

Conservation Partnerships for Sustainability in Southern Africa (COPASSA)

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Annual Performance Report: October 1, 2008 – September 30, 2009

Submitted by:

World Wildlife Fund, Inc.
1250 24th Street, NW
Washington, D.C. 20037
Tel.: (202) 293-4800 Fax: (202) 293-9211



Contacts:

Patricia Skyer
Team Leader: COPASSA Project
Phone: (264) 61-239945
Fax: (264) 61-239799
[**pskyer@wwf.na**](mailto:pskyer@wwf.na)

L. Chris Weaver
Director: WWF in Namibia
Phone: (264) 61-239945
Fax: (264) 61-239799
[**cweaver@wwf.na**](mailto:cweaver@wwf.na)

Lisa Steel
Namibia Program Officer
Phone: 202-629-8200
[**Lisa.Steel@wwfus.org**](mailto:Lisa.Steel@wwfus.org)

List of Acronyms

AED	Academy for Educational Development
ARD	Associates in Rural Development
BEL WG	Business, Enterprise and Livelihood Working Group
CA	Cooperative Agreement
CAMPFIRE	Communal Areas Management Program For Indigenous Resources Programme
CBNRM	Community-Based Natural Resource Management
CBO	Community-Based Organization
CBE	Community-Based Enterprise
CCCD	Community Centered Conservation and Development Project
C-Change	Communication for Change Project
CEDP	Community Economic Development Programme
CK2C	Capitalizing Knowledge, Connecting Communities Project
COPASSA	Conservation Partnerships for Sustainability in Southern Africa
CRB	Community Resource Boards
CTO	Chief Technical Officer
DAI	Development Alternatives, Inc.
DSI	Development Solutions Initiative
DPWM	Directorate of Parks and Wildlife Management
DSS	Directorate of Scientific Services
DWNP	Department of Wildlife and National Parks
EIA	Environmental Impact Assessment
ESARPO	East and Southern Africa Regional Programme Office
GCP	USAID Global Conservation Program
GMA	Game Management Area
CGG	Community Game Guards
HED	Higher Education for Development
IDP	Integrated Development Plan
IRBM	Integrated River Basin Management Project (USAID funded)
IRDNC	Integrated Rural Development & Nature Conservation
IR	Intermediate Result
IS WG	Institutional Support Working Group
JV	Joint Venture
KAZA	Kavango / Zambezi Transfrontier Conservation Area
KfW	Kreditanstalt für Wiederaufbau
LIFE	Living In a Finite Environment Project
LWA	Leader With Associates
MET	Ministry of Environment & Tourism
MOMS	Management Oriented Monitoring Systems
NGO	Non-Governmental Organization
NPO	Namibia Program Officer (WWF-US)
NRM WG	Natural Resource Management Working Group
PMU	Programme Management Unit
PPF	Peace Parks Foundation
PTA	PhytoTrade Africa
SAFIRE	Southern Alliance For Indigenous Resources

SARP	USAID Southern Africa Regional Program
SARPO	WWF Southern Africa Regional Program Office
SASUSG	Southern Africa Sustainable Use Specialist Group
SCALE	System-Wide Collaborative Action for Livelihoods and the Environment
SO	Strategic Objective
TL	COPASSA Team Leader (WWF)
UF	University of Florida
UNAM	University of Namibia
USAID	United States Agency for International Development
VAG	Village Action Group
WWF	World Wildlife Fund
ZAWA	Zambia Wildlife Authority

Conservation Partnerships for Sustainability in Southern Africa (COPASSA)

Year 1 Annual Performance Report

1.0 SUMMARY OF COPASSA ACTIVITY STATUS AND PROGRESS

1.1 INTRODUCTION

The Conservation Partnerships for Sustainability in Southern Africa (COPASSA)¹ Project is a three-year initiative which is jointly funded by USAID and WWF. The Project is being implemented under a Cooperative Agreement awarded through the USAID Leader With Associate (LWA) mechanism, under the Global Conservation Program (GCP). It is building on more than 20 years of USAID support to community-based natural resources management (CBNRM) activities in the Southern Africa region. USAID began funding CBNRM in the 1980s under the Southern Africa Regional Program (SARP) with initiatives in Zambia and Zimbabwe, followed by additional programmatic investments in Botswana, Malawi, and lastly, Namibia. In total, USAID and its partners have invested more than \$250 million² in CBNRM and biodiversity conservation in southern Africa over the past two decades.

The COPASSA Project has two primary goals:

- *To incubate innovative new partnerships with relevant public and private entities that will accelerate success and secure sustainable conservation of community-managed resources and biodiversity in Namibia and other countries of Southern Africa, and*
- *To strengthen local and regional capacity to consolidate, accrue, share and apply lessons learned on CBNRM and biodiversity programming.*

Achievement of these objectives is premised upon completing a range of activities that will contribute to four Intermediate Results (IRs):

- IR-1:** A strong transnational network of public, private, and civil society partners is strengthened and able to implement sustainable CBNRM using best practices;
- IR-2:** New partnerships developed and new resources leveraged to support sustainable CBNRM in areas of resource management, tourism, hunting and/or natural products;
- IR-3:** Active learning process fostered that supports continual updating of state-of-the-art CBNRM knowledge through capturing, documenting and applying of lessons in ways that inform decision making and practice within Namibia and other Southern African countries; and

¹ Contractually, the project is referred to as SACP or the Southern Africa Conservation Partnerships Project.

² USAID. 2008. USAID Support to the Community-Based Natural Resource Management Program in Namibia: LIFE Program Review. USAID, Windhoek, Namibia.

IR-4: Policy and institutional reforms that increase incentives and reduce barriers to Community-based Enterprises.

1.2 STRATEGIC APPROACH

The implementation strategy is multi-pronged and includes the following:

- **Apply Focused Efforts To Develop and Pilot-Test New Cutting Edge CBNRM Tools –** The COPASSA Project seeks to advance the technical capability of CBNRM by contributing to the focused development and pilot-testing of a limited number of new and innovative CBNRM tools. This is being done at a national level in Namibia, where southern Africa’s most advanced CBNRM program is being further built-upon to the benefit of other CBNRM initiatives in the region. As developed, such tools are being made available for broader introduction and replication in the southern Africa region, using appropriate CBNRM Networks and channels;
- **Share and Twin CBNRM Best Practices at A Sub-Regional Level Around A Synergetic, Transboundary Caprivi CBNRM Node –** In an effort to scale-up and coalesce a critical mass of effective transnational CBNRM interventions, select CBNRM best practices are being shared and/or implemented through twinning arrangements between targeted stakeholders on a sub-regional basis. Following 15 years of USAID support, the Caprivi region of Namibia offers an exceptional opportunity to showcase and strategically extend Namibia’s highly successful CBNRM best practices into adjacent transboundary communities. Significantly, Caprivi is also a critical hub to the pending Kavango-Zambezi (KAZA) Transfrontier Conservation Area, which will be the largest conservation area of this nature in the world. A variety of mechanisms and approaches are being applied to strategically extend Caprivi’s CBNRM best practices into southwest Zambia, southeast Angola, and northern Botswana;
- **Share CBNRM Best Practices On A Thematic Basis Through The Strengthening of Existing or Establishment of New Regional CBNRM Networks In The Broader SADC Region –** COPASSA Project funds are being used to bolster the WWF supported Southern Africa Regional CBNRM Capacity Building project, which is aimed at promoting CBNRM through sharing of CBNRM best practices. Similarly, new networks (i.e., CBNRM university support network, NGO/CBO networks, etc.) are being facilitated to strengthen the credibility and effectiveness of regional CBNRM; and
- **Create New Partnerships and Approaches To Leverage Greater Resources To Promote and Sustain Regional CBNRM Activities –** New partners, resources, and approaches are being harnessed to make CBNRM more viable and sustainable at local, national, and regional levels. New partnerships are being promoted with new funding partners (i.e., bilateral donors and complementary technical projects), the private sector, implementing partners, and participants. New approaches to raising long-term CBNRM support funds are being explored through innovative conservation finance plans and mechanisms.

1.3 HIGHLIGHTS

This report covers the first year of implementation of the COPASSA project from October 1, 2008 through September 30, 2009, hereafter referred to as FY09. It is a consolidation of reports provided by grantees to WWF, updates on WWF led activities, and summarizes the results of collaboration with other USAID-funded projects with CBNRM support activities.

The COPASSA project strives to achieve two results at the Strategic Objective (SO) level, and 13 at the Intermediate Result (IR) level, as per its Performance Monitoring Plan (PMP). Following is a summary of progress against these 15 results:

- Five Results were either achieved or exceeded;
- Five results were mostly achieved; and
- Five results were not achieved

In summary, the COPASSA Project largely achieved or exceeded 10 of the 15 results while five results were not achieved. Given that the actual implementation timeframe was considerably shorter than the financial year due to delayed approval of the workplan and subsequent awarding of grants, this is a very satisfactory outcome. The accompanying Performance Monitoring Report contains a full review of specific progress that was achieved against the results for each SO and IR.

At the level of actual activity implementation, the table of activity status under section 1.4 below shows that out of a total of 54 planned activities, 35 were completed or are on-track, 16 delayed and 3 cancelled. The delayed activities will be completed during year two.

Noteworthy highlights during Year 1 included:

- COPASSA framework used to establish partnerships and synergy with USAID-funded project implementing agencies, WWF projects and other national and regional initiatives facilitating scaling up and innovation in the truest sense of the word. Partnerships/collaboration have been established with:
 1. The University of Florida (UF) through the USAID/HED-funded Transforming CBNRM Education in Southern Africa Project;
 2. The Academy for Education Development (AED) through its USAID-funded project, Communication for Change (C-Change);
 3. Development Alternatives, Inc. and its USAID-funded project, Capitalizing Knowledge, Connecting Communities (CK2C);
 4. WWF Regional CBNRM Capacity Building Project;
 5. Associates in Rural Development (ARD) through its previous Integrated River Basin Management Project (IRBM) (USAID-funded); and
 6. The Community Centered Conservation and Development Project (CCCD) in southwest Zambia
- Adoption and institutionalization of MOMS in five countries (Botswana, Malawi, Mozambique, Zambia and Zimbabwe), in addition to Namibia.
- Achievement of broad stakeholder buy-in and support for the UF led 'Transforming CBNRM Education in Southern Africa' initiative at a watershed working conference in July 2009 in South Africa.
- Training of Conservancy Associations as a next step in empowering the conservancy movement and ensuring their equal voice in discussions on development and conservation in the country
- CCCD Project launched, with the intent to contribute towards rural development in the southwest Zambia project area by: 1) promoting the involvement of local communities in the conservation, management and utilization of wildlife and other natural resources; and 2) establishing alternative livelihood options for the local communities. Achievements included

a vision and planning workshop with representatives from 16 villages with visions and targets elaborated for wildlife, other natural resources, tourism, institutions and conservation farming.

- Caprivi region partners hosted 8 Namibian Parliamentarians to address challenges to the conservancy movement and Human Wildlife Conflict (HWC) issues. A relationship between the Conservancy Association and Parliament Standing Committee on Natural Resources, Economics and Public Accounts has been bridged with the Caprivi Association requesting their first official audience with the Parliament Committee to further discuss the aforementioned CBNRM issues.
- A new innovative tool, the Dashboard has been designed to assess the empowerment, knowledge and perceptions of ordinary members of communities of CBNRM programmes.

1.4 TABLE OF ACTIVITY STATUS

Goals: 1) Incubate innovative new partnerships with relevant public and private entities that will accelerate success and secure sustainable conservation of community-managed resources and biodiversity in Namibia and other countries of Southern Africa; 2) Strengthen local and regional capacity to consolidate, accrue, share, and apply lessons learned on CBNRM and biodiversity

ACTIVITIES	STATUS ³	Page # for more information
2.1 PROJECT MANAGEMENT		
➤ Draft Performance Monitoring Plan	Completed	
2.1.1 Grants Management		
➤ Grant Awards to SARPO, IRDNC, NACSO	Completed	
2.1.2 CBNRM Participating Partners		
	On-track	
2.1.3 Reporting		
➤ Quarterly financial reports submitted	Completed	
➤ Annual Performance Report prepared	Completed	
➤ Annual Performance Monitoring Report prepared	Completed	
2.1.4 Workplan Preparation		
➤ Secure additional project planning inputs from Southern African stakeholders	On-track	
➤ Draft and submit First Annual plan of work	Completed	
➤ Draft Second Annual plan of work	Completed	
2.1.5 Project Communication:		
➤ Consultation with Washington-based stakeholders (DAI, AED, HED, USAID, other)	On-track	
➤ Program Officer Visit to Namibia	Completed	
➤ TL Visit to USA and Planning Workshop with Washington-Based participating Organizational Partners	Completed	
2.2 A STRONG TRANSNATIONAL NETWORK OF PUBLIC, PRIVATE, AND CIVIL SOCIETY PARTNERS IS STRENGTHENED AND ABLE TO IMPLEMENT SUSTAINABLE CBNRM USING BEST PRACTICES (IR-1)		

³ Status categories are: Completed, On-track, Delayed, Cancelled.

ACTIVITIES	STATUS ³	Page # for more information
2.2.1 SADC Regional CBNRM Networking		
2.2.1.1 Regional CBNRM Capacity-Building Project		
➤ Regional Forum Expanded to include Angola/Tanzania	On-track	
➤ Undertake audits of MOMS in Botswana, Malawi, Mz	On-track	
➤ Develop MOMS User Guide	Delayed	
2.2.1.2 Coordinate with HED Initiative Winner	On-track	
2.2.1.3 Introduce PhytoTrade to Reg. CBNRM Forum	On-track	
2.2.2 Sub-regional CBNRM Networking		
2.2.2.1 Support an Informal Network of Practical CBNRM Service Providers To Share CBNRM Best Practices Around A Hub of Caprivi CBNRM Activities		
➤ Munitenge Traditional Authority to Zambia Exchange visit	Completed	
➤ Angola Exchange visit to Caprivi	Completed	
➤ ZAWA Exchange visit to Caprivi	Delayed	
➤ Mashi TA Exchange visit to Sioma Complex	Delayed	
2.2.3 Introduce/twin CBNRM Best Practices Into SW Zambia		
➤ Socio-ecological surveys	Completed	
➤ Introduce Community Scouts/Community Resource Monitors	On-track	
➤ Introduce MOMS into SW Zambia	Delayed	
2.2.4 National CBNRM Networking:		
2.2.4.1 Hold Conservancy Association Training Courses	Completed	
2.3 NEW PARTNERSHIPS DEVELOPED AND NEW RESOURCES LEVERAGED TO SUPPORT SUSTAINABLE CBNRM IN AREAS OF RESOURCE MANAGEMENT, TOURISM, HUNTING AND/OR NATURAL PRODUCTS (IR-2)		
2.3.1 Develop a Model for Innovative Long-Term CBNRM Conservation Finance:		
➤ Develop & finalize Sustainable Financing Strategy and organize stakeholders buy-in including the creation of a sustainable financing committee and development of feasibility studies	On-track	
➤ Contract and build capacity of a Namibian Sustainable Financing Coordinator	On-track	
➤ Implement CBNRM financial model and train a local counterpart	On-track	
2.3.2 Develop and Foster Transboundary Relationships Between Conservation CBOs Surrounding Caprivi:		
➤ Hold Caprivi Hub CBNRM Service Provider Forum Meeting	Delayed	
2.3.3 Promote National and Regional Expansion of CBO/ Private Sector Partnerships Through Ecosystem Payment Services		
➤ Continue brokering of JV lodge and trophy hunting concessions in Namibia	On-track	
➤ Produce guidelines on JV lodge tender and contract procedures	Completed	
➤ Assist Mozambique to develop trophy hunting concession guidelines for CBO tendering and contracting	Cancelled	
➤ Pilot JV Lodge Tender/Contracting Process With ZAWA at Ngonye Falls	Delayed	
➤ Organize / host Regional CBNRM BEL WG study tour of Namibia JV/hunting concession operations	Completed	
2.3.4 Promote Innovative Partnerships to Develop CBO Leadership		
➤ Design, organize and pilot CBO institutional leadership training course	Delayed	

ACTIVITIES	STATUS ³	Page # for more information
➤ Develop and pilot test three training modules for conservancy managers	Delayed	
2.4 ACTIVE LEARNING PROCESS FOSTERED THAT SUPPORTS CONTINUAL UPDATING OF STATE-OF-THE-ART CBNRM KNOWLEDGE THROUGH CAPTURING, DOCUMENTING AND APPLYING LESSONS IN WAYS THAT INFORM DECISION MAKING AND PRACTICE WITHIN NAMIBIA AND SOUTHER SOUTHERN AFRICAN COUNTRIES (IR-3)		
2.4.1 Undertake Regional Stock-Taking Assessment:		
➤ Undertake regional stocktaking assessment for 5 countries and develop country profiles for at least 4 countries	Delayed	
➤ Present feedback on Stocktaking/profiles at Regional Fora meeting	Delayed	
2.4.2 Undertake CBNRM Gender Assessment		
➤ Liaise with HED organization to consolidate Gender Assessments	On-track	
➤ Conduct regional Gender Assessment feedback meeting	Delayed	
2.4.3 Develop and Promote MOMS Governance Systems		
➤ Pilot develop and test in Caprivi	On-track	
➤ Pilot the DASHBOARD Suvey Tool (new activity)	On-track	
2.4.4 Convene Regional CBNRM Conference		
➤ Commence preparations, organization, and invites for the Workshop	On-track	
2.4.5 Establishment of a Regional Knowledge Management Mechanism		
	On-track	
2.5 POLICY AND INSTITUTIONAL REFORMS THAT INCREASE INNCENTIVES AND REDUCE BARRIERS TO COMMUNITY-BASED ENTERPRISES (IR-4)		
2.5.1 Gaining acceptance of the CBNRM development hypothesis to facilitate a more enabling CBNRM Policy Environment:		
➤ Organize and conduct a CBNRM Communications Strategy Workshop	Delayed	
➤ Organize and conduct field visit for Namibian Parliamentary Standing Committee on Public Accounts and Natural Resources	Completed	
➤ African Parks Exchange Visit to Caprivi	Completed	
➤ Northern Great Plains visit to Namibia (new)	Completed	
2.5.2 Create and pilot test CBNRM Policy Index Tool which can be applied to Gauge the viability of CBNRM enabling environments		
➤ Hold regional workshop to refine and agree on Index Tool	Delayed	
➤ Facilitate application of the index tool in at least 5 countries	Delayed	
2.5.3 Support A Study Tour of Select Angolans to Visit the Namibia CBNRM Program		
➤ Presentation to Angolan Policy level audience in Angola	Cancelled	
➤ Host Angolan delegation in Namibia	Delayed	
2.5.4 Understanding The Impacts of Preferred Livestock Market Accesses On Wildlife and Tourism As A Land Use		
	On-track	
2.5.5 Influencing CBNRM Policy Through Pilot Demonstration Activities		
➤ Review Zambia Natural Resource Policy environment in relation to Sioma Complex and CBNRM	Delayed	
➤ Inputs into Mozambique CBO trophy hunting concession process	Cancelled	

2. DETAILED DESCRIPTION OF COPASSA PROGRESS

The COPASSA Project is being implemented over a three-year period from October 2008 to September 2011.

Workplan activities are implemented through a number of mechanisms, including:

- Direct implementation by WWF staff;
- The awarding of performance-focused grants to targeted institutions; and
- Short-term consultancy agreements, as required to achieve specific, specialized outputs.

2.1 PROJECT MANAGEMENT

The management of the COPASSA project is largely a team effort, with the Team Leader (TL) providing coordination between project oversight and administration and implementation. The Team Leader liaises closely with the WWF in Namibia Director and WWF Namibia Program Officer who both provide targeted technical and project oversight assistance. At the same time, the TL guides the grantees to be responsive to the objectives and targets of the project during the preparation, implementation, and reporting of their annual workplans.

The project management also benefits greatly from the services of extremely supportive Home Office (WWF-US) administrative staff, who are responsible for contractual matters related to the Cooperative Agreement, and compiling and submitting financial reports to USAID on a quarterly basis. Additionally, the WWF Namibia Program Officer plays a key role in liaising between Namibia-based staff and our Washington based partners, including USAID, AED, DAI, HED and UF, as well as linking the COPASSA project with other relevant technical support areas internally within WWF.

The COPASSA Project indicators and targets (as specified in the Project Performance Monitoring Plan [PMP]) have provided a solid basis for developing, managing and monitoring project activities.

2.1.1 Grants Management

In year 1 of the COPASSA project, the following grants were allocated to:

1. **WWF Southern Africa Regional Programme Office (SARPO)**, in the amount of \$140,086 to strengthen the ability of the WWF Regional CBNRM Capacity-Building Project to promote regional level networking, sharing of best practices, and influence policy interventions.
2. **Integrated Rural Development & Nature Conservation (IRDNC)**, in the amount of \$80,000 to promote networking, sharing of CBNRM best practices, and twinning of CBNRM systems at the sub-regional (Caprivi region) level
3. **National Association of CBNRM Service Provider (NACSO)**, for \$40,800 to oversee the development of cutting edge CBNRM systems and methodologies at the country level in Namibia.

The award and management of grants has proven to be critical to the performance of the COPASSA Project, as grants have compounded Project implementation capacity and expanded the geographic and technical scope of project interventions.

All three grants were only obligated during the last five months of FY09 due to delays in finalizing the work plan. Consequently, and as noted throughout this report, many activities scheduled originally for FY09 are now to be completed in FY10 (year 2).

2.1.2 CBNRM Participating Partners

1. WWF SARPO, through its Regional CBNRM Capacity-Building Project that provides support to regional and national CBNRM networks and fora.
2. The CCCD Project charged with introducing CBNRM and livelihoods initiatives to southwest Zambia, a part of the Caprivi sub-regional hub. Implementation, under the guidance of the Zambia Wildlife Authority (ZAWA), is the responsibility of a four-partner consortium comprised of WWF Zambia, WWF in Namibia, IRDNC and the Community Enterprise Development Program (CEDP).
3. DAI through its USAID funded project CK2C.
4. AED, the implementing organization for the USAID funded C-Change initiative
5. University of Florida (UF), the implementing agent of the USAID/HED initiative aimed at transforming CBNRM education in southern Africa.

COPASSA also benefits from targeted technical assistance provided by WWF staff members including expertise in sustainable finance, communications and general CBNRM oversight.

2.1.3 Reporting

Quarterly financial reports were submitted by January 31, 2009, April 30, 2009, and July 31, 2009 (with the fourth to be submitted by October 31, 2009) in accordance with USAID contractual requirements.

This annual performance report, together with the annual performance monitoring report, will be submitted by November 1, 2009.

2.1.4 Workplan Preparation

The Year 1 or FY09 workplan was submitted to USAID in November 2008 and, after a series of exchanges and partner meetings, approved by the CTO in February 2009. As a part of workplan preparation, inputs were solicited from a diverse group of stakeholders and technical partners, listed in 2.1.2 above.

On October 1, 2009, the Year 2 (FY10) workplan was submitted to the CTO of USAID.

2.1.5 Project Communication

Progress and results

To maximize coordination and communication, a series of meetings, workshops, and teleconference calls were organized (or participated in) by the TL, PO and WWF in Namibia Director during FY09. Meetings of note included:

- An introductory and planning meeting for potential US-based implementing partners was convened in Washington in February 2009. In attendance were representatives of USAID, DAI, AED, WWF in Namibia including the Managing Director and COPASSA TL, and the WWF-US based PO.
- UF/HED launch meeting in DC attended by the PO and with the TL and leaders of the WWF Regional CBNRM Capacity Building Project participating through web access.
- The first Project Steering Committee meeting was convened in Windhoek in March 2009. The main purpose was to review and adopt key project documents, including the Steering Committee Terms of Reference, annual workplan, performance monitoring plan (PMP), and grantee proposal guidelines, as well as the three grant proposals.

In addition and in response to growing interest in COPASSA, a draft brochure has been produced presenting its goals, intermediary results, and principal activities and partners. It will be completed and distributed in Year 2.

Management Issues and Challenges

The unique structure of the COPASSA project comprised of a lead implementing agency (WWF), a group of grantees, and complemented by a growing number of implementing partners without contractual relations with WWF, while technically an asset, runs the risk of compounding transaction costs for key personnel. WWF staff are often called upon to serve as intermediaries between Washington-based partners, with their own technical objectives and reporting requirements, and grantees and other local partners often have their own capacity-related challenges. Not only is this time-consuming, but it puts WWF in the position of assuming a more direct implementation role over activities intended for implementation by others.

2.2 A STRONG TRANSNATIONAL NETWORK OF PUBLIC, PRIVATE, AND CIVIL SOCIETY PARTNERS IS STRENGTHENED AND ABLE TO IMPLEMENT SUSTAINABLE CBNRM USING BEST PRACTICES (IR-1)

The COPASSA Project is building upon existing transnational networks of public, private and civil society partners that have relevance to the improved effectiveness of CBNRM in southern Africa. Where appropriate, COPASSA is also assisting in the development of new networks that will serve to strengthen CBNRM in the SADC region. Networking is supported at three levels. At the regional or SADC level, the existing Regional CBNRM Capacity-Building Network is being bolstered to ensure widespread sharing of CBNRM best practices with participating countries. The 'Transforming CBNRM Education in Southern Africa' initiative of UF/HED has been integrated into this network, thereby creating synergy between CBNRM practitioners and tertiary education institutions in Southern Africa.

At the sub-regional level of the transboundary Caprivi hub, the COPASSA Project will continue to support an informal CBNRM practitioners' network to disseminate, adapt and apply best practices through such mechanisms as exchange visits, internships, and "twinning". At the National level, the Namibia CBNRM Program is being assisted to develop sustainable finance mechanisms to secure long-term delivery of critical support services to conservancies and community forests. Linkages have also been developed with Academy for Education Development's (AED) C-Change project, and joint training undertaken in support of strengthening conservancy associations in Namibia.

2.2.1 SADC Regional CBNRM Networking

2.2.1.1 Regional CBNRM Capacity-Building Project

WWF, through WWF-ESARPO⁴, currently coordinates the Regional CBNRM Capacity-Building Project for southern Africa, which supports CBNRM practitioners and institutions based in Botswana, Malawi, Mozambique, Namibia, South Africa, Zambia and Zimbabwe. The project is being coordinated through the Regional CBNRM Forum, and implemented through six thematic areas, correlated with the primary regional pillars of CBNRM (*Nature, Power, and Wealth*), and corresponding working groups (WG), most of which are replicated at national level. The Regional CBNRM Forum is comprised of two representatives from each of the national CBNRM forum of the aforementioned countries. These national fora play a central CBNRM coordination role within their respective countries and are the conduit for outreach to national stakeholders.

Working with the regional and national fora structure ensures that COPASSA activities respond to and are to the benefit of regional CBNRM needs. The second phase of the WWF Regional CBNRM Project comes to an end in December 2009. The COPASSA TL was actively involved in developing and reviewing the proposal for the third phase, which will increase synergy with COPASSA and further build on lessons learned under the auspices of both initiatives.

PROGRESS AND RESULTS

- Regional Forum Expanded to include Angola/Tanzania

Initial contact has been made with key individuals to identify relevant CBNRM institutions and/or individuals in Angola and Tanzania to be part of the regional CBNRM network.

Also, three representatives from two academic institutions in Tanzania participated in the UF-organized CBNRM education workshop.

- Undertake audits of MOMS in Botswana, Malawi, Mozambique

The Management Oriented Monitoring Systems (MOMS) Working Group of the Regional CBNRM Forum has been particularly active during the last year with all participating countries having now adopted MOMS. MOMS, developed in Namibia under the LIFE (and LIFE +) project, is a monitoring tool for local communities that was originally designed to measure conservation impact,

⁴ The regional project was previously managed by the WWF Southern Africa Regional Programme Office (SARPO). As a part of on-going restructuring of WWF, SARPO has now been absorbed by the new East and Southern Africa Regional Programme Office (ESARPO) based out of Nairobi. However the management of the Regional CBNRM Capacity-Building Project is likely to remain in the southern Africa region.

but is increasingly being adapted for other uses including the monitoring of governance and livelihood activities. COPASSA supports technical backstopping in target countries to ensure implementation effectiveness. In each country MOMS teams are trained and receive field-based, hands-on experience as they establish pilot sites. Where MOMS is already established, audits are carried out for quality control.

Technical support has been provided to the following countries in the following ways:

Botswana – MOMS audit and evaluation was conducted in July 2009 by an independent consultant together with the MOMS coordinator of the Department of Wildlife and National Parks (DWNP). The evaluation team visited nine stations in Moremi Game Reserve, the Pans Parks, and Central Kalahari Game Reserve; and three CBOs (Khwai, Sankuyo and Mababe). The audit indicated that the protected areas and CBOs use MOMS, but made recommendations on how to improve standards and build sustainability including more frequent technical support, smaller training classes, and quality control of material production.

Zambia – MOMS training, including the development of training modules was held for the national MOMS Working Group and local MOMS champions in Mumbwa District in May 2009. A total of 35 people were trained. Participants were drawn from ZAWA; Forestry and Fisheries Ministries; Farm Zambia; Community Resource Boards (CRB); Beekeeper groups; Conservation Farming Unit; Development Solutions Initiative (DSI); and the communities of Mulendema, Moono, Shakumbila; Mulendema and Kabulwebulwe chiefdoms in Mumbwa district. By introducing MOMS to a wide group of stakeholders from national, district and community levels and with a focus on natural resources versus solely on wildlife, it is hoped that Zambian communities will develop a more holistic approach to natural resource management.

Zimbabwe – A MOMS training workshop was held in June 2009 in Mushumbi Pools, Mbire Rural District for thirteen games scouts and resource monitors from Masoka Ward and sixteen game scouts from Mbire district. The training was a follow up to activities in 2007 that included two MOMS-focused exchange visits to Namibia by the regional MOMS Working Group as well as a Masoka community delegation.

- Develop MOMS User Guide

The development of the MOMS User Guide has been delayed till year two.

MANAGEMENT ISSUES AND CHALLENGES

These issues and challenges are relevant to all three of the aforementioned countries

- Staff turnover is high (transfers, death, promotions) and underlines the need to create a strategic group of local trainers.
- There is little support among colleagues at the same site, i.e. providing ad hoc training in MOMS use to new personnel. Consequently, the National MOMS Coordinator is usually called upon to provide new staff training.
- Not all senior personnel have bought in to the MOMS methodology

- There is no specific budget for continued MOMS support in many of the national implementing institutions.

2.2.1.2 Coordinate with HED Initiative

WWF is collaborating with the University of Florida (UF), the implementing entity of the USAID funded Higher Education for Development (HED) initiative to transform CBNRM Education in southern Africa. UF is facilitating the creation of a network of southern Africa universities, vocational schools, and NGOs tasked with developing CBNRM curricula to be adopted and used in target countries and institutions.

PROGRESS AND RESULTS

To this end in July 2009, WWF and the University of Florida jointly organized a stakeholder CBNRM workshop in Pretoria, South Africa. Designed to obtain broad stakeholder input, the workshop was attended by 69 individuals from 8 countries in Southern Africa (Botswana, Malawi, Mozambique, Namibia, South Africa, Tanzania, Zambia and Zimbabwe) representing academic, NGO, private sector and government institutions. Presentations and discussions at the workshop included:

- Brief updates on the status of country CBNRM programs including education and training-related activities;
- Updates and discussions on current and potential curriculum content, including a gap analysis;
- Defining and agreeing upon priority CBNRM educational themes which are: 1) governance; 2) economics and 3) CBNRM theory and practice.
- Participant agreed that curricula will be delivered through: 1) community short courses; 2) diploma and certificate level long courses for managers and facilitators; and 3) postgraduate courses (MSc/Phd).

In terms of outcomes, a list of needed training competencies was compiled for government and NGO field officers, and CBO managers and leaders. These were organized under five categories representing almost fifty potential short course modules: 1) natural resource management; 2) economics and business practices; 3) governance; 4) management; and 5) leadership and communications. Some course work already exists although quality varies, while other modules are new and to be developed.

Participants agreed on the following next steps:

1. Assess availability of materials against required competencies, i.e. a needs gap analysis
2. Develop a comprehensive set of CBNRM learning materials
3. Establish a platform for sharing and learning how to teach CBNRM materials

A full report on the proceedings and the way forward is to be completed and distributed by the University of Florida.

2.2.1.3 Introduce PhytoTrade to Regional CBNRM Forums

The transnational network, PhytoTrade Africa (PTA), already works in 8 SADC countries and could potentially assist in building greater regional synergy between CBNRM and the natural plant sector. PTA is well-versed in product and market research and development, but relatively inexperienced in resource management, supply chain development and local institution capacity-building. So PTA can help CBNRM CBOs better market their natural plant products and contribute more generic lessons and insights about how to develop partnerships with the private sector; and CBNRM can help PTA to expand its natural plant product supply base to meet growing demand. The collaboration will also help to disseminate the CBNRM and sustainable use message to natural plant product groups that, while practicing some aspects of natural resource management, have not fully embraced CBNRM and biodiversity conservation.

PROGRESS AND RESULTS

Phytotrade Africa (PTA) was invited to present its work to the Regional Community-based Enterprise (CBE) and Community-based Organization (CBO) Working Groups at the annual planning meeting in April 2009. At the meeting, PTA explained their structure, objectives, and technical approaches, and how communities involved or interested in the natural product sector can join their network.

Discussions were also held with SAFIRE, a Phytotrade member who specializes in community mobilization and training in non-timber and non-wildlife natural product harvesting and marketing. In November 2009, WWF will contract SAFIRE to convene a technical workshop on natural products for Support Organisation staff responsible for supporting community enterprises in natural products trade. This will also be an opportunity to further strengthen coordination and collaboration of natural product initiatives among the members of the regional CBNRM Enterprise working group.

2.2.2 Sub-Regional CBNRM Networking

2.2.2.1 Support an Informal Network of Practical CBNRM Service Providers to Share CBNRM Best Practices Around a Hub of Caprivi CBNRM Activities

The Caprivi Region is at the hub and central to the success of the pending Kavango Zambezi Transfrontier Conservation Area (KAZA). It offers a unique opportunity to influence CBNRM practices in Angola, Botswana, and Zambia by sharing best practices with neighboring transboundary stakeholders, and in some cases, twinning the implementation of CBNRM best practices with on-the-ground support to communities. In this regard, COPASSA Project funds are being used to support the introduction of CBNRM and community livelihood initiatives in the Sioma Ngwezi National Park and surrounding Game Management Areas (GMAs) in southwest Zambia. The project area, hereafter referred to as the Silwana Complex (Appendix I), is a focal area of the Zambia Integrated Development Plan (IDP) for the Kavango-Zambezi Transfrontier Conservation Area.

COPASSA support in this region, through a grant to IRDNC, is part of the larger CCCD Project which is jointly implemented by a four member consortium, comprised of IRDNC, WWF Zambia, WWF in Namibia and the Community Economic Development Program (CEDP). The CCCD

project was developed in response to a request to IRDNC by the Zambia Wildlife Authority (ZAWA).

PROGRESS AND RESULTS

- Munitenge TA to Zambia Exchange visit

A delegation from the Munitenge Traditional Authority of Caprivi, under the leadership of His Royal Highness, Chief Liswani III, visited the Western Province of Zambia in November 2008. They were received at Litonga Ma-Kwibi, the palace of the Barotse Kingdom by the Lozi Chiefdom Royal Khuta and a jubilant crowd of close to 200 people from neighboring villages. The Namibian delegation, including IRDNC technical staff, presented an overview of the Namibian CBNRM program (legislation, wildlife and natural resource management protocols, institutional support and capacity building, women's involvement, and enterprise development including partnerships with the private sector). IRDNC colleagues also shared plans for collaboration between ZAWA and IRDNC to adapt the Namibian CBNRM experience for introduction into the Sioma Ngweze and Imusho areas of Zambia (today's CCCD project).

A senior representative of the Nalolo Royal Establishment (part of the Barotse Kingdom), who also followed with a presentation of the Zambian experience including conservation education initiatives, increasing animal populations in Liuwa National Park (as one example elephant have increased from 400 in 1997 to 2500 today), and efforts by communities to monitor and control against poaching and other types of illegal natural resource exploitation.

- Angola Exchange visit to Caprivi

A three member delegation (2 men, 1 woman) from southeast Angola attended the Annual General Meeting of the Karamacan Trust in the Bwabwata National Park, Namibia in November 2008. Supported by ARD through the now defunct IRBM Project, the main purpose of their visit was to learn how their Namibian counterparts have organized themselves to benefit from the management of their natural resources. IRDNC also invited the Angolan delegation to participate in a financial management training course organized for the Karamacan Trust which provided additional information on the responsibilities of community groups under the conservancy movement.

- ZAWA Exchange visit to Caprivi
- Mashi TA Exchange visit to Sioma Complex

These visits have been shifted to year two, mainly due to the late start of the CCCD project.

- Introduce/twin CBNRM Best Practices into SW Zambia

During this reporting period, the CCCD project was officially launched. A priority in the first months of the project have been to acquire a better understanding of the Silwana Complex needs and consult with stakeholders on their vision for the project area. As a part of partnership building, the CCCD has established the foundation for solid relationships with target communities and

ZAWA staff as well as between consortium partners. Collaboration has also been fostered with another key partner organization, the Peace Parks Foundation (PPF), which was instrumental, along with ZAWA, in requesting IRDNC's assistance to implement CBNRM and livelihood components of the Zambia Integrated Development Plan (IDP) for KAZA. More specifically, accomplishments included:

- Official request obtained from ZAWA to work in Silowana Complex
- CCCD consortium established
- Barotse Royal Establishment (BRE), the traditional authority of the region, consulted and their support for CCCD secured
- Consortium members introduced as a single, integrated unit at community consultative meetings at 16 villages, attended by more than 1,200 people including BRE representatives.
- Consortium members familiarized with project area and develop understanding of community issues
- Visioning and planning workshop held with representatives from 16 villages in the project area
- IRDNC operational framework developed to guide staff involvement in CCCD

MANAGEMENT ISSUES AND CHALLENGES

The CCCD project only started in June 2009. Initial activities focused on introducing the project to key stakeholders, obtaining their input, and completing a planning workshop. Other activities planned for FY09 - work with community scouts, and the introduction of MOMS, among others – will be extended into FY10.

2.2.3 National CBNRM Networking

2.2.3.1 *Namibia Conservancy Association Network*

COPASSA Project resources are being used to strengthen regional conservancy association to enhance the ability of conservancies to better advocate for their needs. Lessons learned from this support effort shall be developed as a case study for sharing with other countries in the region.

RESULTS AND PROGRESS

1. Between March and June 2009, NACSO undertook a survey of the status of regional conservancy associations and their training needs, interviewing 28 out of the then 53 registered conservancies. Out of 12 possible topics, interviewees selected three priority training themes: communication skills to reduce conflict and increase collaboration; conflict management; and advocacy. NACSO then collaborated with AED's C-Change project to design and deliver three training courses to conservancy association members and CBNRM support agency staff in July and August 2009.
2. The three modules were introduced during three events:
 - A Training of Trainers (ToT) course for 20 participants from 4 NGOs and the Ministry of Environment and Tourism;
 - A training course for 17 conservancy leaders representing 16 conservancies and 8 community forest leaders from 8 community forests, all from the Caprivi regional Forum; and

- A training course for 26 conservancy leaders from 20 conservancies of the Kunene Conservancy Regional Association and 3 support staff from IRDNC.
3. In addition, one representative from the Zimbabwe CBNRM Forum and two representatives from the Botswana CBNRM Forum participated in the ToT course. Their participation was an opportunity to introduce other countries to training possibilities with the intent to adapt and replicate these courses upon request in other countries.

MANAGEMENT ISSUES AND CHALLENGES

The lack of technical support staff for the Institutional Development Working Group (IDWG) of NACSO has put a lot of pressure on the NACSO Secretariat Coordinator and voluntary members of the Working Group, to serve as intermediaries between the AED C-Change project and the regional conservancy associations. This led to delays in the training timeframe, shifting from the original target date of April/May to July/August. Thanks to the extremely cooperative spirit of the AED C-Change lead facilitator, these delays did not affect the eventual results of this activity although follow-on activities will be taken forward during year two. Plans are underway for WWF to allocate a small grant to the IDWG to recruit a Working Group Coordinator and to fund a select number of WG activities.

2.3 NEW PARTNERSHIPS DEVELOPED AND NEW RESOURCES LEVERAGED TO SUPPORT SUSTAINABLE CBNRM IN AREAS OF RESOURCE MANAGEMENT, TOURISM, HUNTING AND/OR NATURAL PRODUCTS (IR-2)

2.3.1 Develop a Model For Innovative Long-Term CBNRM Conservation Finance

The Namibia CBNRM Program is in the process of developing a CBNRM Sustainability Strategy that seeks to establish permanent CBNRM support systems by securing long-term sustainable financing. NACSO is responsible for spearheading this process, with technical support from WWF-US Conservation Finance experts. WWF has been successful in developing similar schemes in other parts of the world, and will draw on this wealth of experience to inform the Namibian initiative.

RESULTS AND PROGRESS

1. NACSO contracted a Sustainable Finance Coordinator in May 2009 to coordinate the process of strategy development. As a part of her introduction to the CBNRM program she visited five conservancies in three different regions of Namibia.
2. The Sustainable Finance Coordinator has consulted with a broad range of stakeholders including 10 NACSO members (service providers); 3 Government institutions; 7 Private Sector partners; 3 donor agencies; and 2 Conservancy Regional Associations (Caprivi and Kunene).
3. The Coordinator also attended two training courses; one on 'Conservation Trust Funds in Africa' (co-organized by WWF-US, Table Mountain Fund, and Conservation Finance Alliance Working Group on Environmental Fund) and a second on 'Forests and Climate Change', convened by USAID.
4. WWF staff has also been working with NACSO to develop a Financial Model that will enable the CBNRM program to determine future funding needs and gaps and to establish income targets to be used in the development of a funding plan. The financial model will also serve as a permanent management tool, demonstrating how financial and operational changes affect long

term funding and programmatic needs and to guide strategic decision making on high-level program budgeting and resource allocation.

MANAGEMENT ISSUES AND CHALLENGES

The financial model has been completed, but its implementation awaits the recruitment of a Namibian with the skills required to be the counterpart of the current developer of the financial model. This will be prioritised during year two of the project.

2.3.2 Develop and Foster Transboundary Relationships between Conservation CBOs Surrounding Caprivi

- Hold Caprivi Hub CBNRM Service Provider Forum Meeting

Five community based transboundary forums are in place within the Caprivi CBNRM Hub. Their main purpose is to share information and experience as well as to plan and undertake joint activities, (e.g. fire management, anti-poaching, etc.). The Imusho/Kwandu Forum (Zambia/Namibia) is the most active of the five. This could be in part due to strong NGO support on both sides of the border, whereas a similar level of support has been lacking for the other forums, especially on the far eastern side of Caprivi, bordering Botswana and Zambia.

The purpose of the proposed transboundary service provider meeting is to reenergize the less active community forums. This meeting has been delayed until year two of the project, due to difficulties in identifying and making contact with the relevant service providers in both Botswana and Zambia.

2.3.3 Promote National and Regional Expansion Of CBO/Private Sector Partnerships Through Ecosystem Payment Services

- Continue brokering of JV lodge and trophy hunting concessions in Namibia

The Impalila Conservancy in Caprivi was supported in its negotiations to establish a joint venture agreement with the new owners of Impalila Island Lodge. Negotiations with the previous owner had been unsuccessful as the lodge pre-dates the establishment of the conservancy, and consequently the owner was not obligated to negotiate with the conservancy. The lodge has since been sold and the new owner has demonstrated a willingness to negotiate and work with the conservancy.

The Karamacan Association in the Bwabwata National Park has been supported to acquire a tourism concession for a prime location on the banks of the Okavango River, bordering the park. During year two, they will be supported in efforts to attract a private investor as a joint venture partner.

- Produce guidelines on JV lodge tender and contract procedures

Guidelines, based on the Namibian experience with JV lodge tendering and contract procedures, have been developed in print and CD format, and distributed through the regional Community Based Enterprise Working Group.

- Assist Mozambique to develop trophy hunting concession guidelines for CBO tendering and contracting

This activity has been cancelled due to changes in leadership staff in Mozambique and uncertainty on whether they are still interested in learning from the Namibian model.

- Pilot JV Lodge Tender/Contracting Process With ZAWA at Ngonye Falls

This activity has been delayed until FY10 due to late start of project activities.

- Organize / host Regional CBNRM BEL WG study tour of Namibia JV/hunting concession operations

The CBNRM programs in the region have supported a range of partnerships between CBOs and the private sector that generate several million dollars of annual benefits to poor, rural communities across the region. To date, the largest contributing income-producers are trophy hunting concessions and joint-venture (JV) lodges, while the harvesting and marketing of natural plant products is increasingly important. There is, however, still a need to expand the number of partnerships within participating CBNRM programs and to do so using state-of-the art tender and contracting processes.

PROGRESS AND RESULTS

To this end, 12 members of the Regional Community Based Enterprise (CBE) WG, drawn from five southern African countries (Botswana, Malawi, Mozambique, Zambia and Zimbabwe) took part in a study tour of Namibian conservancies in June 2009. The aim of the study tour was to learn and share experiences about community and private sector joint ventures, by:

- Learning about the various models of enterprise development in Namibia's conservancies;
- Hearing from various stakeholders on how they have managed to benefit from the Conservancy model;
- Seeing firsthand the business ventures entered into by the various stakeholders.

Lessons learned or conclusions reached include:

- It is possible to increase household incomes through the harvesting of natural products;

- There is need for extensive research and marketing in order to get the best terms of trade for selling natural products;
- The need to engage technical experts to assist with negotiating contracts and prices and to ensure that proceeds to communities are maximized.

Follow up after the study tour revealed that Zambia participants had initiated the following:

- Negotiations with a private investor to develop a joint partnership game ranch in the Chinsali District. The area is adjacent to one of Zambia's Game Management Areas.
- The proprietor of Kaingu Gemstones mines has negotiated with Puku Pan Safari Lodge and Kaingu Lodge for their clients to collect stones from her mine which is then fabricated into jewelry.

2.3.4 Promote Innovative Partnerships to Develop CBO Leadership

- Design, organize and pilot CBO institutional leadership training course
- Develop and pilot test three training modules for conservancy managers

Both of these activities have been rescheduled for year two, due to delays in reaching an agreement with the IDWG of NACSO on the format and content of the capacity building initiative for CBO leaders and managers. This will be funded through a grant agreement with the Namibia Development Trust, on behalf of the IDWG, using WWF match funds.

2.4 ACTIVE LEARNING PROCESS FOSTERED THAT SUPPORTS CONTINUAL UPDATING OF STATE-OF-THE-ART CBNRM KNOWLEDGE THROUGH CAPTURING, DOCUMENTING AND APPLYING LESSONS IN WAYS THAT INFORM DECISION MAKING AND PRACTICE WITHIN NAMIBIA AND OTHER SOUTHERN AFRICAN COUNTRIES (IR-3)

2.4.1 Undertake Regional Stock-Taking Assessment:

The COPASSA Project is working with DAI's Capitalizing Knowledge, Connecting Communities (CK2C) project and the WWF regional CBNRM Capacity Building Project to facilitate stocktaking studies of CBNRM in 6 southern Africa countries – Zimbabwe, Namibia, Zambia, Botswana, Malawi, and either Mozambique or Tanzania. Each stocktaking exercise, to be lead by national CBNRM forum, will produce a CBNRM country profile that includes a synopsis of the current state of CBNRM, maps of CBNRM areas, summaries of the impacts of CBNRM to date, challenges facing CBNRM, strengths and weaknesses of the enabling environment, etc. These country studies will then be used as a baseline and to determine criteria for future performance based monitoring by national CBNRM fora and other partners.

PROGRESS AND RESULTS

1. The terms of reference for the stocktaking exercises and profiles of the lead and national consultants were finalized and agreed upon by USAID, WWF and DAI.
2. In Zimbabwe, the process of recruitment of national CBNRM and GIS consultants was initiated in September 2009 following a consultative visit with Zimbabwe National CBNRM Forum and the COPASSA Team Leader and DAI lead consultant for the stocktaking exercise. A short list

of candidates was produced at the end of September, with plans for the exercise to commence by mid October. The process will be initiated shortly thereafter in other countries, until all are completed by the end of FY10.

MANAGEMENT ISSUES AND CHALLENGES

Delays occurred in working with the key partner (DAI) and finalizing the stocktaking terms of reference. Also, it was important for the TL and personnel from the WWF CBNRM Capacity Building Project to take the time to introduce and obtain the input and buy-in of the regional and national CBNRM fora. The time invested has now laid the ground for national ownership of the process and results.

2.4.2 Undertake CBNRM Gender Assessment

- Liaise with HED organization to consolidate Gender Assessments

Collaboration with UF on this activity did not occur as initially anticipated. Instead WWF contracted a consultant to undertake a review of the extent to which gender and HIV/AIDS work is being mainstreamed into CBNRM in Botswana, Malawi and Zimbabwe. The main findings were that intentions to mainstream gender and HIV/AIDS work into CBNRM are reflected in work plans but actual activities have largely been limited to awareness raising (through training sessions and workshops). Most organizations reviewed did not have workplace policies for gender and HIV and AIDS to guide their mainstreaming activities.

- Conduct regional Gender Assessment feedback meeting

The results of the aforementioned study were presented at the regional CBO Working Group meeting in February 2009. A follow-on study on the impact of CBNRM on gender empowerment is planned during year two.

2.4.3 Develop and Promote MOMS Governance Systems

The Management Oriented Monitoring System (MOMS) was developed by the LIFE Plus project and its Namibian partners to assist semi-literate communities to monitor and more effectively manage their natural resources. MOMS is premised upon capturing quantified data and information into a series of time-bound graphs (monthly and annual). MOMS has proven to be highly successful with assisting CBOs to visually quantify and monitor changes in natural resource trends, leading to adaptive management decisions. The COPASSA project has been working closely with IRDNC and NACSO to develop and pilot-test the new institutional and governance MOMS in the Caprivi Region.

PROGRESS AND RESULTS

The Institutional MOMS has been developed and is currently being piloted in six conservancies. During a review visit by WWF in April 2009, a number of changes were recommended. It was noted by conservancies and IRDNC field staff too many institutional aspects were being monitoring and that there was some redundancy. The system has been streamlined, and revised monitoring cards

developed. The third and final year for the pilot starts in January 2010. The system will then be rolled out to other interested conservancies.

2.4.4 Piloting the Dashboard survey tool (new activity)

As a complement to MOMS, a new survey tool, Dashboard has been produced by IRDNC and UF. Dashboard is designed to monitor local level governance by assessing the empowerment, knowledge and perceptions of ordinary members of conservancies. Present work focuses on training the Caprivi Institutional support team to use the Dashboard tool to measure the effectiveness and performance of five conservancies in Caprivi – Wuparo, Balyerwa, Mashi, Kwandu and Sobbe.

PROGRESS AND RESULTS

1. Administration of the Dashboard in five conservancies including facilitation and relationship building, training of 46 Research Assistants, and data collection (497 questionnaires).
2. Training and transfer of Dashboard related skills to the Institutional Support team so that they can implement the dashboard on regular basis.
3. Training of local community research assistants in administering Dashboard in order to make the process more participatory, interactive and conducive to greater community awareness and understanding.
4. Compilation of a detailed report on the findings and recommendations from the pilot phase for future action by conservancies, Ministry of Environment and Tourism and support organizations such as IRDNC. Highlights from report included:
 - The Dashboard is a comprehensive tool that reveals the institutional and governance strengths and weaknesses of Conservancies. It captures the views of conservancy members and is an important learning tool.
 - Structural problems in Conservancies are undermining their overall performance (issues of accountability, information flow, budgeting, benefit use, and shared decision-making, etc.)
 - The Dashboard brings to the forefront important issues, many of which will only be resolved with the help of CBNRM Service Providers.

2.4.5 Convene Regional CBNRM Conference

USAID has sponsored four regional CBNRM Conferences since 1995, with the most recent held in 2005. The COPASSA Project is working the University of Florida and the Regional CBNRM Capacity-Building Project to start organizing and raising funds for a fifth regional CBNRM conference, to be held in 2011. A conceivable theme for this conference might be along the lines of “Taking Stock of CBNRM in Southern Africa and Planning for The Future”. Potential participants at the Conference will be representatives from all SADC countries, plus Madagascar. The conference will provide a venue to present results and to obtain decision makers commitment to recommendations from both the Stocktaking and Gender Assessments.

2.4.6 Establishment of a Regional Knowledge Management Mechanism

The Regional CBNRM Capacity-Building Project has facilitated the establishment of a website for the Regional CBNRM Forum. The website, however, is not vibrant and underused due to a shortage of resources to fully develop and maintain it. COPASSA Project resources are to be used to explore the feasibility of expanding this website to host CBNRM knowledge management in southern Africa. Should this be deemed feasible and desirable, then a range of information could be digitally housed for easy access including country CBNRM reports, research papers, case studies, publications, training materials and tools, and relevant databases.

Similar work is planned under the University of Florida implemented 'Transforming CBNRM Education' initiative, and the two initiatives will collaborate closely towards their common purpose.

PROGRESS AND RESULTS

The concept and need for a regional CBNRM knowledge management mechanism was presented and discussed at the Regional Performance Monitoring Working Group meeting in February 2009. The WG agreed that it was not an immediate priority. Instead, it was proposed that country forums be assisted to develop their own knowledge management systems (KMS) and these be eventually rolled up into a regional web based mechanism. The idea was also proposed at the Regional Steering Committee meeting in August 2009.

To this end, the Namibian CBNRM Forum has employed a communications person (shared with WWF in Namibia to revive the NACSO website). Discussions are underway to use this opportunity to transform the NACSO website into a fully fledged KMS for Namibia.

MANAGEMENT ISSUES AND CHALLENGES

There are no champions or communications people in any of the other participating countries of the Regional CBNRM Forum to move this forward at country level. Possible solutions are to support/encourage country forums to raise funds to meet this need or for COPASSA, UF and the Regional CBNRM Capacity building project to jointly source funds to finance consultants for each country.

2.5 POLICY AND INSTITUTIONAL REFORMS THAT INCREASE INCENTIVES AND REDUCE BARRIERS TO COMMUNITY-BASED ENTERPRISES (IR-4)

2.5.1 Gaining Acceptance of the CBNRM Development Hypothesis To Facilitate A More Enabling CBNRM Policy Environment

- Organize and conduct a CBNRM Communications Strategy Workshop

Due to the abbreviated implementation period (grant only issued to SARPO on May 1, 2009) this activity has been rescheduled for year 2.

- Organize and conduct field visit for Namibian Parliamentary Standing Committee on Public Accounts and Natural Resources

In May 2009, a COPASSA grant enabled NACSO to facilitate a visit to the Caprivi Region by the Parliamentary Standing Committee on Public Accounts and Natural Resources. The purpose of the visit was to sensitize parliamentarians to the development barriers faced by conservancies and to reflect together on possible solutions. The three barriers addressed during the visit were:

- Human-Wildlife Conflicts that is undermining the willingness of people to protect and live with conflict animals, especially elephants and predator species;
- Tourism leasehold fees (payment for the right to develop and operate tourism on communal land) which were recently introduced by the Ministry of Lands and Resettlement (MLR) and that are significantly reducing community benefits and is a disincentive for investment on communal land, thereby undermining rural development; and
- Contradictions and gaps in the policies of various line ministries (including Environment & Tourism; Fisheries & Marine Resources; Agriculture, Water & Forestry; Land & Resettlement; Regional & Local Government & Housing & Rural Development) that are creating discord and uncertainty regarding conservancy activities. E.g. A review of the legislation of the Ministry of Fisheries & Marine Resources, devolving rights to conservancies to manage and benefit from inland fisheries in the same way as was done with wildlife, would significantly enhance the management of fish resources in Caprivi and would contribute substantially to community livelihoods and rural development.

Subsequent to the visit, the Human-Wildlife policy was launched in September 2009, setting the framework for addressing human-wildlife conflict situations. Also, discussions have begun between representatives of the various regional conservancy associations and senior management within the MLR and the Ministry of Environment and Tourism (MET) to reconsider the current leasehold fee structure.

- African Parks Exchange Visit to Caprivi

The CEO and Senior Program Officer for African Parks Foundation, along with a Project Manager from the Bangweulu Swamp Project in Zambia, visited Caprivi for 5 days in late March 2009. The Senior Program Officer was the previous director of the South African National Parks Board and has long been a critic of CBNRM. After four days of meetings with Caprivi Conservancies and introductions to different aspects of the Namibia CBNRM model, the delegation confessed that they were highly impressed with the achievements of the conservancy movement. They requested background material on a number of approaches and support systems and would like to integrate tools such as MOMS and methodologies for tendering hunting concessions into the Africa Parks Program.

- US Northern Great Plains visit to Namibia

A seven member delegation from the US Northern Great Plains visited Namibia in June 2009. The main purpose of their visit was to share experiences relating to the value of wildlife and tourism as livelihood options. They visited freehold conservancies, a private nature reserve, a community private sector joint venture tourism operation and a communal conservancy. The Northern Great Plains program has recently won the Travel and Leisure Global Vision Award in honor of their

Namibian learning tour. For more information on their learning experience and the award, follow the web link below:

<http://www.travelandleisure.com/articles/2009-global-vision-awards/2/?comment>

2.5.2 Create and Pilot Test CBNRM Policy Index Tool Which Can Be Applied To Gauge the Viability of CBNRM Enabling Environments

- Hold regional workshop to refine and agree on Index Tool

A workshop was internally conducted between WWF and selected Namibian CBNRM specialists to conceptualize the development of this tool. The workshop highlighted the key variables that should be encompassed by the tool, but also highlighted the complexity of applying this tool to the various forms of CBNRM being applied in southern Africa. A second internal workshop to formulate a draft tool will be held early in Year two, prior to taking the idea further to the regional level.

- Facilitate application of the index tool in at least 5 countries

Due to the abbreviated implementation period (grant only issued to SARPO on May 1, 2009) this activity has been rescheduled for year two.

2.5.3 Support a Study Tour of Select Angolans to Visit the Namibia CBNRM Program

- Presentation to Angolan Policy level audience in Angola
- Host Angolan delegation in Namibia

Both activities were planned in partnership with the USAID funded Integrated River Basin Management (IRBM) Project. With the closure of the IRBM project, the COPASSA project will explore partnering with the winner of the Southern Africa Regional Environment Program (SAREP) project to host an Angolan delegation in Namibia.

2.5.4 Understanding the Impacts of Preferred Livestock Market Accesses On Wildlife And Tourism As A Land Use

The European Union (EU), through the Lomax and the more recent Cotonou Treaties, has induced many governments in Southern Africa to promote the export of livestock products as a major economic development option. As a result of strict veterinary requirements, numerous veterinary control fences and regulations have been enacted by participating governments. In many instances, the placement of veterinary control fences has been at the expense of wildlife, fracturing migration routes and leading to a decimation of some populations of wildlife. Similarly, the controls have served to undermine the value of wildlife and the marketability of wildlife meat or live products. Further, the controls required to meet EU import requirements are such that governments are required to establish and maintain EU certified abattoirs, maintain thousands of kilometers of fence, and provide extensive levels of veterinary assistance (drenching, inoculations, disease testing, quarantine areas and processes, etc.) to farmers.

It is unclear how sustainable the Preferred Access to EU import markets will be in years to come, and also whether livestock production on much of southern Africa’s arid and semi-arid rangelands is the most viable and sustainable development option. In the face of growing globalization and increasing world demands for tourism, there is a need for stakeholders (governments, livestock producers, communities, tourism industry, and donors) to better understand the long-term trade-offs between the continued promotion and development of marginal livestock production areas at the expense of developing these same lands for tourism and/or wildlife-based industries.

PROGRESS AND RESULTS

Progress was made in phase one of the EU beef market driver study through the following activities:

1. A Terms of Reference for Phase One of this study was developed, with the initial phase focusing on the history of the EU beef trade between three southern Africa countries and the EU under the Lome and Cotonou Treaties. David McGlaughlin of the WWF Markets Program was commissioned to undertake an initial analysis of the historical EU beef trade in Botswana, Namibia and Zimbabwe.
2. The Namibia trade study was completed in February, reflecting that Namibia beef imports into the EU are receiving premium prices, based upon the high-quality beef and effective export systems. The study, however, illustrates the inability of Namibia to meet its annual quotas, with beef exports dropping.
3. The Botswana trade study was conducted in March and April, and in this case, the market study was expanded to contrast contributions of beef and tourism to the Botswana GDP. Similar to Namibia, Botswana is having difficulty in meeting its beef export quotas. In addition, beef exports in Botswana are regressing at a steady rate and tourism contributions to the Botswana GDP has increasingly and vastly outperformed beef production over the past 15 years (figure 1).

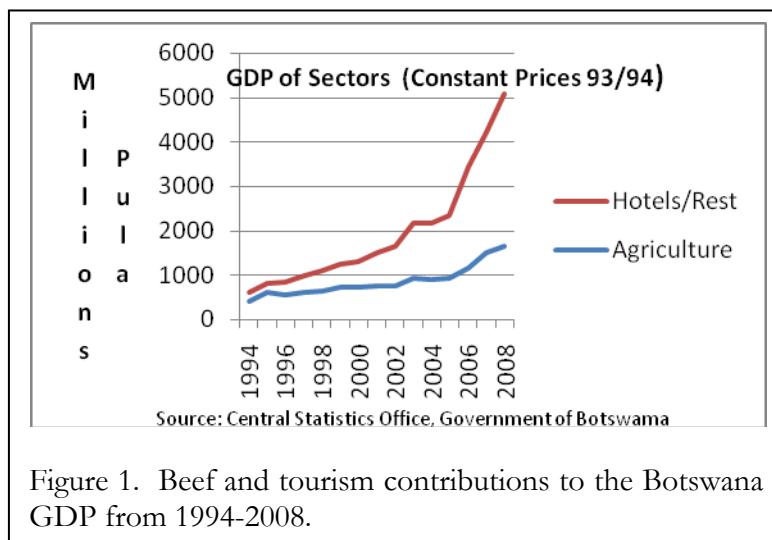


Figure 1. Beef and tourism contributions to the Botswana GDP from 1994-2008.

4. A beef trade study for Zimbabwe is presently underway, and it is expected to reflect similar trends prior to the political unrest that has beset Zimbabwe since 2000. However, it is anticipated that data thereafter will be distorted and difficult to collect due to Zimbabwe’s political situation for the past nine years.

The second phase of the study is scheduled to commence in Year two of COPASSA, when work will begin on documenting the impacts of the subsidies stimulated by the EU treaties with the three southern African countries for beef trade. This phase will focus upon a historical overview of the

veterinary implications of the treaties, the costs to governments of meeting these veterinary and EU hygiene standards, and the impacts the veterinary fences have had on southern Africa's wildlife populations.

2.5.5 Influencing CBNRM Policy through Pilot Demonstration Activities

- Review Zambia Natural Resource Policy environment in relation to Sioma Complex and CBNRM

The recently launched CCCD project creates opportunities for WWF and its fellow consortium members to pilot-test new CBNRM approaches in the Silwana complex of southwest Zambia. Experiences gained from the implementation of the Silwana complex activities will be used to initiate a process of informing and creating a strengthened legal, regulatory and policy framework for CBNRM in Zambia. This shall be a test of bottom-up policy development, which however, will be contingent upon the willingness of the Zambian government to adopt and/or pilot the proposed changes.

PROGRESS AND RESULTS

This activity is planned for a later phase in the project cycle, perhaps during year three of COPASSA support.

- Inputs into Mozambique CBO trophy hunting concession process

This activity has been cancelled due to changes in leadership staff in Mozambique and uncertainty on whether they are still interested in learning from the Namibian model.

3 SUCCESS STORIES AND LESSONS LEARNED

Limited for grantees, as the period of implementation was only five months.

- Buy-in, building ownership and consensus takes time.
- Multiple partner initiatives, while adding value, do represent additional transaction costs, particularly time.
- Caprivi Hub/Silwana Complex in southwest Zambia: Lesson learning between countries should be coupled with a respect for, and heightened awareness of, the different contexts, community and political dynamics, and policies in place. Lessons cannot be 'cut and paste' – they need to be rooted in understanding the local context.
- MOMS: Need for dedicated resources (funds and personnel) to ensure the required level of backstopping within countries.
- Need to understand the need for both a Sustainability Strategy and a Financial Mechanism and the interconnectivity between the two.

4 Next Steps and Priorities

Reference Year 2 workplan for greater detail.

IR1: Networking

1. Participation of CBNRM experts from Angola and Tanzania at the November 2009 Regional Forum meeting.
2. MOMS: Support the development of core teams for MOMS adoption and implementation in Malawi and Mozambique. MOMS “how-do” Guide completed.
3. Support the development of CBNRM curriculum as a part of the UF/HED initiative.
4. Technical workshop on natural products.
5. Caprivi Hub: Finalization of VAG boundaries, followed by VAG elections and the recruitment of Community Resource Monitors (CRM). A VAG training needs assessment will be followed up by appropriate training, combined with the provision and monitoring of operational grants to the VAGs. CRMs will be trained in monitoring techniques and community extension. Throughout this process, ZAWA will guide and participate, based on an operational framework that is currently being developed at a high level between ZAWA and CCCD.

IR2: “Partnerships”

1. 2nd CBE focused study tour in Namibia
2. Establishment of Sustainable Finance Committee

IR3: “Learning Process and Innovation”

1. Complete stocktaking in 6 countries and use the results to develop a performance monitoring tool to be used by national forum to assess their progress in achieving their self-prescribed objectives and goals towards improving their national CBNRM programs.
2. Knowledge Management Systems
3. MOMS governance system and integration with DASHBOARD survey tool

IR4: “Policy and Institutional Reforms”

1. Training in policy communication to be provided to Regional Forum participations who will then return to their respective countries and work with other stakeholders to develop a policy-focused communication strategy.
2. Policy Index Tool
3. Complete EU beef market driver study.

Appendix I: CCCD Project Area

