers, Volume 66, Issue 3 (2014), pp. 721-749

<sup>109</sup>Vlassenroot, K & Huggins, C, *Land, migration and conflict in eastern DRC*, From the ground up: land rights, conflict and peace in sub-Saharan Africa, (2005) pp. 115-194

and slow reforms have adversely affected the functionality of the government towards improving knowledge, capacity and expert management of resources. These problems just imply that institutions find it hard to respond to serious challenges that arise.

A good example is the case of education sector where only 32% of secondary school teachers and 20% of those in tertiary institutions are qualified at the level mandated by their posts. The National Statistical Institute of Congo faces the problem of inadequate resources, an aspect that hinders collection of enough information to verify performance of ministries. This situation is persistent in critical areas that require periodic reporting like the mining sector, and as such finding information on total output, production processes, revenues and exports is hard.<sup>110</sup>

Natural resources are, however, a major means of fueling domestic public revenue in Africa, and this expresses the structural dependence of African economies rich in natural resources on a product or a few basic products exported without transformation, and thus they are subject to changing demand and price. The natural resources sector offers an opportunity for states in Africa to increase their growth rate and have a stable revenue structure for desired development. This sector faces serious challenges, calling on all stakeholders - the powers that be public, private sector and civil society - to contribute to reform of natural resource management.<sup>111</sup> Good management of natural resources should be based on development planning based on natural resources.<sup>112</sup> This planning is also necessary to strengthen relationship between sectors and within departments and thus encourage strategies of economic diversification. Diversification and integration of natural resources sector with other sectors will lead to the creation of

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<sup>110</sup>Samset, I. (2002).Op.cit

<sup>111</sup>Brinkerhoff, D. W., & Gage, J. D, Natural resources management policy in Africa: Implementation challenges for public managers. *Environmental policy and developing nations*, (2002), pp. 74-114

<sup>112</sup>Ibid, Brinkerhoff, D. W., & Gage, J. D, pp. 80 – 86

added value through mineral enrichment improve the performance of other sectors and can introduce innovations in the economy. All measures which would make it possible to catch up with the advanced economies. Yet, provided by findings, these riches can have good and bad. The challenges to be addressed are immense in order to ensure that natural resources lead to development and the enhancement of living conditions for everyone in a sustainable and equitable way.

Policymakers need to manage volatile natural resource prices on the domestic economy.<sup>113</sup> If windfall gains are fully passed on to the economy, it usually leads to a surge in inflation and an overvaluation of the real exchange rate. Exports of other products fail to establish a lasting foothold in the economy, making the economy vulnerable when natural resources are depleted. Public finance policy offers some solutions. If, for example, fiscal policy is designed around medium-term objectives rather than in response to year-to-year fluctuations in revenue, it can help mitigate the effects of resource price volatility.

While in the past, countries tended to spend their windfall revenues immediately, even if it means having to make painful cuts when prices or production collapsed, public spending has followed a much more regular path for the past decade. For example, in the ten resource-exporting countries that collect significant fiscal revenues, fiscal policy has not been pro-cyclical. While natural resource prices have fluctuated, the non-mineral budget deficit has remained relatively stable and even moved counter cyclically in some countries<sup>114</sup> (eg Botswana). As a result, the non-natural resource GDP of these

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<sup>113</sup>Williams, B. K, *Adaptive Management of Natural Resources—Framework and Issues*, Journal of environmental management, Volume 92, Issue 5 (2011), pp. 1346-1353

<sup>114</sup>Sebudubudu, D. (2005).Op.cit

countries has become much less volatile over the past decade, which is a huge improvement over the alternating booms and busts during the previous two decades.

Fiscal policy must also address long-term issues. How much of the revenue from the exploitation of natural resources should be used immediately - to increase spending on health, education and infrastructure - and how much should be saved for future generations? The countries of sub-Saharan Africa have enormous health and education needs as well as considerable infrastructure deficits;<sup>115</sup> yet, there is evidence that spending in these areas significantly increases per capita GDP by boosting productivity and increasing life expectancy. Indeed, the expenses related to these needs can be considered as investments for future generations because they promote the production capacity of the country. Of course, these investments can only be made if the country is able to do so without encountering internal bottlenecks and if it is able to effectively capitalize on them.<sup>116</sup> To some extent, it can be useful to anticipate investments when inflation is under control and postpone them when growth threatens to run out of steam.

The implementation of the necessary changes to better manage natural resources is particularly hampered by a lack of resources in many low-income countries.<sup>117</sup> When technical capacities are limited, it is not easy to put in place appropriate tax regimes to the exploitation of natural resources, public financial management systems and long-term savings instruments such as funds. This is why the IMF, along with other international organizations, places a high priority on the provision of technical

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<sup>115</sup>Blomquist, W, *Multi-level Governance and Natural Resource Management: the Challenges of Complexity, Diversity, and Uncertainty*, Institutions and sustainability Springer, Dordrecht, 2009), pp. 109 – 126

<sup>116</sup>Lockwood, M., Davidson, J., Curtis, A., Stratford, E., & Griffith, R, *Governance principles for natural resource management*, Society and natural resources, Volume 23, Issue 10 (2010), 986-1001

<sup>117</sup>Blomquist, W. (2009).Op.cit

assistance in these areas.<sup>118</sup> Four technical assistance centers jointly established by the IMF and member countries in sub-Saharan Africa with donor support greatly facilitate this process.

#### **4.2. Challenges Facing Africa**

In Africa, we have for too long considered going from there are always winners and losers in mining. It is true that some parts concerned, including local communities, and possibly even the States are far from finding their account, as amply demonstrated by the extent of poverty and Africa's serious infrastructure deficit, as well as the continent's weak voice in the negotiations, however on mining contracts.

The African Landmine Vision adopted by presidents in 2009 is an effort for reverse this situation. It advocates a transparent exploitation, fair and optimal mineral resources as the foundation for sustainable growth and generalized socio-economic development in Africa.<sup>119</sup> At the heart of the Vision is the principle of a developmental state integrating the mining sector in broader development processes socioeconomic? It's not just a matter of putting \$ n to isolation of the mining industry from others basic socio-economic activities, but also to make so that it benefits all stakeholders.<sup>120</sup> The multitude of challenges facing the small scale mining sector in Africa has flow a lot of ink. These challenges include: the inadequacy of policy and regulatory frameworks; the limited technical capacity and reduced access to technology<sup>121</sup> (and the resulting

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<sup>118</sup>Johl, S. S., Sidhu, R. S., & Vatta, K., *Natural Resources Management in Punjab Agriculture: Challenges and Way Forward*, New Delhi: India: Centers for International Project Trust (2014)

<sup>119</sup>Brinkerhoff, D. W., & Gage, J. D. (2002).Op.cit

<sup>120</sup>Ibid, Brinkerhoff

<sup>121</sup>Khalighi et al, *The effect of mismanagement in destruction and illegal plowing of rangelands* (2011)

environmental degradation); the lack of funds; inadequate access to prospecting areas and mining areas; difficulties in accessing.<sup>122</sup>

The lack of specific policy frameworks to facilitate the emergence or development of sustainable operations artisanal and small-scale mining<sup>123</sup> is a big problem in most African countries. In certain countries, policy and regulations relating to small-scale mining fall under the general mining policy, which makes no distinction between large-scale mining and exploitation small scale mining by artisans. Therefore, the particular problems of small-scale mining scale are not getting the attention they deserve. Same in countries with a separate policy on small-scale mining, procedures market; the difficulties related to minerals from conflict zones.

#### **4.3. Challenges Due to Increasing Global Demand for Mineral**

The fact that minerals support economies through revenues earned and improve quality of lives through income to individuals, they can be pointed out to important aspects of daily life for mineral rich countries. Currently, diverse uses of minerals have been identified and this impacts on the increased use of such precious items, especially with advancing technological innovations. Increasing human population is also driving further the demand and use of minerals globally.

The growing demand for mineral resources due to the growth and urbanization of emerging countries, the African continent has become an eldorado for foreign mining companies,<sup>124</sup> including those of China, a leader worldwide in the mining sector.<sup>125</sup> In

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<sup>122</sup>Ibid

<sup>123</sup>Brinkerhoff, D. W & Gage, J. D, *Natural Resources Management Policy in Africa: Implementation Challenges for Public Managers*, (Environmental policy and developing nations, 2002)

<sup>124</sup>Blanco, E., &Razzaque, J, *Globalisation and natural resources law: Challenges, key issues and perspectives*,(Edward Elgar Publishing, 2011)

<sup>125</sup>Ibid, Blanco



2010, 24 countries exported mining products. This corresponds to a trend still relevant, as exports from sub-Saharan Africa to the rest of the world remain strongly dominated by raw materials, including ores and metals. On the African continent, the consumption of mineral materials is low or non-existent when compared to the demand for global mineral resources.<sup>126</sup> Africa's low rate of consumption of the minerals it produces is believed to be due to its low level of industrialization. However, a rapid increase can be observed by an increase in demand for steel, for example. In 2000, the demand for steel grew by 4.5% with an estimated increase of 4% annually, in the following years.<sup>127</sup>

Increasing global demand for minerals underpin every aspect of our daily life. They are essential for supporting economic growth, improving and maintaining quality of life and for the functioning of modern society. Minerals are used in larger quantities (Fig. 1) than ever before and in an increasingly diverse range of applications, particularly to meet the requirements of new technologies. Burgeoning demand for minerals is driven by a range of factors of which the most fundamental is population growth, predominantly in the developing world. Global population is projected to increase to 10.9 billion by 2100, an increase of more than 50% from 2013 (United Nations 2013). Unprecedented levels of urbanization and the spread of prosperity, especially in Brazil, Russia, India and China, and other emerging economies, are using raw materials in quantities unimaginable only 20 years ago.

By 2025 China will have developed more than 200 cities with more than 1 million inhabitants, many incorporating mass-transit systems (Woetzel et al., 2009). Growth in emerging markets and developing economies is predicted to reach 5.7% in 2014,

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<sup>126</sup>Allen, C. R., Fontaine, J. J., Pope, K. L., & Garmestani, A. S, *Adaptive management for a turbulent future*. Journal of environmental management, Volume 92, Issue 5 (2011), pp. 1339-1345

<sup>127</sup>Blanco, E., & Razaque, J. (2011). Op.cit

compared with 1.1% in the Euro area (International Monetary Fund 2013). In addition to using minerals in far greater quantities, modern technology employs a considerably more diverse suite of metals. For example, a modern computer chip contains greater than half of the elements in the Periodic Table (Graedel et al., 2013).

Even though they may be present in very small amounts, each is essential to the function and performance of the device. Proliferation of electronic devices, such as mobile telephones, tablet computers and flat panel displays, into every aspect of our daily lives, coupled with increasing demand from 'green' or clean energy technologies (e.g. auto catalysts, photovoltaic cells, high-strength magnets for motors in electric vehicles and wind turbines), has caused the rate of production of some metals (e.g. lithium, cobalt, platinum-group metals, antimony, rare earth elements and tungsten) to increase dramatically since the 1980s (Fig. 1c, d). Greater demand and higher prices for these commodities is reflected in increased global exploration activity for these metals. For example in May 2014 over 50 'advanced' rare earth element (REE) projects, involving more than 40 companies, operating in numerous countries were reported (Technology Metals Research 2014). This contribution introduces subsequent papers, originally presented in a session at the 2011 Geological Society Fermor Meeting, considering mineral resource estimation, sustainability of mineral supply, associated energy demand and the criticality of metals to society. Increasing global demand for minerals underpin every aspect of our daily life. They are essential for supporting economic growth, improving and maintaining quality of life and for the functioning of modern society. Minerals are used in larger quantities (Fig. 1) than ever before and in an increasingly diverse range of applications, particularly to meet the requirements of new technologies. Burgeoning demand for minerals is driven by a range of factors of which the most fundamental is population growth, predominantly in the developing world.

Global population is projected to increase to 10.9 billion by 2100, an increase of more than 50% from 2013 (United Nations 2013). Unprecedented levels of urbanization and the spread of prosperity, especially in Brazil, Russia, India and China, and other emerging economies, are using raw materials in quantities unimaginable only 20 years ago.

The challenges of valuation for tax authorities in developing countries and others are concerned with ensuring that producing countries receive a “fair share” of the value of exported stones. Some frequently observed challenges include complexity of valuing stones,<sup>128</sup> and International tax competition.<sup>129</sup> In valuing stones, developing countries find it hard to come to terms with the international system that uses the value after export. When stones are exported before their initial sale to independent parties, markets still have to price the stones: the export value is simply the judgment of the owner and the government, which often do not match. Like other industries, this generally increases the complexity of the business structures that developing countries must understand and creates risks for mineral-rich economies that the benefits of diamond mining can be transferred overseas through various techniques, such as transfer pricing errors or the use of high debt deductions in producing countries compared to elsewhere in the group of companies.

With regards to tax competitions, competitive race amongst countries to attract the diamond trade and associated activities such as polishing puts downward pressure on tax rates and on profits from diamond trading activities. Increases in incentives only help multinationals to distribute profits globally to maximize the profits that can be

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<sup>128</sup> Shereni, N. C., & Saarinen, J, *Community perceptions on the benefits and challenges of community-based natural resources management in Zimbabwe*, Development Southern Africa, (2020), pp. 1-17

<sup>129</sup> Ibid, Shereni, p 14

attributed to these tax-exempt locations. This can be done to the detriment of countries that produce and export rough diamonds - for example, it creates incentives for stones to be undervalued for export and for those stones to then be traded (getting market prices), or to charge marketing or brokerage fees to the mining company beyond the actual cost of providing that service.

#### **4.4. Natural Resources Good Governance**

“Good governance of natural resources” has aim to ensure conservation for sustainability and accessibility through sustainable use of resources natural by present and future generations.<sup>130</sup> The global objective is to bring the community members together in a permanent framework to discuss the problems of management of Natural Resources in their environment and solve from intelligence and actions in a process of environmental democracy. For this, four objectives specific are defined as: (1) Establish a space for discussion between all stakeholders on governance problems of Natural Resources.<sup>131</sup> In the traditional system, the rulers (institutions state and para state) had no possibility of explain oneself to the governed. They gave unilaterally, a line of conduct on the Entity. Good governance wants the orientations and major options concerning the Entity arise from consultations between all social layers: rulers and ruled. (2) Encourage the adoption of appropriate standards and sanctions.<sup>132</sup> The process aims to promote the emergence of standards consensus among members of the community to induce a behavior change to solve a given problem. Consensual standards do not replace laws that exist; they make up for the legal deficiencies and inadequacies by the practices and customs that begin the codification process in a participatory

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<sup>130</sup> Roy, K. C., & Tisdell, C. A, *Good Governance in Sustainable Development: the Impact of institutions*, (International Journal of Social Economics, 1998)

<sup>131</sup> Rauschmayer, et al, *Examining processes or/and outcomes? Evaluation Concepts, European Governance of Natural Resources*, (Environmental policy and governance, 2009), pp. 159-173

<sup>132</sup> Rauschmayer, F., Berghöfer, A., Omann, I., & Zikos, D. (2009). Op.cit

mechanism. Despite the existence of laws and regulations instituted by the public authorities, the need for collective norms has always been felt. Through this process, communities can stimulate authorities to take or modify a measurement

To empower is to make (someone) aware of its obligations and duties; give a certain autonomy of decision (to someone).<sup>133</sup> And, in the process of governance, accountability implies stimulating the community to feel responsible for maintaining resources under conditions such that they can provide the expected services. In the process of accountability, communities define governance plans for their resources; define activities and strategies, share tasks

4) Stimulate the participation of all in action and decisions.<sup>134</sup> Natural resources management is not the prerogative of certain people, everyone has the right to speak, and everyone has a voice. Exclusion leads to the destruction of capital and destroys emulation. It leads to hatred, contempt and mistrust. The consequence is the isolation of those responsible, the formation of castes and the lack of membership of those who feel excluded from the process.

Good governance of natural resources depends on several axes which, sometimes are exploited at the same time. We retain among the axes, the conservation of resources natural resources, their management, participation, regulation.

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<sup>133</sup>Roy, K. C., & Tisdell, C. A, *Good Governance in Sustainable Development: the Impact of institutions*, (International Journal of Social Economics, 1998)

<sup>134</sup>Rauschmayer, F., Berghöfer, A., Omann, I., & Zikos, D. (2009).Op.cit

#### **4.5. Summary of the Chapter**

Minerals are important for the functioning of modern societies and the economy. Strategic resources offer great economic opportunity for countries rich in natural resources. However, the process of managing strategic resources creates a challenge and a risk for the well-being of the population and the environment. Strategic resources management, from exploitation to mine closure requires serious consideration. The key challenges for resource-rich countries is the management of resources at all stages.

The citizens of a country whose underground wealth in oil, gas and strategic minerals are expected to be rich, yet the economies of countries rich in natural resources have grown more slowly than those of poor countries in this area. This disparity is partly explained by the quality of governance in countries rich in natural resources of the 81 countries included in the natural resources governance index, 47 are classified by the International Monetary Fund as rich in natural resources, with an economy dominated by oil, gas or minerals. The majority of these countries display insufficient, poor or failing natural resource governance. This paradox is not universal, however. The country like Botswana is the satisfactory performance trench. Strategic resources wealth and the mining under which it is managed can have fundamental effects on the lives of a country's people. Poor management of natural resources promotes poverty. For many countries, the dividends of well-managed natural resource extraction open a way out of poverty. However, in the absence of strong institutions and policies and no reduction in corruption, countries are more likely to succumb to the natural resource curse. Good management of natural resources is also important for the environment. In countries where resource management is sound, the effects of extraction on the environment are relatively less. In countries where management is insufficient, companies often lack rigor in their efforts to protect the environment and local

communities. Extractive resources will continue to play a central role in boosting the global economy despite efforts to decouple economies from resource exploitation. Demand is likely to be driven by emerging economies with growing populations, the development of the global middle class, urbanization, and technological changes, including a global move towards low carbon energy production technologies.

## CHAPTER FIVE

### DATA ANALYSIS AND PRESENTATIONS

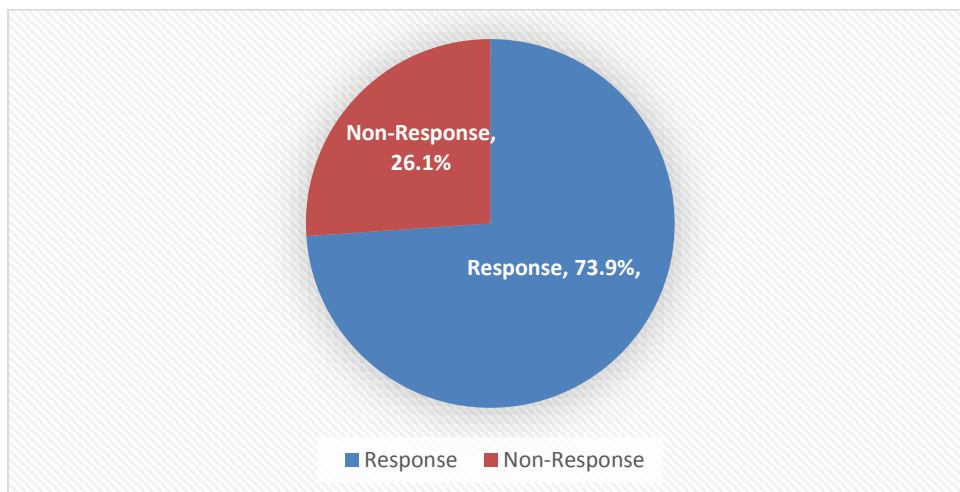
#### 5.1 Introduction

This chapter presents findings and the analysis of the findings of the collected data on management of strategic resources as a key determinant of persistent conflicts in Africa based on case of Democratic Republic of the Congo and Botswana.

#### 5.2 Response Rate

The study expected a total of 46 responses from the sample chosen. Only 34 individuals out of the expectation responded to questionnaires, representing 84% rate of total response rate.

**Figure 5.1: Response Rate**



This response rate was adequate for analysis of data as the response was more than 50% and hence the researcher did the analysis.

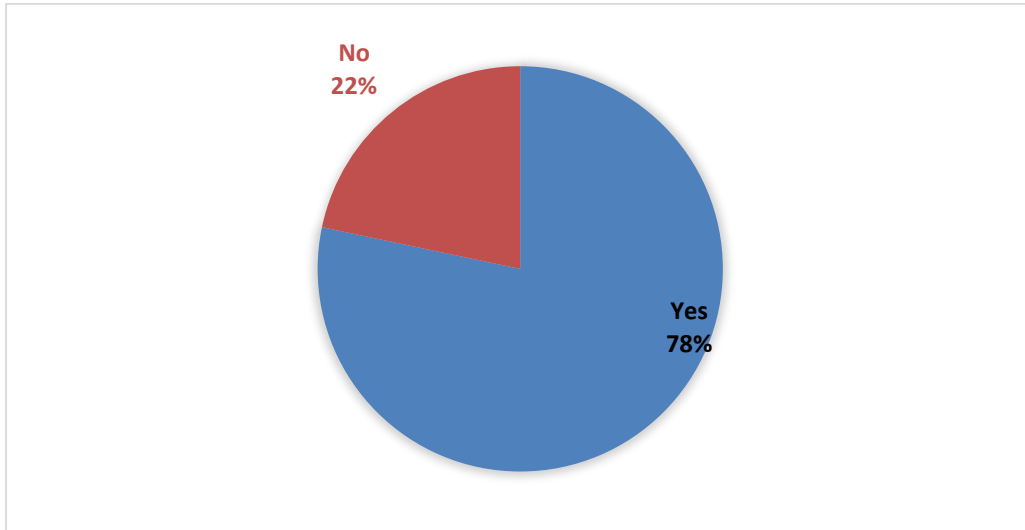
#### 5.3 Resources Management IN DRC and Effects of Resource Mismanagement

This section sought information on the resources management in DRC and its effect. The respondents were requested to indicate whether they think mismanagement of



natural resources has impacts on political, economic social environment. The results are shown in Figure 5.2.

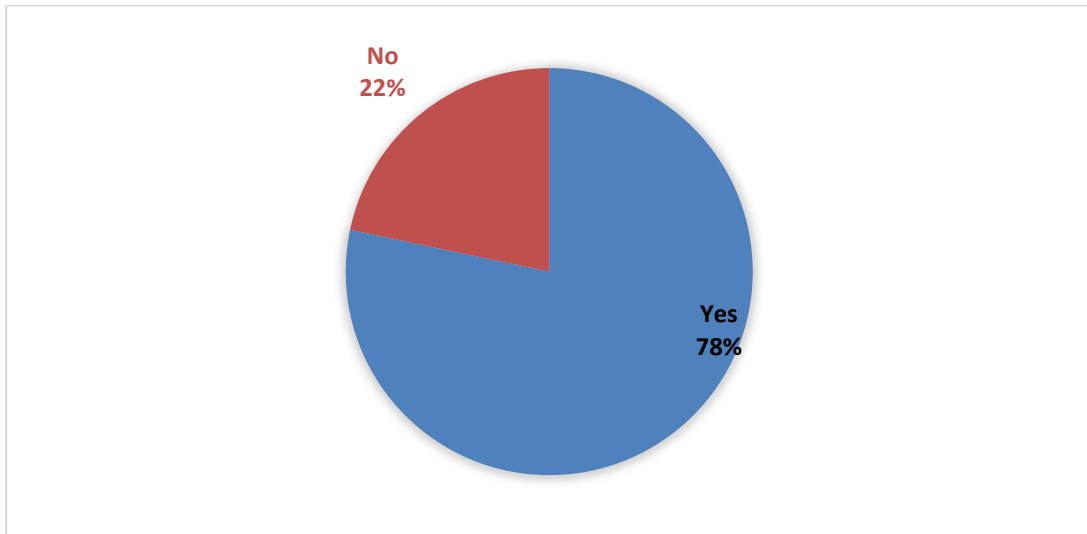
**Figure 5. 1: Mismanagement of Natural Resources Has Impacts on Political, Economic Social Environment**



The findings indicated that mismanagement of natural resources has impacts on political, economic social environment as shown by 89% while 11% indicated that they don't think mismanagement of natural resources has impacts on political, economic social environment. This implies that mismanagement of natural resources has impacts on political, economic social environment.

The respondents were also requested to indicate whether they think mismanagement of strategic resources is a key determinant of persistent conflicts in Democratic Republic of Congo and Botswana. The results are shown in Figure 5.3.

**Figure 5. 2: Whether Mismanagement of Strategic Resources is a key Determinant of Persistent Conflicts**



The results in Figure 5.2 indicates that they think mismanagement of strategic resources is a key determinant of persistent conflicts in DRC and Botswana as shown by 91% while 9% of the respondents indicated that they don't think mismanagement of strategic resources is a key determinant of persistent conflicts in DRC and Botswana. This implies that mismanagement of strategic resources is a key determinant of persistent conflicts in Democratic Republic of Congo and Botswana.

The respondents were further asked to indicate their level of agreement with various statements concerning resources management in DRC and its effect. The findings are shown in Table 5.1.

**Table 5. 1: Agreement with various Statements on Resources Management**

| <b>Statements</b>   | <b>Mean</b> | <b>Std.<br/>Dev.</b> |
|---|-------------|----------------------|
| The governments have enforced community-based natural resource management.  | 4.049       | 0.939                |
| For the prevention of conflicts in the use of local resources in DRC, managing natural resources remains a low priority.  | 3.614       | 0.623                |
| In DRC, many of the activities in natural resource management have been active community participation.   | 3.796       | 0.708                |
| For effective resource management, governance goals are often broadly expressed in order to create institutions, build human and institutional capacity and improve the law and order | 3.738       | 0.459                |
| Resource management entails increase in expertise of individual capacity in regard to legal , technical or scientific aspects   | 3.541       | 0.885                |
| Environmental governance initiatives in the DRC are subject to various international treaties and regulatory agreements signed by the country.  | 4.197       | 0.678                |
| Government of DRC stimulates the community to feel responsible for maintenance and management of natural resources  | 4.349       | 0.639                |
| Mining changes landscape and can impact communities and natural resources for a long time because it degrades nature, uses chemicals and other toxic substances                       | 3.614       | 0.698                |
| DRC government have been improving the fight against corruption, especially in the mining sector  | 2.295       | 0.871                |

Findings from Table 5.1 found out that government of DRC stimulates the community to feel responsible for maintenance and management of natural resources as shown by a mean of 4.349, that environmental governance initiatives in the DRC are subject to various international treaties and regulatory agreements signed by the country as shown by a mean of 4.197 and that the government have enforced community-based natural resource management as shown by a mean of 4.049.

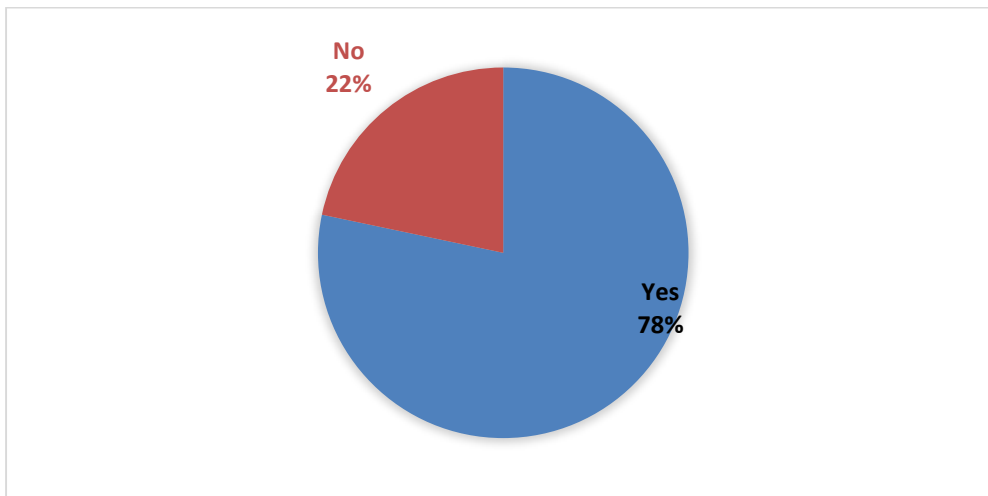
In addition, the respondents agreed that in DRC, most of the activities in natural resource management have been active community participation as shown by a mean of 3.796, that for effective resource management, governance goals are often broadly expressed in order to create institutions, build human and institutional capacity and improve the law and order as shown by a mean of 3.738 and that for the prevention of conflicts in the use of local resources in DRC, managing natural resources remains a low priority as shown by a mean of 3.614

Further, the respondents agreed that mining changes landscape and can impact communities and natural resources for a long time because it degrades nature, uses chemicals and other toxic substances as shown by a mean of 3.614 and that resource management entails increase in expertise of individual capacity in regard to legal, technical or scientific aspects as shown by a mean of 3.541. However, the respondents disagreed that DRC government have been improving the fight against corruption, especially in the mining sector as shown by a mean of 2.295.

#### **5.4 Strategies put in Place to Manage the Resource Conflict in Botswana**

This section sought information for strategies put in place to manage the resource conflict in Botswana. First, the respondents were requested to indicate whether there are strategies put in place to manage the resource conflict in Botswana. The results are shown in Figure 5.4.

**Figure 5. 3: Whether there are Strategies put in place to manage the Resource Conflict in Botswana**



Findings in Figure 5.3 indicates that there are strategies put in place to manage the resource conflict in Botswana as shown by 88% while 12% of the respondents indicated that there are no strategies put in place to manage the resource conflict in Botswana. This implies that there are strategies put in place to manage the resource conflict in Botswana.

The respondents were further asked to indicate their level of agreement with various statements concerning strategies put in place to manage the Resource conflict in Botswana. The results are shown in Table 5.2.

**Table 5. 2: Agreement with Statements on Strategies put in Place to Manage the Resource Conflict**

| <b>Statements</b>   | <b>Mean</b> | <b>Std. Dev</b> |
|---|-------------|-----------------|
| Policies and interventions on natural resources are often done without active involvement of community and community resource users.  | 2.371       | 0.827           |
| Management policies controlled by administrative units and technical experts rely on centralized management strategies.   | 4.262       | 0.759           |
| There is collaborative management where all stakeholders are involved in making decisions regarding access and use of natural resources.  | 4.197       | 0.792           |
| The government ensure that management of land use and other natural resources is done through mutually negotiated agreeable principles and practices among stakeholders   | 3.737       | 0.874           |
| Government defines ways to share decision-making power and control over resource use among relevant parties.  | 3.593       | 0.901           |
| There is enhancement of governance and sustainable livelihoods by allowing various stakeholders to take part in making decision to design and maintain their resources.   | 4.016       | 0.785           |
| Collaborative governance is effective if resources are regulated by the institutions and processes which can anticipate and respond to the different stakeholders' interests concerning the use of resources and can look for mutual benefit solutions. | 4.034       | 0.912           |
| There is adequate support on authorities in their efforts to increase transparency in the extractive sector and efforts to fight corruption   | 3.836       | 0.812           |
| Government advocates for conflict withdrawal when resource conflict management suits both parties who desires to avoid conflicts greater than the goals they want to accomplish.  | 4.062       | 0.755           |

From the findings, the respondents agreed that management policies controlled by administrative units and technical experts rely on centralized management strategies as shown by a mean of 4.262, that there is collaborative management where all stakeholders are involved in making decisions regarding access and use of natural resources as shown by a mean of 4.197 and that government advocates for conflict

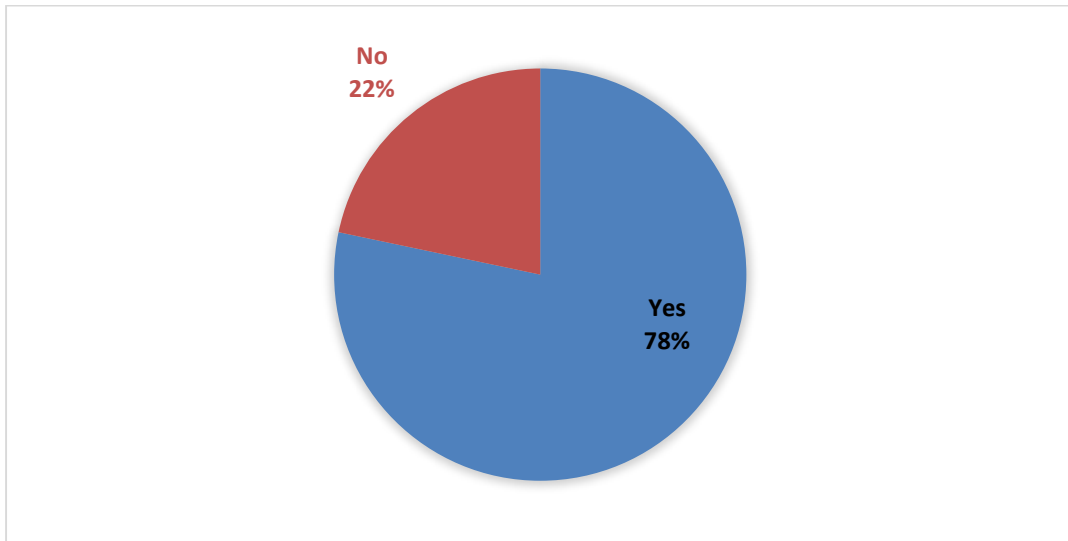
withdrawal when resource conflict management suits both parties who desires to avoid conflict is greater than the goals they want to accomplish as shown by a mean of 4.062. Additionally, the respondents agreed that collaborative governance is effective if resources are regulated by the institutions and processes that can anticipate and respond to the different interests of stakeholders regarding the use of resources and can look for mutual benefit solutions as shown by a mean of 4.034.

Further the respondents agreed that there is enhancement of governance and sustainable livelihoods by allowing various stakeholders to take part in making decision to design and maintain their resources as shown by a mean of 4.016. The respondents also agreed that there is adequate support on authorities in their efforts to increase transparency in the extractive sector and efforts to fight corruption as shown by a mean of 3.836 and that the government ensure that management of land use and other natural resources is done through mutually negotiated agreeable principles and practices among stakeholders as shown by a mean of 3.737. The respondents agreed that government defines ways to share decision-making power and control over resource use among relevant parties as shown by a mean of 3.593 but disagreed that policies and interventions on natural resources are often done without active involvement of community and community resource users as shown by a mean of 2.371.

## **5.5 Challenges Facing the Resource Management**

This section presents information on challenges facing the resource management. The respondents were requested to indicate whether they think global trends such as demographic changes, increasing consumption are placing significant pressures on the management of natural resources. The results are shown in Figure 5.5.

**Figure 5. 4: Global Trends placing Significant Pressures on the Management of Natural Resources**



From the findings, the respondents indicated that they think global trends such as demographic changes, increasing consumption are placing significant pressures on the management of natural resources as shown by 78% while 22% of the respondents indicated that they don't think global trends such as demographic changes, increasing consumption are placing significant pressures on the management of natural resources. This implies that global trends such as demographic changes, increasing consumption are placing significant pressures on the management of natural resources.

The respondents were further asked to indicate their level of agreement with various statements concerning challenges facing the resource management. The results are shown in Table 5.3.



**Table 5. 3: Agreement with Statements on Challenges facing the Resource Management**

| <b>Statements</b>  | <b>Mean</b> | <b>Std. Dev.</b> |
|--|-------------|------------------|
| Weak forest governance poses a challenge to resource management  | 3.793       | 0.867            |
| GHG emission and deforestation also poses a challenge to resource management   | 4.279       | 0.756            |
| Ecosystem degradation and biodiversity losses poses a challenge to resource management   | 3.525       | 0.841            |
| Inability by DRC government to provide protection and to develop democratic, fair and transparent institutions that can manage their tremendous wealth of resources for the benefit of the people.   | 2.253       | 0.515            |
| The existence of nature reserves has been connected to demarcations of colonial lands that the affected communities do not always understand or accept.  | 3.836       | 1.128            |
| DRC continues to face significant challenges in its reform processes in all natural resources sectors  | 3.887       | 1.018            |
| During the protracted conflicts, the general disintegration of the functioning of government has left a legacy of bureaucratic lack of know-how, expertise, capability and resources in all sectors. | 3.738       | 1.264            |
| There is lack of specific framework policy to promote the implementation or development of artisanal and small-scale mining sustainable operations   | 3.887       | 0.897            |
| Growing demand for mineral resources due to the growth and urbanization have posed challenge to resource management  | 4.082       | 0.913            |
| Poor resource capacity planning poses a challenge to resource management   | 3.993       | 0.486            |

From the findings, the respondents agreed that challenges facing the resource management include GHG emission and deforestation as shown by a mean of 4.279, growing demand for mineral resources due to the growth and urbanization as shown by a mean of 4.082, poor resource capacity planning poses a challenge to resource

management as shown by a mean of 3.993 and inadequate reform processes in all natural resources sectors as shown by a mean of 3.887. The respondents also agreed that there is lack of specific framework policy to promote the implementation or development of artisanal and small-scale mining sustainable operations as shown by a mean of 3.887, that the existence of nature reserves has been connected to demarcations of colonial lands that the affected communities do not always understand or accept as shown by a mean of 3.836 and that weak forest governance poses a challenge to resource management as shown by a mean of 3.793

The respondents also agreed that during the protracted conflicts, the general disintegration of the functioning of government has left a legacy of bureaucratic lack of know-how, expertise, capability and resources in all sectors as shown by a mean of 3.738, that ecosystem degradation and biodiversity losses poses a challenge to resource management as shown by a mean of 3.525 but disagreed that inability by DRC government to provide protection and to develop democratic, fair and transparent institutions that can manage their tremendous wealth of resources for the benefit of the people as shown by a mean of 2.253.

## **5.6 Chapter Summary**

The analysis of this thesis has raised significant concerns for the natural resources sector. An important point raised is that, while natural resources have not directly caused conflict, they have provided motive for conflict or facilitated the creation of rebel forces opposed to the government. More specifically, the combination of the centralization of rent linked to the extraction and the corrupt management of resources has fueled separatist movements, opposed to the centralized state. Conflicts over natural resources are a growing source of concern at the international level. High-value natural

resources, strategic resources such as hydrocarbons and minerals, pose different challenges for developing countries, fragile states and emerging economies, Conflict can arise from the extraction of these resources when stakeholders are not involved, not adequately involved in the decision-making processes associated with developments or when they are victims of an inequitable distribution of costs and associated benefits.

The study established that there are strategies put in place to manage the resource conflict. These include having management policies controlled by administrative units and technical experts rely on centralized management strategies, government ensuring that management of land use, forests, marine areas and their products is done through negotiating mutually agreeable principles and practices among stakeholders, government establishing ways of sharing among stakeholders the power to make decisions and exercise control over resource use and enhancing governance and sustainable livelihoods by enabling different stakeholders to participate in decision-making in order to develop and manage their resources. However, these strategies face various challenges which include Weak forest governance, ecosystem degradation and biodiversity losses, lack of specific framework policy to promote the implementation or development of artisanal and small-scale mining sustainable operations and Poor resource capacity planning.

## **CHAPTER SIX**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

#### **6.1 Introduction**

This is the final chapter of the study on management of strategic resources as a key determinant of persistent conflicts in Africa. The case of DRC and Botswana was used. This chapter presents a summary, conclusion and recommendations.

#### **6.2. Summary**

Findings of this study established that natural resources have provided the motivation for rebel groups to engage into conflict with government regimes. The main issue of conflict around resources has been the management of rents arising from the sale of such items. In most cases, as has been pointed out in DRC's situation, corruption in public institutions and bad business practices by multinationals have led to inappropriate exploitation of natural resources. Greed and grievances by the enlisted parties has sparked war both in country and out country which has adversely affected the development of economies of these countries as well as environmental conservation strategies. Findings further revealed that small scale mining, which is more common, has increased instances of exploitation of workers. These groups are mainly in gold, cobalt and diamond mining. Mining sites controlled by artisans have also been the scene of conflict between rival factions, including state-backed armies.

To move forward, it is essential to establish a regulatory framework and a system for managing natural resources that make them a blessing, not a curse. We also observe a multiplication of situations of competition and conflict in the face of decrease in renewable resources. This state of affairs has been further aggravated by environmental degradation, population growth and climate change. Poor management of natural resources has contributed to the creation of new conflicts, while compromising the

peaceful resolution of those that already existed. Strategic resources management is one of the pressing challenges developing countries are facing today. The exploitation of natural resources of high value, whether in hydrocarbons, minerals or wood, has often been associated to the genesis, escalation or persistence of violent conflicts around the world. Conflicts over natural resources are a growing source of concern at the international level. High-value natural resources, strategic resources such as hydrocarbons and minerals, pose different challenges for developing countries, fragile states and emerging economies, Conflict can arise from the extraction of these resources when stakeholders are not involved, not adequately involved in the decision-making processes associated with developments or when they are victims of an inequitable distribution of costs and associated benefits. If grievances are overlooked and natural resource governance does not demonstrate greater accountability, conflict can escalate into violence, especially when such grievances occur in conjunction with conflicts over other natural resources.

### **6.3 Conclusion**

This study sought to examine strategic resources mismanagement as a key determinant of persistent conflicts in Africa :the case of DRC and Botswana. The study's objective was to examine the resources management in DRC and the effect of that management on the country, secondly the study was to analyze the strategies put in place to manage resources conflicts in Botswana and finally examine the challenges facing the resources management.

The study further sets out three hypotheses namely that mismanagement of strategic resources has impacts on political, economic, social environment, secondly the transparency and the control linked to the mechanisms of democratic governance and

finally global changes, increasing consumption are placing significant pressures on the management of natural resources.

This chapter brings an end to this study and found out that mismanagement of the natural resource sector has been a way of connecting conflict and natural resources, but also an obstacle to the country's ability to leverage its wealth of natural resources to stimulate economic development. The steps countries need to take to transform their natural resources into sustainable development are many, but they are highly context specific. Governance capacity development needs are important, and for that to happen, governments need to ask the right questions and consider all the risks. It is a gradual process that is refined through hands-on learning. Countries learned a lot from the last commodity super cycle. The fact that macroeconomic imbalances have finally been brought under control despite the current downward trend testifies to this learning. This optimism, more than anything else, supports the idea that African governments have the means to prudently manage the risks associated with the business cycle to maximize development results.

#### **6.4. Recommendations**

The findings of this study prompt for recommendations that intend to be useful including: strengthen the institutional and regulatory framework, improve transparency and accountability in economic governance, Prioritize Resource-Based Development Planning, and Improve resource sharing mechanisms. Strengthening of public institutions through improved audits will help in the successful mobilization of resources and equitable distribution of gains from the resources. Improved transparency in governance with regards to agreements on mining, international and local companies involved, contracts of extraction and reports on revenues should be made a priority by governments to build trust levels with its subjects.

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## APPENDICES

### Appendix I : Research Questionnaire

This questionnaire is to collect data for purely academic purposes. All information will be treated with strict confidence. Do not put any name or identification on this questionnaire.

*Answer all questions as indicated by either filling in the blank or ticking the option that applies.*

#### SECTION A: RESOURCES MANAGEMENT IN DRC

1. Do you think mismanagement of natural resources has impacts on political, economic social environment?

Yes

No

2. Do you think mismanagement of strategic resources is a key determinant of persistent conflicts in Democratic Republic of Congo and Botswana?

Yes

No

3. Please indicate your level of agreement with various statements concerning resources management in DRC and its effect using 1-5 Likert scale where 1 is strongly disagree, 2 is disagree, 3 is neutral, 4 is agree and 5 is strongly agree



| <b>Statements</b>   | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|---|----------|----------|----------|----------|----------|
| Mismanagement of strategic resources is a key determinant of persistent conflicts in Democratic Republic of Congo   |          |          |          |          |          |
| The government have enforced community-based natural resource management.   |          |          |          |          |          |
| For the prevention of conflicts in the use of local resources in DRC, managing natural resources remains a low priority.  |          |          |          |          |          |
| In DRC, many of the activities in natural resource management have been active community participation.   |          |          |          |          |          |
| For effective resource management, governance goals are often broadly expressed in order to create institutions, build human and institutional capacity and improve the law and order |          |          |          |          |          |
| Resource management entails increase in expertise of individual capacity in regard to legal , technical or scientific aspects   |          |          |          |          |          |
| Environmental governance initiatives in the DRC are subject to various international treaties and regulatory agreements signed by the country.  |          |          |          |          |          |
| Government of DRC stimulates the community to feel responsible for maintenance and management of natural resources  |          |          |          |          |          |
| Mining changes landscape and can impact communities and natural resources for a long time because it degrades nature, uses chemicals and other toxic substances                       |          |          |          |          |          |
| DRC government have been improving the fight against corruption, especially in the mining sector  |          |          |          |          |          |

**SECTION B: STRATEGIES PUT IN PLACE TO MANAGE THE RESOURCE  
CONFLICT IN BOTSWANA**

4. Are there strategies put in place to manage the resource conflict in Botswana

Yes

No

5. Please indicate your level of agreement with various statements concerning strategies put in place to manage the Resource conflict in Botswana using 1-5 Likert scale where 1 is strongly disagree, 2 is disagree, 3 is neutral, 4 is agree and 5 is strongly agree

| <b>Statements</b>   | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|---|----------|----------|----------|----------|----------|
| Policies and interventions on natural resources are often done without active involvement of community and community resource users.                                    |          |          |          |          |          |
| Management policies controlled by administrative units and technical experts rely on centralized management strategies.   |          |          |          |          |          |
| There is collaborative management where all stakeholders are involved in making decisions regarding access and use of natural resources.                                |          |          |          |          |          |
| The government ensure that management of land use and other natural resources is done through mutually negotiated agreeable principles and practices among stakeholders |          |          |          |          |          |

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| Government defines ways to share decision-making power and control over resource use among relevant parties.  |  |  |  |  |  |
| There is enhancement of governance and sustainable livelihoods by allowing various stakeholders to take part in making decision to design and maintain their resources.   |  |  |  |  |  |
| Collaborative governance is effective if resources are regulated by the institutions and processes which can anticipate and respond to the different stakeholders' interests concerning the use of resources and can look for mutual benefit solutions. |  |  |  |  |  |
| There is adequate support on authorities in their efforts to increase transparency in the extractive sector and efforts to fight corruption   |  |  |  |  |  |
| Government advocates for conflict withdrawal when resource conflict management suits both parties who desires to avoid conflict is greater than the goals they want to accomplish.  |  |  |  |  |  |

## SECTION C: CHALLENGES FACING THE RESOURCE MANAGEMENT

6. Do you think global trends such as demographic changes, increasing consumption are placing significant pressures on the management of natural resources?

Yes

No

7. Please indicate your level of agreement with various statements concerning challenges facing the resource management using 1-5 Likert scale where 1 is strongly disagree, 2 is disagree, 3 is neutral, 4 is agree and 5 is strongly agree

| Statements   | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Weak forest governance poses a challenge to resource management  |   |   |   |   |   |
| GHG emission and deforestation also poses a challenge to resource management   |   |   |   |   |   |
| Ecosystem degradation and biodiversity losses poses a challenge to resource management   |   |   |   |   |   |
| Inability by DRC government to provide protection and to develop democratic, fair and transparent institutions that can manage their tremendous wealth of resources for the benefit of the people. |   |   |   |   |   |
| The existence of nature reserves has been connected to demarcations of colonial lands that   |   |   |   |   |   |

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| the affected communities do not always understand or accept.  |  |  |  |  |  |
| DRC continues to face significant challenges in its reform processes in all natural resources sectors   |  |  |  |  |  |
| During the protracted conflicts, the general disintegration of the functioning of government has left a legatee of bureaucratic lack of know-how, expertise, capability and resources in all sectors. |  |  |  |  |  |
| There is lack of specific framework policy to promote the implementation or development of artisanal and small-scale mining sustainable operations  |  |  |  |  |  |
| Growing demand for mineral resources due to the growth and urbanization have posed challenge to resource management   |  |  |  |  |  |
| Poor resource capacity planning poses a challenge to resource management  |  |  |  |  |  |

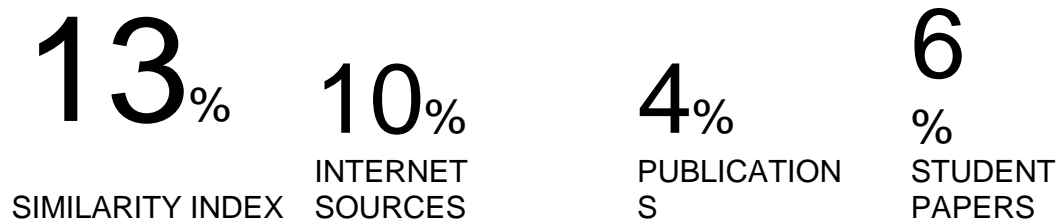
## Appendix II: Research Budget

| s/n | ITEM                                  | Description   | Estimated Cost |
|-----|---------------------------------------|---|----------------|
| 1   | Stationery                            | <ul style="list-style-type: none"> <li>• Flash disk &amp; CD@<br/>2,000</li> <li>• Writing materials<br/>@1000</li> </ul> | 3,000          |
| 2   | Travel expenses                       | Flight( Kenya- DR Congo), meals, logistics and accommodation  | 50,000         |
| 3   | Typing/photocopying/binding of report |   | 16,000         |
| 4   | Research assistant allowances         |   | 17000          |
| 5   | Contingency                           |   | 5000           |
| 6   | NASCOTI Research permit               |   | 1000           |
|     | Total                                 |   | 92,000         |

Appendix III: Turnitin Report

MANAGEMENT OF STRATEGIC RESOURCES AS A KEY DETERMINANT OF PERSISTENT CONFLICTS IN AFRICA : CASE OF DEMOCRATIC REPUBLIC OF THE CONGO AND BOTSWANA

ORIGINALITY REPORT



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