



Synthesis Report on the Community Forestry in Namibia Project (CFN)

North West Forestry Region of Namibia
January 2009 to April 2011

*What are the opportunities of community forest management in
North West Forestry Region and which approaches are promising?*



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FOREWORD

The objective of this synthesis report is to disseminate information and experience to any person interested in community forestry management in particular within North Central Namibia. It shall encourage discussions among project partners and related stakeholders to proceed effectively in implementing community forestry management in Namibia.

As North Central Namibia is home of more than forty per cent of the national population, an emerging economic centre and increasingly affected by climate change, the devolution of management rights over natural resources to local communities is of utmost importance. Forthcoming instruments like regional land use planning demand active participation and declared power over the utilisation of natural resources. This shall contribute to conservation of habitats and to economic development.

In order to achieve this vision, the Directorate of Forestry of the Ministry of Agriculture, Water and Forestry in line with other ministries, the Traditional Authorities and Regional Councillors, regional institutions and development programmes, community based organisations and communities are the key players. It requires a strong target-oriented project steering, shared and agreed objectives, skills and opportunities to empower actors as well as commitment to work as a united community of stakeholders.

This report is based on experience made by a Swiss Forestry Engineer MSc who has provided advice on heading one step forward in this envisioned path. It remains a challenge as in illustrative words “donkeys, thorny bushes or sandy roads prevent sometimes a faster and more straightforward progress”. However, is such a progress needed? What I have learned during my time at the Ongwediva Regional Forestry Office was as follows. A participatory way on developing initiatives as well as providing the best possible output someone is capable of delivering is sometimes more important than individual achievements and meeting due dates.

Subsequently, I request you to acknowledge the content of this report as it reflects my current status of knowledge. Certain recommendations herein might sound familiar to you; others might surprise you at the first look. At all, the most crucial point is to follow a harmonised and participatory approach as a team to implement community forestry in Namibia!

“Lack of patience has resulted that Africa was continuously overloaded with new ideas”

(by Elísio Macamo from Mozambique, Professor of African studies at Basel University, documented in *The World* no. 1 of 2011, Review of Swiss Development Cooperation)

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A warm thank is given to all colleagues working for regional projects in North Central Namibia who fostered regional cooperation. Likewise, thank is addressed to all actors within the Directorate of Forestry, the CFN project, programmes and institutions at national level who cooperated on community forestry activities in North West Forestry Region during that period.

Tangi unene to Mr. Jericho Mulofwa who reviewed this report and made helpful suggestions.

The CFN project is part of the Cooperation Agreement between the Republic of Namibia and the Federal Republic of Germany. The German Development Bank (KfW) is the funding agency of this project.

This report bases on personal experience made as CFN Technical Advisor in North West Forestry Region. It does not necessarily express opinions of addressed actors.

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LIST OF ABBREVIATIONS

AAP	African Adaptation Programme
ABS	Access and Benefit Sharing
ACP-FLEGT	African Caribbean Pacific - Forest Law Enforcement, Governance and Trade Support Programme
AGM	Annual General Meeting
BDP	Benefit Distribution Plan
C	Conservancy
CALLC	Enhancing Institutional and Human Resource Capacity through Local Level Coordination of Integrated Range-land management
CBNRM	Community Based Natural Resource Management
CBO	Community Based Organisation
CBRLM	Community Based Rangeland and Livestock Management Project
CCA	Climate Change Adaptation Project
CDC	Constituency Development Committee
CESP	Community based Enterprise Support Project
CF	Community Forest
CFN	Community Forestry in Namibia Project
CMC	Conservancy Management Committee
CLB	Communal Land Board
CPP	Country Pilot Partnership Programme
CRIAA	Centre for Research Information Action in Africa, Southern Africa Development and Consulting
DAPP	Development Aid to People for People
DEES	Directorate of Extension and Engineering Services
DED	German Development Service
DFO	District Forest Officer
DoF	Directorate of Forestry
EFS	Extended Feasibility Study for Tree Planting
EWC	Eudafano Women's Cooperative
FAO	Food and Agriculture Organisation
FMC	Forest Management Committee
FMP	Forest Management Plan
GFA	Guinea Fowl Association
GIZ	German International Cooperation
GRN	Government of Republic of Namibia
IGA	Income Generating Activities
IGM	Innovative Grant Mechanism
IMF	Inter Ministerial Forum
INP	Indigenous Natural Product Project
IPTT	Indigenous Plant Task Team
IRDNC	Integrated Rural Development and Nature Conservation
ISLM	Integrated Sustainable Land Management
KfW	German Development Bank (Kreditanstalt für Wiederaufbau)
LAC	Legal Assistant Centre
MAWF	Ministry of Agriculture, Water and Forestry
MCA	Millennium Challenge Account
MET	Ministry of Environment and Tourism
MF	Ministry of Fisheries
MLR	Ministry of Lands and Resettlement
NACOBTA	Namibia Community Based Tourism Association
NDT	Namibia Development Trust
NEFR	North East Forestry Region
NFP	National Forestry Programme
NNF	Namibia Nature Foundation
NNFC	Northern Namibian Forestry Committee

NPC	National Planning Commission
NWFR	North West Forestry Region
N\$	Namibian Dollar
PCFI	Participatory Community Forest Inventory
PEG	Partnership for Economic Growth
PIU	Project Implementing Unit
PRA	Participatory Rural Appraisal
RFO	Regional Forestry Office
RWS	Rural Water Supply
TA	Traditional Authority
TAs	Technical Assistants
TTP	Tulongeni Tuhangano Producer Group
UNAM	University of Namibia
UNDP	United Nation Development Programme
WWF	World Wide Fund for Nature

1. Background of Community Forestry in North West Forestry Region

1.1. People

North Central Namibia with its four political regions Oshana, Omusati, Ohangwena and Oshikoto is the densest populated area in Namibia with around 898,800 people. It corresponds to 42.8 per cent of the total Namibian Population of around 2.1 million in 2010ⁱ. It is mainly home to the ethnic group of Owambo that includes the eight Traditional Authorities Uukolonkadhi, Uukwaluudhi, Ongandjera, Ombalantu, Okalongo, Uukwambi, Ondonga and Oukwanyama. The two latter Traditional Authorities dominate in population and dispersion. Other ethnic groups that occur scattered and have their main homelands outside North Central Namibia are the Hereros, Himbas, San people and the Africans.

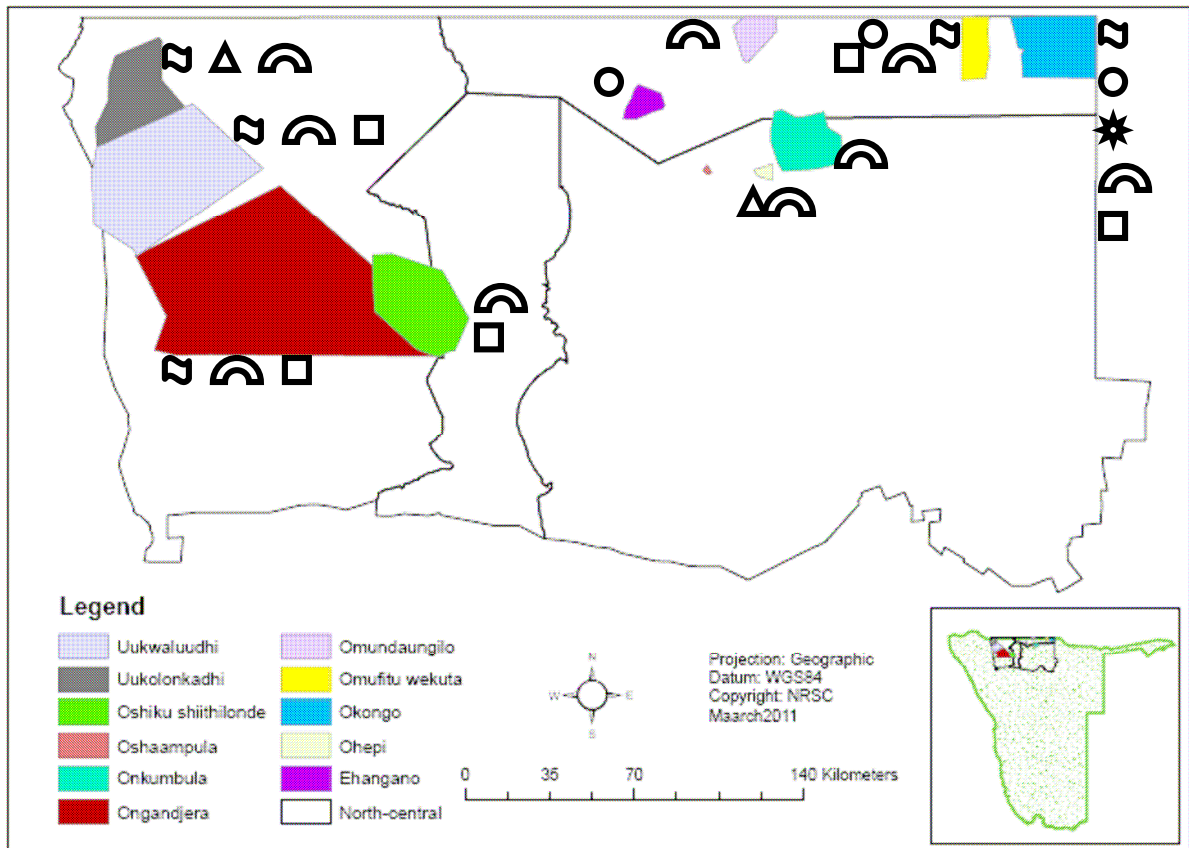
1.2. Forests

Due to the annual rainfall pattern of 400 to 550 mm from November to March and distinct soil types ranging from cambisols, calcisols to arenosols and dunes, five woodland typesⁱⁱ are differentiated in North Central Namibia. Table 1 shows the five woodland types, their main tree species as well as community forests, its size and timber volume. Figure 1 shows the location of community forests in North Central Namibia and their intervention areas with conservancies and support institutions.

Table 1: Woodland types and community forests in North Central Namibia.

<i>Woodland type</i>	<i>Main tree species</i>	<i>Community Forests</i>	<i>Size (ha)</i>	<i>Timber volume (m³/ha)ⁱⁱⁱ</i>
Western Kalahari Woodlands	Silver-leaf Terminalia, Sheperd's Tree and various Acacias	Uukolonkadhi	85,042	14.3
		Uukwaluudhi	245,377	6.3
Mopane Woodlands:	Mopane	Ongandjera	540,931	0.2
		Otshiku tshlithilonde	109,218	0.3
		litota (*1)	-	-
Cuvelai drainage:	Mopane	-	-	-
Etosha Pans and Grasslands:	-	-	-	-
North-eastern Kalahari:	Burkea, Zambezi, Teak, Kiaat, Ushivi, Variable Combretum and several other Combretum species	Ohepi	3,054	28.0
		Oshaampula	692	21.0
		Onkumbula (*2)	56,456	-
		Amudhilo (*1)	5,846	40.0
		Okongo	55,500	43.2
		Ehangano	14,749	10.7
		Omufitu Wekuta	27,064	To verify
Omundaungilo (*2)	21,088	-		

Remarks: (*1) litota and Amudhilo have been excluded due to low resource potential and rapidly declining forest resources. In the latter case, it was also due to weak community management. (*2) No data on timber volume is yet available for Omundaungilo and Onkumbula Community Forests.



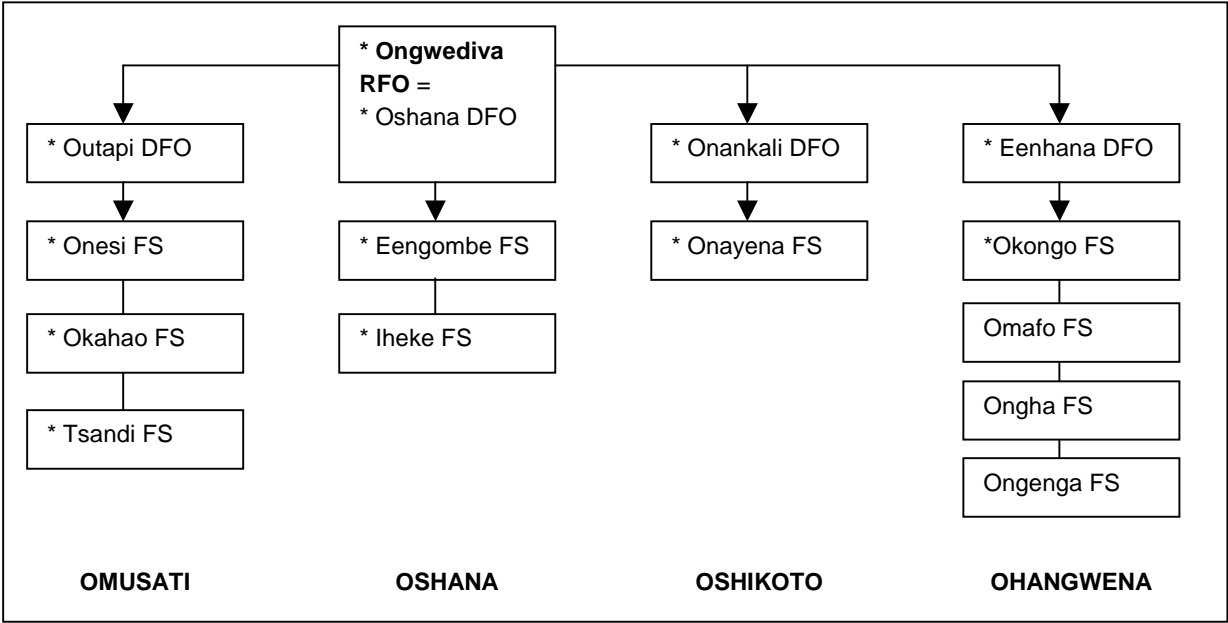
- | | | |
|---|--|---|
|  Conservancies |  IGM of CPP |  CBRLM |
|  CALLC |  NDT |  CLS |

Figure 1: Location of all currently eleven supported community forests in North Central Namibia (Omusati, Oshana, Ohangwena and Oshikoto) and their intervention areas with conservancies and support institutions according to symbols.

1.3. Directorate of Forestry

North West Forestry Region (NWFR) is administrated through the Ongwediva Regional Forestry Office. It covers the four forestry districts that are at the same time the political regions Oshana, Omusati, Ohangwena and Oshikoto. Each forestry district is headed by the District Forest Officer and counts with different forestry stations (see table 2). In regard to activities in community forestry management, each forestry district has nominated one Forestry Official to spearhead this intervention within the district.

Table 2: Organogram of NWFR. Forestry Officials working on community forestry activities are indicated with *. DFO = District Forest Office, FS = Forestry Station.



1.4. History of community forests in North West Forestry Region

From 1991 to 2005 the **Namibia-Finland Forestry Programme (FINNIDA)** started the idea of community forests in North Central Namibia. It initiated in following community forests in Omusati: Uukolonkadhi, Uukwaluudhi, Sheya Shuushona (today: Ongandjera).

In between, the **Community Forestry and Extension Development Project of Denmark (DANIDA, 1997-1999)** supported community forests such as Ohepi and Oshaampula in Oshikoto as well as Ehangano and Omufitu Wekuta in Ohangwena.

Thereby, foreign experts had the command over national Forestry Officials. It signified that those officers only focused on the execution of community forestry activities. Likewise, these programmes supported excessively capacity building of forestry officials. It included participation at national and international conferences up to studies at foreign universities.

The **SADC programme on Sustainable Management of Indigenous Forests with Community Participation** has been implemented from 1998 to 2006. It concentrated in one pilot area in Namibia that was Okongo Community Forest. In 2006, it was declared together with Uukolonkadhi as a community forest in NWFR.

Thereby, one field programme official provided technical assistance regarding gazetment process, income generating activities and sustainable management of forest resources officially based in Okongo community forest.

In 2008, the **Community Forestry in Namibia (CFN) Project** as part of its 3rd and final phase extended its intervention areas to NWFR. It continued supporting the already established and gazetted community forests as well as identified three new community forests. These are Otshiku tshíthilonde, Omundaungilo and Onkumbula.

Apart from foreign experts and Local Technical Experts providing technical advice to the Directorate of Forestry, the CFN project employed Technical Assistants who partially

supported the implementation at district level. In NWFR, it happened in Eenhana, Onankali and Outapi whereby the maximum period of assignment has been one year.

1.5. Framework of CFN Project

An overview about the CFN project is provided with table 3: actors, table 4: log frame and table 5: project outline.

Table 3: Actors.

Donor agency:	German Bank of Development (KfW)
Partner institution:	Directorate of Forestry (DoF) under Ministry of Agriculture, Water and Forestry (MAWF)
Supporting institution:	German International Cooperation (GIZ, former German Development Service DED)

Table 4: Log frame (as adapted for the 3rd phase, presented in Windhoek in February 2010).

Overall goal:	Community Forests contribute in sustainable managing forest resources and in enhancing livelihood through income generating opportunities
Expected output:	<ul style="list-style-type: none"> ➤ 50 community forests are declared ➤ 40 out of 50 community forests are integrated with conservancies ➤ CFN operational project implementation

Table 5: Project outline.

<i>Phase</i>	<i>Fund (in Euro)</i>	<i>Objective</i>	<i>Output</i>
2004-06	1,000,000	Developing an approach to implement community forestry through piloting in North East Forestry Region	13 community forests declared (in cooperation with other projects)
2007-09	1,000,000	Implementing best practices and lessons learned	Draft CFN toolbox
2009-13	3,500,000	Extending activities to all forestry regions - and integrating with conservancies	

Remark: The fund of the 3rd phase is not released up to 30 April 2011. It is explained that the country agreement between Namibia and Germany has only been signed in November 2010. This is a condition to sign the separate project agreement between the Permanent Secretary of MAWF and the KfW representative. Thereof, the 3rd phase is likely to operate from 2011 to 2014.

2. Achievements and lessons learned in CFN project of NWFR

The achievements and lessons learned of the CFN project in NWFR in the period of January 2009 to April 2011 are addressed as follows: i) community forests, ii) cooperation/integration, iii) capacity building, iv) project management, and v) intercultural cooperation.

2.1 Community forests

Achievements and lessons learned are presented in a table format for a) the not yet declared nine community forests (table 6), b) the two gazetted community forests (table 7), and c) in other fields of community forests (table 8). Annex 1 further provides more information on each community forest. It includes current status, challenges, way forward and investment.

Table 6: Achievements and lessons learned of the not yet declared nine^{iv} community forests.

Activity	Achievements	Lessons learned
Verifying resource potential with aerial photos	<ul style="list-style-type: none"> ➤ Facilitated boundary demarcation in Onkumbula. ➤ It highly supported the resource reassessment in Amudhilo, where it was shown to communities how forest resources depleted. ➤ A grid method was used to objectively assess forest cover in litota. Thereof, potential of CF was denied. <p>Folder: community forests – specific CF</p>	<ul style="list-style-type: none"> ➤ Print outs of aerial photos is favourable for small CFs, otherwise it can become costly. For bigger CFs, the visualisation at the computer might be more convenient. It requires the GIS software or MLR staff members are producing pdf documents of each section. ➤ The communities and DoF easily understood aerial photos. It provided an instant impression on the situation of natural resources.
Electing and re-electing FMCs	<ul style="list-style-type: none"> ➤ Elected FMCs in Uukwaluudhi, Ongandjera, Omundaungilo and Onkumbula. ➤ Re-elected FMCs in Uukolonkadi, Okongo, Ohepi and Oshaampula. 	<ul style="list-style-type: none"> ➤ The size of community forests determined the number of villages, sub-centres or centres. Then, representatives were either nominated at village, sub-centre or centre level. It was sometimes a challenging process to identify and establish these structures. ➤ DoF need to constantly support and supervise FMCs in their management functions. It refers to both, newly elected and existing FMCs. It is explained that management activities for advanced CFs become more intensive.
Training in roles and responsibilities	<ul style="list-style-type: none"> ➤ In all CFs. <p>Folder: workshops - training_FMC+r&r</p>	<ul style="list-style-type: none"> ➤ To extend the training for newly established CF for two days and to include village representatives and local Traditional Authority to ensure the Executive FMC is supported and monitored by community representatives. ➤ If FMC are encouraged to lead meetings with support from DoF, their roles are fostered. It requires committed FMCs and conscious facilitators.
Producing gazetting maps	<ul style="list-style-type: none"> ➤ For all CFs gazetting and orientation maps are in place. <p>Folder: maps</p>	<ul style="list-style-type: none"> ➤ Different regional layouts demanded a process of agreeing on one layout at national level. Afterwards, the cooperation with NRSC functioned ideally and maps were produced to the satisfaction of all.
Informing CLBs	<ul style="list-style-type: none"> ➤ The regional Deputy Director MLR enabled the participation of DFOs at CLB meeting in each region. ➤ The workshop on land use concepts should have clarified the role of CLBs. It is namely to become informed about establishments of CFs. <p>Folder: workshops – CLB land use</p>	<ul style="list-style-type: none"> ➤ Active exchange of information increases mutual understanding and acceptance. It was crucial to unite CLB and MLR members of all four forestry districts to have a common consent. ➤ Specific objectives need to be harmonised when organising a joint-workshop with different partners. Your particular concern might therefore be integrated into an overall aspect like land use planning. Ensure that your partners solved any outstanding issues with community representatives. As an example, TA representatives were more concerned about the delays in and confusion about land registration. It adversely affected the motivation of the participants in the workshop.

Activity	Achievements	Lessons learned
Drafting and partially reviewing constitutions, BDPs and by-laws	<ul style="list-style-type: none"> ➤ Partially reviewed constitutions in Otshiku-tShiithilonde, Omufitu Wekuta and Ehangano. ➤ Drafted constitutions in Uukwaluudhi and Ongandjera. ➤ Drafted by-laws in Omufitu Wekuta, Otshiku tShiithilonde, Ehangano, Uukwaluudi and Ongandjera. <p>Folder: constitution+bylaws</p>	<ul style="list-style-type: none"> ➤ The guide on developing constitutions compiled by Mr. J. Hazam (LAC) strongly supported the understanding and process on drafting constitutions. ➤ To properly understand the process of developing constitutions, it requires prior involvement in developing several constitutions. ➤ Processes of BDPs should be explained in the constitution, however, not its real share. The percentage should be always agreed in AGMs according to the effective benefit generated and the forthcoming budget. ➤ An introductory workshop with DoF Officials supports their understanding of constitutions and by-laws as well as facilitates the drafting process with FMCs. It however requires constant follow-up activities for DoF and FMCs. ➤ Certain topics in the constitution demanded a very detailed input by the FMC. It required approaching the FMC with clear questions and supportive examples. ➤ The harvested quantity of certain products agreed in the by-laws is often opposing the sustainable allowable cut of the FMP. FMPs are usually developed at the end of the milestone process when by-laws have been already drafted.
Conducting PRAs	<ul style="list-style-type: none"> ➤ Reports in place for Omufitu Wekuta and Otshiku tShiithilonde. ➤ Draft reports for Uukwaluudhi and Omundaungilo. <p>Folder: workshops – PRA</p>	<ul style="list-style-type: none"> ➤ Collection on forest data supports compiling FMP and provided findings for the IGA report. ➤ Feedback from DoF Officials has been considered to shorten the PRA meetings and to only apply the most effective tools for collecting information. ➤ If PRA objectives are well explained at the beginning, the community is aware of the output. Therefore, quality of information through participatory facilitation in an environment of familiarity enhanced.
Conducting PCFIs	<ul style="list-style-type: none"> ➤ In Omufitu Wekuta and Uukwaluudhi. ➤ Reports available for Otshiku tShiithilonde, Ongandjera (draft) and Omufitu Wekuta (draft). <p>Folder: workshops – PCFI</p>	<ul style="list-style-type: none"> ➤ Logistic arrangements need to be prepared well in advance (staff, participants, material). ➤ Head of the district/ CFN Technical Advisor need to explain work conditions and payment to a PCFI team before training on PCFI starts. ➤ Vegetation maps (and likely aerial photos) support drafting a resource-extensive PCFI design in particular in homogenous forest vegetation. This was done for Uukwaluudhi.
Developing FMPs	<ul style="list-style-type: none"> ➤ Participatory meeting in Otshiku tShiithilonde for developing draft report. 	<ul style="list-style-type: none"> ➤ A draft FMP should be in place before conducting meetings with FMC on drafting FMPs. It can be supported by an introductory workshop on FMP for DoF staff where the draft FMP is output of it. This could happen in a regional workshop as NEFR did it. ➤ If timber potential is low, strategies for alternative management options need to be discussed. It requires having appropriate knowledge for effective implementation.

Table 7: Achievements and lessons learned of the two gazetted^v community forests.

Activity	Achievements	Lessons learned
Monitoring the FMC management	<ul style="list-style-type: none"> ➤ An audit report has been compiled by a consultancy for Okongo CF in 2009. Bookkeeping was enhanced, signatories of bank account amended, contract with carpenter signed and positions publicly advertised. (Folder: workshop – audit) ➤ FMC monthly reports were supervised by DoF and continuously enhanced by FMCs (mostly in Uukolonkadhi). ➤ AGMs of CFs were realised through the support of DoF. 	<ul style="list-style-type: none"> ➤ FMC and DoF/CFN addressed different recommendations given in the audit report. It, however, requires constant supervision. Topics such as opaque benefit share and high operational costs of FMC (transport, food) are still of concern. It calls for a closed supervision either by DoF or an empowered local “super committee” (see proposal: file Okongo_management+strategy in folder workshop). ➤ Discussion over different FMC formats did not lead to a communicated decision at national level. The participatory drafted monitoring sheet in NWFR that adapts the approach of conservancies has not been yet tested. A stronger initiative in NWFR could have led to a more standardised and enhanced reporting system. ➤ AGMs reports need to be further enhanced and should be made available to DoF and local stakeholders prior to the AGM. Presentations of the work plans need to include a realistic budget. It calls for close cooperation with DoF and further capacity building of DoF and FMCs.
Strengthening the management capacity of FMCs	<ul style="list-style-type: none"> ➤ Trainings on financial management and proposal writing were attended that were organised and funded by NDT. 	<ul style="list-style-type: none"> ➤ If DoF and FMC representatives are trained at the same time, DoF Officials already identify strengths and weaknesses of “their” FMCs. It emphasises teamwork. After a workshop, the participants of DoF and FMC should organise workshops at local level to disseminate their knowledge to all (Executive) FMCs.
Addressing aspects of resource utilisation and monitoring	<ul style="list-style-type: none"> ➤ In different FMC meetings, the concern over enforcing their by-laws had been raised. It initiated further discussions up to national level. ➤ ToR of a business plan for a furniture outlet for Okongo was developed, but not implemented due to low project funds. (Folder: workshops – Okongo Caprentry) ➤ After a first harvest of Kiaat trees by a professional logger in Okongo, interventions to stop harvesting were taken. One year later, movements of this logger were assessed and recommendations made. (Folder: workshops – Okongo-harvesting assessment). ➤ Tree marking in Okongo has been initiated but not 	<ul style="list-style-type: none"> ➤ The understanding of legal issues needs to be strengthened at all levels. It requires willingness to transparent discussions facilitated by a resource person. ➤ Establishing infrastructure for processing one forest product need to be based on a business plan. In order to have sufficient supply of a product, the creation of producer groups or cooperatives seems a creating win-win-situation for all. ➤ For professional timber exploitation, nationally standardised and agreed procedures need to be followed as loggers are still having a higher benefit than FMCs. ➤ Transparent product chains, of in particular planks, support DoF in law enforcement activities. It includes conversion tables of timber, codification of products and cross-boundary cooperation. ➤ Tree marking shall facilitate the decision of the effectiveness of timber extraction for FMCs (approach of cost-benefit analysis). ➤ Developing proposals aimed at addressing national issues need the input of all

finalised yet. (Folder: workshops – tree tender).
 ➤ ACP-FLEGT Support Programme of FAO accepted the proposal on community based monitoring systems developed by DoF/ CFN. (Folder: workshops – FLEGTproposal – 201005)

regions as well a committed leader. The process of developing a proposal as a team is as important for implementation as the approval of the proposal.

Table 8: Achievements and lessons learned in other fields of community forests.

Activity	Achievements	Lessons learned
Establishment of FMC offices	<ul style="list-style-type: none"> ➤ DoF established three spacious FMC offices in Uukolonkadhi, Omufitu Wekuta and Ohepi. Sanitary installations, electricity and equipment need still to be provided (it should have been realised through CFN funds). ➤ CFN supported the erection of an iron-shelter office in Ehangano and maintenance of Okongo FMC office. 	<ul style="list-style-type: none"> ➤ At an AGM or an extraordinary community meeting the location of an FMC office should be agreed, documented and signed. It should take into account future development of the community. ➤ Budgets should include an extra amount for remoteness as contractors can withdraw their commitment and buildings are hardly finished. ➤ Cooperation with other institutions facilitated certain installations like water connection (RWS, NDT, CALLC).
Quarterly NWFR FMC meetings	<ul style="list-style-type: none"> ➤ Five meetings were organised in Ongwediva/ Oshakati (3x) as well as in Ohepi and at DAPP Outapi. ➤ FMC were well represented. In average ten CFs were present. ➤ Stakeholders such as EWC, EFS, LAC, NDT and MET were partially involved in one or more meetings. Folder: workshops – FMC quarterly 	<ul style="list-style-type: none"> ➤ It is a platform for FMCs to express them and enhance collaboration among them and DoF. DoF/ CFN should only facilitate and advise. Actors remain the FMCs. ➤ FMC started owning their meetings once familiarised with reporting and planning. Suggested topics were included and consecutively further developed during different quarterly meetings (by-laws, income generating activities, etc.). ➤ It is advisable if one FMC representative participates consecutively to ensure the consistence of information. It further urges sharing information with (Execute) FMC once returned to the community forest.
FMC study trip to Kavango and Caprivi Regions	<ul style="list-style-type: none"> ➤ 8 FMC members and one Okongo CMC member explored CFs with integration into Conservancies and different income generating activities in a study trip. ➤ Funds were provided by NFP through NNF. ➤ One community member leaded the group with support of DoF/ CFN as it has been conditioned by NNF. Folder: workshops – NNF proposals 	<ul style="list-style-type: none"> ➤ The trip strengthened cooperation between FMCs and their understanding on integration and income generating activities. ➤ Commitment was high directly after the trip. It slowed down, as certain activities could not have been realised mostly due to unavailable funding. ➤ Even if funds are little, daily exchange trips between FMCs in NWFR could positively affect their relationships and management of weaker FMCs.

Activity	Achievements	Lessons learned
Income generating activity workshops	<ul style="list-style-type: none"> ➤ A report on income generating activities including product strategies for each CF was compiled. ➤ Identified products by the workshops were: Marula (juice, oil), <i>Ximenia</i> (oil), Devil's Claw, salt, Omuuni fruit (<i>Strchynos cocculoides</i>), honey, ostrich eggs, stones, planks from Kiaat and Zambesi Teak, thatching grass, worms (mopani and okatalashe), handicraft and field tools of different timber species as well as dry gin of different tree species. ➤ Suggested potential products are aquaculture, woven handicrafts (makalani tree), poultry farming (guinea fowls, ostriches, and chickens), mushrooms and horticulture, nurseries and orchards and community-based campsites. <p>Folder: workshops – IGA</p>	<ul style="list-style-type: none"> ➤ With relatively little input (IGA workshops of one day, but applied in different CFs) certain promising products were identified. The assessment and compilation of the report was rather more time-consuming. ➤ It was a learning process for both parties: community members and DoF. The community members usually enhanced their knowledge and started reflecting on different issues of a product chain that they had never considered before. DoF officials usually learned about different uses of forest products. All this is only possible, if both parties actively participate and feel familiar with each other. ➤ To test and implement some products it requires lobbying for funds and a committed FMC supported by DoF. It was experienced through the guinea fowl project in Okongo. ➤ To organise a regional workshop with relevant stakeholders to share the information on the IGA report could have contributed to disseminate findings, receive feedback and funds. (It has been done by CALLC on alternative livelihood survey).

2.2 Cooperation/ integration

Cooperation and integration with different stakeholders is classified into i) regular interactions at regional level, ii) singular interactions at regional level, and iii) interactions at national level.

i) Regular interactions at regional level

On regional integrated planning, capacity building and income generating activities (see annex 2):

- a) Regional Office of Ministry of Environment and Tourism (MET) in Ongwediva.
- b) CALLC Project (Enhancing Institutional and Human Resource Capacity through Local Level Coordination of Integrated Range-land management) of Country Pilot Partnership Programme under Integrated Sustainable Land Management (CPP/ ISLM) of UNDP at DEES Ongwediva.
- c) Namibia Development Trust (NDT) under CPP/ ISLM of UNDP in Oshakati.

On tree planting activities (see annex 3):

- a) Extended Feasibility Study on Tree Planting (EFS) under DoF at RWS in Oshakati.
- b) Eudafano Women's Cooperative (EWC) in Ondangwa.
- c) Northern Namibia Forestry Committee (NNFC) under DoF at Ongwediva RFO.

On land issues (see annex 4):

- a) Regional Office of Ministry of Lands and Resettlement (MLR) in Oshakati including the four Communal Land Boards in NWFR.
- b) Communal Land Support Project (CLS) funded by Millennium Challenge Account closed to MLR in Oshakati.

On livestock management (see annex 5)

- a) Innovative Grant Mechanism (IGM) of CPP/ ISLM at MET office in Windhoek. The IGM was provided to Okongo Community Forest to enhance commercialisation of guinea fowls.
- b) Community Based Rangeland and Livestock Management Project (CBRLM) funded by Millennium Challenge Account in Oshakati.

ii) Singular interactions at regional level

- a) Community-based Enterprise Support Project (CESP, Ms. Sonja Poller) at Rössing Foundation early 2009 where integrated work plans was targeted between CBOs in the field of natural resource management. As an output Ohandje handicrafts (Ms. Frederica Luanda, 065 248108) initiated a request for receiving training on planting makalani trees to DoF.
- b) University of Namibia (UNAM, Ogongo campus, Mr. Isaak Kaholong, 081 2771097) in form of providing equipment for PCFI trainings in Okongo and Uukwaluudhi. CFN organised a one-day lecture at Ongwediva RFO as well as an exposure trip to Ohepi Community Forest. (Folder: workshops – Ogongo presentation)
- c) Former Ongwediva College of Education as a group of teachers (Mr. Walter Hangula) requested capacity building in natural resource management. Thereby,

- representatives of DoF Oshana, Ogongo Campus and the Climate Change Adaptation Project based in Outapi gave presentations. It further included a field trip to Okongo Community Forest. (Folder: OngwedivaTeacherSeminar).
- d) Cuvewaters (Mr. Patrick Rickert, patrick.rickert@gmx.net, 081 2398990) provided a visit to the pilot areas of rainwater harvesting in Epiashona (closed to Oshakati). It further supports desalination in Amarika. (Folder: meetings – GTZ – Cuvewaters)
 - e) Partnership for Economic Growth (PEG, Ms. Anna Kangombe, anna.kangombe@giz.de) in presenting future fields of cooperation once an office is installed in Oshakati (not yet the case). PEG focuses among others on local economic development strategies by linking rural communities to urban markets. (Folder: meetings – PEG)

iii) Interactions at national level

- a) National Remote Sensing Centre (NRSC, Mr. Johan Le Roux, jllrxx@gmail.com, 061 2087274, Ms. Priscilla Haindongo, HaindongoP@mawf.gov.na, 061 2087282) on developing gazetting and orientation maps for community forests and other maps upon request. (Folder: maps)
- b) National Forestry Inventory (NFI, Mr. Jonathan Kamwi, mutauk@yahoo.co.uk, 061 2087721, Mr. Amadhila Natanael, AmadhilaN@mawf.gov.na, 061 2087668) on conducting trainings and implementing PCFI in Omufitu Wekuta and Uukwaluudhi CFs and in compiling inventory reports for Otshiku tShiithilonde, Ongandjera and Omufitu Wekuta CFs. (Folder: workshops – PCFI)
- c) CF/C Liaison Officer at NNF (Ms. Nadine Faschina, Nadine.Faschina@giz.de, 061 248345) on integration with conservancies. It refers in NWFR to a field trip in 2009 and participation at one FMC quarterly meeting in 2010. A proposal for a workshop on integration at regional level was submitted. In all, integration with conservancies is not actively promoted in NWFR. (Folder: workshops – integration)
- d) Legal Assistance Centre (LAC, Mr. John Hazam, jhazam@lac.org.na, 061 223356) through the CF/C Liaison Officer in a) reviewing the constitution of Omufitu Wekuta CF, b) commenting a proposal on capacity building for DoF Officials on interpreting the Forest Act and drafting constitutions, c) responding to legal questions in one of the FMC quarterly meetings, and d) providing background documents such as guidelines on drafting constitution, draft letter for communal land boards and interpretation of by-laws. (Folder: workshops – LAC)
- e) Directorate of Environmental Affairs (DEA) under MET with the project on biodiversity (Mr. Konrad Uebelhoer, Konrad.Uebelhoer@giz.de, Mr. Daniel Kehrer, Daniel.Kehrer@giz.de, 061 231416) through Eudafano Women’s Cooperative on Access and Benefit Sharing (ABS) of marula, ValueLink workshop and preparation for the International Day of Biodiversity in Okongo in May 2011. (Folders: workshops – marula_GTZ, workshops – GTZ - ValueLinkGTZ and workshops - IntDay+Biodiversity_Okongo_2011)
- f) Centre for Research Information Action in Africa, Southern Africa Development and Consulting (CRIAAsadc, Mr. Pierre du Plessis, pierre@criaasadc.org, 061 254766, and Ms. Saskia den Adel, saskia@criaasadc.org, 061 225833) in regard to ABS of marulas, marula surveys for Eudafano Women’s Cooperative, Tulongeni Tuhangano

- Producer group dealing with *Ximenia* fruits as well as consultancy for the component “producer and processor support” of Indigenous Natural Plant Project (MCA fund).
- g) Indigenous Plant Task Team (IPTT, Ms. Loide Uahango, loideu@nbri.org.na, secretary of IPTT), on providing minutes of IPTT meetings where further areas of operations were identified (like participation at the Value Link Workshop by Mr. T. Kaambu, Oshana District Forest Officer). (Folder: meetings – IPTT).
 - h) Indigenous Natural Product Fund (INP, Ms. Bernadette Bock) regarding the rejection of a submitted proposal to domesticate marula trees in plantations for Eudafano Women’s Cooperative. (Folder: workshops – INP fund).
 - i) MaMoKoBo Video and Research (Mr. Andy Botelle, andrewbotelle@yahoo.co.uk, 061 249947) on documenting ABS on the case of marula at the grafting workshop at Ongwediva RFO in 2009.
 - j) Ngoma Consultance Service (Mr. Victory Mufita, victorm@iway.na, 061 238358) for auditing Okongo CF. The training on financial management had been finally conducted through Ms. Frederica Luanda (Ohandje handicraft) as training was organised by NDT. (Folders: workshops – audit and financial mgt)
 - k) African Adaptation Project (AAP-Nam, Mr. Johnson Ndokosho, Johnson.ndokosho@gmail.com, 061 2842714) regarding the submission of two funding proposals for Oshaampula (rainwater harvesting for orchard, submitted by Onankali DoF) and Omufitu Wekuta (brickmaking, submitted by CFN NWFR) by 31 March 2011. (Folder: workshops – AAP_NAM)

2.3 Capacity building

Capacity building was strongly linked with stakeholder cooperation. It is explained as part of harmonising working approaches as fostered by CALLC in NWFR, but also due to the funding situation of the CFN project.

Therefore, certain planned capacity building units are not yet implemented. It refers to value chain development that CALLC agreed to fund and organise with support from CFN. A proposal and manual for a workshop on team building, leadership and conflict resolution has been developed (folder: workshops – team mgt). Likewise, a proposal and negotiations with Mr. J. Hazam were realised for capacity building of DoF Officials on interpreting the Forest Act and drafting constitutions (file “proposal_LAC+training_20110316” in folder workshops – LAC).

Subsequently, capacity building organised and mostly (co-) funded by CFN is highlighted in table 9. Thanks to good stakeholder cooperation in NWFR, NDT and CALLC provided further training for FMCs and DoF Officials that it is briefly reflected.

Table 9: Capacity building organised by CFN.

Objective of capacity building	Facilitators	Participants	Achievements	Lessons learned	Funding (in N\$)
GIS training in February 2009 Folder: workshops – GIS	➤ Mr. Sven Selbert (CFN Katima)	➤ 9 DoF staff of NWFR ➤ 1 NNFC	➤ Utilisation of GPS receiver is understood- ➤ ArcView 3.2 installed on PC.	➤ Introducing GIS is time intensive and needs full concentration. Therefore, to reduce number of participants and to extend lessons.	CFN 4,842.15
GIS training and computer troubleshooting in May 2009 Folder: workshops – troubleshooting	➤ Mr. Tonderai Madawu (Platinum Technologies, Oshakati 081 3244802) ➤ Mr. Marcel Mejis (Technical Advisor MLR, Windhoek, 081 3510350), ➤ Ms. Karin Hilfiker (CFN Ongwediva)	➤ 9 DoF staff of NWFR ➤ 1 DoF Opuwo	➤ Computer troubleshooting: Antivirus systems from Internet downloaded. No introduction into email installation, implementation on printing problems and file administration. ➤ GPS/ GIS: Practical example to refresh GPS conducted. GPS data downloaded and polygon of coordinates created. Work with aerial photos explained. ➤ EXCEL: Different types of calculations applied. Functions of listing tested. Different graphs partially explored. ➤ No introduction into PowerPoint.	➤ Idea of combining different topics to refresh mind of participants was partially successful. Troubleshooting and GIS require individual support, therefore time-intensive.	CFN 17,506.50
Marula grafting in September 2009 Folder: workshops – marula_GTZ – grafting – 2009	➤ Mr. Michael Aimanya (DoF Opuwo) ➤ Mr. Charles Francis (DoF Grootfontein) ➤ Mr. Hafeni Mtuleni (DoF Ongenga)	➤ 6 EWC members of Ongenga, Onayena and Oniipa associations ➤ 4 DoF staff of NWFR	➤ Scions from 21 recorded superior mother trees collected. ➤ 187 marulas grafted. ➤ 48 marulas survived until 18/03/2010 (it correspond to a survival rate of 25.7%). ➤ 20 marulas were planted in Ongenga. ➤ Documentary on ABS supported. ➤ Grafting material (10 knives, 2 long leave pruning shares) provided.	➤ To conduct training before buds are sprouting out. ➤ To increase number of marulas grafted. ➤ To include Ongwediva nursery staff to ensure better care taking of grafted marulas.	CFN 13,218.60 GTZ- 5,140.00 Bio

Objective of capacity building	Facilitators	Participants	Achievements	Lessons learned	Funding (in N\$)	
Marula grafting in August 2010 Folder: workshops – marula_GTZ – grafting – 2010	➤ Mr. Michael Aimanya (DoF Opuwo) with two DoF staff capacited in 2009 (Mr. Rafael Endjala, Mr. Kebby Mutanekelwa)	➤ 8 EWC members of Ongenga, Ongha, Onayena and Oniipa ➤ 4 DoF staff of NWFR and 10 nursery staff of Ongwediva RFO ➤ 1 EFS staff, 2 visitors of Trees of the World, 1 visitor of DAPP	➤ Scions from 29 recorded superior mother trees were collected. ➤ 797 marulas grafted. ➤ 142 marulas survived until 18/01/2011 (it correspond to a survival rate of 17.8%). ➤ 50 marulas planted in Oniipa and 50 in Onayena. ➤ 50 marulas delivered to Ongha.	➤ To conduct grafting in district nurseries as Ongwediva staff shows low commitment to look after seedlings (low survival rate). ➤ To graft other fruit tree species. ➤ To monitor planted marulas.	CFN DoF GTZ- Bio	842.51 10,025.00 10,512.60
Guinea Fowl management in June 2010 Folder: workshops – Okongo_guinea-fowls – guineafowl_ association – guineafowl+training_201006)	➤ Ms. Salome Haitembu (poultry manager, Ongwediva, 0812269298), ➤ Dr. Gordon (State veterinary, Eenhana, 0814462737) ➤ Mr. Jericho Mulofwa (CFN, 081 2706404), ➤ Ms. Justa Shipena (DEES, Omauni) ➤ Ms. Karin Hilfiker	➤ 6 GFA Okongo members, ➤ 5 FMC Okongo members ➤ 23 guinea fowl producers of Okongo and Omufitu Wekuta CFs	➤ By-laws of GFA reviewed. ➤ Manual of guinea fowl management in Oshiwambo provided. ➤ Advise on finalising feedlot (curtains, feeders, etc.) given. ➤ 2 caretaker for feedlot and incubator short-listed according to test results (Mr. Petrus Shiishu, Ms.Emilia Shikemeni). ➤ Information on prevention and treatment of diseases and basic vaccinations given. ➤ Design for GFA membership card, reporting forms for incubator and feedlot discussed.	➤ The variety of facilitators supported future collaboration with FMCs. ➤ Local community had a high knowledge on guinea fowl management. It usually based on resource-extensive approaches.	IGM of CPP	9,618.36
AAP proposal writing in March 2011 Folder: workshops – AAP_NAM)	➤ Ms. Karin Hilfiker (CFN Ongwediva)	➤ 8 DoF staff members of NWFR ➤ 3 NDT members	➤ 2 proposals were submitted to AAP (rain water harvesting in Oshaampula requesting for around N\$ 250,000 and brick making in Omufitu Wekuta for N\$ 287,000)	➤ The one-day training needed follow-up and commitment from the participants to finalise the proposals. ➤ To have more time for the practical part.	CFN	391.00

ii) Capacity building organised by stakeholders

NDT:

- a) Financial management given in October 2010 by Ms. Frederica Luanda (consultant, Ohandje handicrafts, 081 2539470): Among the participants were 9 FMC members (Okongo, Omufitu Wekuta, Uukolonkadhi, Ohepi, Oshaampula), 2 GFA Okongo members and 4 DoF staff of NWFR. It focused on bookkeeping and cashbox administration. It was explained in local language and adapted to the skills of the participants.
- b) Proposal writing given in November 2010 by Ms. Frederica Luanda (consultant, Ohandje handicrafts, 081 2539470): Among the participants were 8 FMC members (Okongo, Omufitu Wekuta, Ohepi, Oshaampula), 2 GFA Okongo members and 3 DoF staff of NWFR. Objective and structure of different proposal formats were explained and partially submitted to the different funding institutions.
- c) Guinea fowl management in November 2010 by Ms. Salome Haitembu (poultry manager, Ongwediva, 0812269298): Among the participants, were 4 FMC members from Ohepi and Oshaampula. Basic understanding was provided to take care after the by NDT distributed guinea fowls.

CALLC:

- a) Beekeeping in June 2010 given by Mr. Jonas Mwiikinghi (jmwiikinghi@yahoo.co.uk, 065 230295) assisted by Ms. Mavis (San from Kachenge in Bwabwata National park): Among the participants were 6 FMC members (Okongo, Omufitu Wekuta, Ehangano). Theory on bees and beekeeping was provided as well as beehives distributed at a later stage. The established apiary sites are not fully in function.

2.4 Project management

Achievements and lessons learned in project management are highlighted at regional and national level in table 10 and table 11.

Table 10: Instruments of planning, implementing and monitoring at regional level.

Activity	Achievements	Lessons learned
Monthly CFN NWFR meetings of Chief Forester and Technical Advisor	<ul style="list-style-type: none"> ➤ Shared information on activities within and outside NWFR. ➤ Agreed procedures on implementing CF and other activities. ➤ Minutes of each monthly meeting compiled. (Folder: minutes – DoF_CFN) ➤ Monthly request letters for funding and/ or information letters forwarded to PIU. (Folder: administration – finance – monthly requests) 	<ul style="list-style-type: none"> ➤ Regular meetings foster progress of activities significantly as these are agreed and outstanding or neglected activities identified. ➤ To review the minutes from time to time to avoid omitting activities. ➤ When certain points are followed up, it is advisable to make notes on the minutes. Otherwise detailed information might get lost. ➤ Information was more actively shared at regional than at national level.
Monthly and quarterly CFN NWFR meetings (attended by DoF Officials representing CF activities in their district)	<ul style="list-style-type: none"> ➤ Agreed work plan (either at monthly or later at quarterly basis) with suggested CFN vehicle allocation and action plans. (Folder: meetings – CFN – CFN_TA_NW) ➤ Best practices were shared and implemented in other districts. ➤ Challenges of particular situation were discussed where everyone advised each other. ➤ Reporting and planning by participants steadily enhanced. ➤ The team encouraged each other in specific situations (low funding, change of staff, etc.). 	<ul style="list-style-type: none"> ➤ The simple format of the work plan and action plans supported a more effective implementation of activities in districts. ➤ Usually too many activities were planned. As a result, it took sometimes several months to finally address those activities. In particular, during the period of few funds, one activity only should have been targeted at a time. ➤ Once DoF Officials felt accepted in the team, their participation enhanced. ➤ A meeting rhythm of at least a quarter promises having effective steering and backstopping within NWFR.
District meetings (attended by DoF Officials working for community forests in the district)	<ul style="list-style-type: none"> ➤ Agreed work plan for a next period. (Folder: meetings – CFN – CFN_TA_NW) ➤ Capacity building on requested topics such as CFN toolbox in Outapi, PRA in Eenhana, constitution and FMP in Ongwediva. ➤ Commitment, knowledge and team spirit within the district staff member were enhanced. 	<ul style="list-style-type: none"> ➤ Planning meetings within a district are useful as further staff members can take responsibility for certain activities (delegating tasks and power). ➤ It is more suitable to discuss certain topics like clarifying approach and instruments in the office before the community is met. ➤ These meetings should be upon request and at least once a quarter.
Reporting	<ul style="list-style-type: none"> ➤ Fortnight and later monthly capital reports synthesising the input on CFs from the districts were provided to Chief Forester. (Folder: monitoring – fortnight+reports) ➤ Quarterly reports including the blue-yellow monitoring were submitted to PIU. (Folder: monitoring – quarterly reports) ➤ Annual reports were submitted to PIU. (Folder: monitoring – CFN_progress_reports) 	<ul style="list-style-type: none"> ➤ In particular, when staff changed or the commitment of that person declined, the quality of reporting needed to be enforced. ➤ Properly advising people signifies to collect and verify information by active communication that ideally should be from both bodies. ➤ Feedback on the reports mostly encouraged staff members to enhance their reporting quality.

Activity	Achievements	Lessons learned
Accounting	<ul style="list-style-type: none"> ➤ Receipts of all districts were summarised, verified and sent to PIU. (Folder: administration - finance – finance_NW) ➤ Transparent record keeping through cash box statements from the districts was largely ensured. ➤ Imbalances of monthly control forms were solved within acceptable periods. ➤ Due to an EXCEL format indicating the origin of each receipts, irregularities within districts and NWFR was easily traced. 	<ul style="list-style-type: none"> ➤ Each movement of funds should be reported otherwise it creates confusion that is difficult to explain. ➤ The longer imbalances were present, the more difficult it was to sort it out. ➤ Quotations from FMCs are vital to assess the regional differences, as living standards were higher in Omusati and Oshana compared to Ohangwena and Oshikoto. Regular update on expenses of local catering and transport refund allows appropriate planning and monitoring. ➤ It is supportive to have an approved regional budget that might best operate at a basis of quarterly funding requests.
CFN assets	<ul style="list-style-type: none"> ➤ Few items went lost or misused (camera, DoF mattress, CFN drums of 50 kg, goat), however official reports were filled for valuable items. (Folder: administration – material) ➤ Two minor accidents with CFN vehicles when manoeuvring where reported to DED/ PIU. 	<ul style="list-style-type: none"> ➤ To immediately report issues on CFN properties to the supervisor ensure transparency, trust and quicker administrative procedure. ➤ To consider the existing DoF guidelines as looking for CFN procedures is more convenient and more accepted by DoF. Mostly, CFN procedures are not in place or not disseminated to the regions.

Table 11: Instruments of planning, implementing and monitoring at national level.

Activity	Achievements	Lessons learned
CFN national activities	<ul style="list-style-type: none"> ➤ Participated actively at CFN planning workshops in Otjiwarongo (2009) and Windhoek (2010). ➤ Organised and reported on national CFN toolbox training at Ongwediva RFO in 2009. (Folder: workshops – training needs). ➤ Contributed contents and design for amending CFN toolbox into CFN field guide in 2010. ➤ Developed and participatory finalised NWFR CFN strategy for the 3rd project phase with focus on the requested topics in 2010. (Folder: workshops - CF_NWFR_proposal+strategy) ➤ Submitted proposal for conducting a national CFN strategic workshop as a follow up of the one in 	<ul style="list-style-type: none"> ➤ Without an effective national steering, regional approaches are more common than a uniform standardised national approach. ➤ In times of challenges, a project team should initiate a process of identification, team spirit and make follow-ups of processes initiated. Time of reflection, exchange of experience and information could be enhanced. As it did not happen, the project remained a puzzle of individual actors at different levels. ➤ Acceptance of certain Technical Advisors depends on their facilitation style. Advisors should respect individual background and competencies of each colleague. It means to apply the most convenient approach to convey a message. ➤ There is no need to enhance the toolbox if objective is diffuse and not acknowledged by all stakeholders. ➤ Roles and power of all involved actors (KfW, DoF, GIZ, others) are diffuse. Each actor has its own objective that is incongruent with a national CFN objective.

	<p>Windhoek in 2010. (Folder: workshops - CF_NWFR_proposal+strategy)</p> <ul style="list-style-type: none"> ➤ Developed application and forms of the CFN grant for FMCs to apply for funds on different management activities. (Folder: workshops – proposalwriting) 	<ul style="list-style-type: none"> ➤ The outstanding CFN funds are not the bottleneck; it is rather improper communication and cooperation among the three main players of CFN project. ➤ Without tangible follow-ups of the initiated strategic workshops, the participants might lose their ownership and commitment over the project.
DoF national activities	<ul style="list-style-type: none"> ➤ Attended DoF Annual planning meetings in Swakopmund (2009, 2010) and Ongwediva (2011) as well as one DoF quarterly meeting in Rundu (2009). ➤ Commented drafts on national tree planting strategy and on forestry research strategy. ➤ Developed at regional level and supported at national level finalisation of proposal on community-based monitoring systems that was approved by ACP-FLEGT Support Programme of FAO. (Folder: workshops – FLEGT_proposal201005) 	<ul style="list-style-type: none"> ➤ Community Forestry embeds all five other DoF projects. Therefore, interest and understanding of the other DoF projects supports improving challenging issues in community forests (permit system, income generating activities, fire management). ➤ Staff vacations and rotations prevent building a strong team. Human resource management is as important as technical project implementation. ➤ The participatory process considering comments of relevant resource persons is as important as the timely delivery of a product.
CFN PIU project visits	<ul style="list-style-type: none"> ➤ Organised visit of DED coordinator, national DoF Officer for CFs and CF/C Liaison Officer to familiarise with CFs, DoF and stakeholders in NWFR in 2009. (Folder: planning - NW_visit_sept09) ➤ Co-organised visit of KfW representative including German Delegation to Uukolonkadhi in 2010. A poster of NWFR CFs was developed. (Folder: planning - BMZ_visit_sep2010) 	<ul style="list-style-type: none"> ➤ Showing confidence into the skills of DoF colleagues avoids panicking and ambitious planning at important visits. It requires involving relevant DoF colleagues from the initial stage of any visit or meeting and familiarising with the objective. ➤ Ensuring that visitors are aware of current situations and objectives of any partner and project that are going to be met. This should prevent facing uncomfortable situation with local actors.
CFN Technical assistants (TAs)	<ul style="list-style-type: none"> ➤ Guided 3 TAs together with relevant DFO in Eenhana, Onankali and Outapi. (Folder: administration – staff belongings- CFN_TA) ➤ Initiated process on enhancing contract conditions of TAs. 	<ul style="list-style-type: none"> ➤ Roles of TAs need to be clear within the duty station, as well as channels of reporting and communication. ➤ If personal issues are not clarified, it will be expressed through low commitment and discipline. It was outlined in the contract conditions of TAs. As a result, TAs left their duty station within one year or less. This created loopholes in sustainable implementation of CFN project as communities needed to become accustomed to different extension officers. At long term, engagement of DoF staff is more opportune as these are civil servant where capacity should remain within DoF.

2.5 Intercultural cooperation

This chapter focuses on i) evidence for cultural acceptance and ii) best practices for achieving intercultural cooperation. As it bases on personal perception, other actors might look at certain features slightly different.

i) Evidence for cultural acceptance

- Sharing of information and support outside its direct working field have increased from both parties as work assignment proceeded.
- The integration into DoF, local communities and institutions was good as pillars of equity, solidarity and respect have been established.
- Approaches of operating with local communities required addressing structures, values and behaviour of the distinct Traditional Authorities. It was sometimes achieved through preparatory meetings clarifying objectives and procedure of an activity. In general, it based on good teamwork as certain behaviour patterns had been openly discussed between DoF Officials and the Technical Advisor.
- The local communities valorised the fact that themselves and DoF Officials largely facilitated workshops and meetings whereby the Technical Advisor remained in the backstopping function. It mostly occurred when DoF Officials had a good understanding on community forest management and the self-confidence to facilitate meetings. The input provided by the Technical Advisor when required was often taken into consideration.
- Open and constructive feedback was shared after workshops, meetings and other activities within Forestry Officials. As a result, certain mechanisms were addressed and enhanced.
- Situations of misunderstanding and misbehaviour had been addressed at regional level, therefore national intervention remained low.
- The “invisible power” of certain colleagues was gradually identified and cautiously managed within the common areas of operation.

ii) Best practices for achieving intercultural cooperation

- It is the best if staff colleagues who are well known, accepted and respected by the community, introduce new fellows. It creates a bridge of familiarity for the community and the fellow. Nevertheless, acceptance within the community will be achieved in a more time-intensive process. Sometimes, trivial issues can decide about integration or exclusion.
- At the beginning observation, listening and enquiring for receiving a better understanding of the work environment are crucial. According to the “Iceberg model” only the peak is visible, whereby its spacious fundament is under water hence invisible. These invisible parts reflect social, cultural, traditional and personal characteristics that might not been felt when only dealing with the upper part of the iceberg. Consequently, projects and its actors should dive in the undersea world of an iceberg to understand root causes of certain behaviour pattern expressed in the visible part of the iceberg. (File “report_experience_Hilfiker_20091115” in folder DED - reporting)

- During the phase of integration, active and transparent communication and exchange of information is a key for teamwork and mutual acceptance. It further includes relying on the skills of your colleagues by respecting the chain of command. Then, colleagues are empowered. *“Having knowledge is having power, sharing knowledge is empowering people”*. It means technical advisors provide information and expertise to their partners in order to enable them taking the appropriate decision. It further signifies that without understanding the cultural context, technical expertise might be useless. As a result, mutual cooperation as well as taking advices from each other leads to effective and sustainable project implementation.
- It is vital to bear in mind that people are individuals with different backgrounds. Stereotyping might provoke prejudice and wrong assumptions. The historical situation of Namibia as well as the diversity of ethnic groups and sub-groups generated citizen with distinct destinies and potentials. It requires endurance, sensitivity and objective-based evaluation to unit pieces of puzzles into one picture. This supports understanding individual behaviour patterns and developing appropriate approaches to deal with different personalities.
- The culture of Owambo is based on deep respect towards elders and supervisors. Open words of strong advice/ criticism are rarely directly expressed. It is a matter of “correctly” interpreting verbal and non-verbal communication applied in particular situations. Reactions of dissatisfaction and mistrust are usually displayed at a later stage of cooperation. Therefore, “red cards” are a summary of situations where partners felt disrespected and dishonoured. To its contrast, in challenging situation, immediate support can be expected. It is a consequence of mutual respect, acknowledgment of skills and recognition of the social status someone has within its environment.

3. Project budget

Information provided to the project budget refers to the reference period of the two GRN financial years. This is from 1 April 2009 until 31 March 2011. Information is presented in following tables: project budget overview in table 12, allocation of expenditure to cost positions of KfW accounting system in table 13, and allocation of expenditure to community investments in table 14.

Thereby the operational project costs (vehicle running costs, office equipment, advisory costs, technical assistants and accountability) reach a share of 44.81 per cents of the total expenditure of N\$ 683,078.39. The same percentage of 44.81 per cents is allocated to community investment (milestone implementation, post-gazettment support, infrastructure, FMC quarterly meeting and support to Eudafano Women’s Cooperative). The remaining 10.38 per cents are mostly covered through capacity building organising workshops for DoF Officials. It further includes a negligible share of unallocated positions that is a result of certain irregularities within the financial accounting.

The amount of investment into pre-gazettment activities (milestone implementation) is almost similar to the amount of investment into post-gazettment activities including FMC infrastructure. This is reflected for the nine not yet declared and the two declared community forests.

Table 12: Project budget overview.

	<i>In N\$</i>		
	<i>2009</i>	<i>2010</i>	<i>Total</i>
Planned budgets	770,402.00	626,565.00	1,396,967.00
Requested funds	765,343.50	210,596.21	975,939.71
Received funds	496,552.59	149,571.36	646,123.95
Utilised funds (expenditure)	540,611.11	142,467.28	683,078.39
Account balance on 1 April	101,051.71	61,803.82	
Account balance on 31 March	61,803.82	33,546.02	33,546.02
Balance in 5 cash boxes on 1 April	59,978.15	13,357.94	-
Balance in 5 cash boxes on 31 March	13,357.94	^{vi} 16,466.64	^{vii} 16,466.64

Table 13: Allocation of expenditure to cost positions of KfW accounting system.

<i>Cost position</i>		<i>2009</i>	<i>2010</i>	<i>Total</i>	
<i>Description</i>	<i>No.</i>	<i>In N\$</i>	<i>In N\$</i>	<i>In N\$</i>	<i>In %</i>
Resource management	6014	23,520.00	8'598.62	32,118.62	4.70
Orchards	6021	46,527.71	0.00	46,527.71	6.81
Nurseries	6022	9,638.32	0.00	9,638.32	1.41
Tools and equipment	6031	13,718.35	0.00	13,718.35	2.01
Infrastructure	6032	48,298.91	0.00	48,298.91	7.07
Miscellaneous	6033	102,978.00	50'734.26	153,712.26	22.50
Technical Assistant	6051	2,233.35	0.00	2,233.35	0.33
Vehicle Running Costs	6052	110,547.37	65,140.76	175,688.13	25.72
Office equipment	6053	32,482.83	7,871.00	40,353.83	5.91
Workshops	6054	68,143.21	0.00	68,143.21	9.98
Advisory Costs	6055	74,857.37	7016.41	81,873.78	11.99
Accountability	6056	3,308.33	2,539.60	5,847.93	0.86
Unallocated ^{viii}	-	4,357.36	566.63	4,923.99	0.72
Total		540,611.11	142,467.28	683,078.39	100.00

Table 14: Allocation of expenditure to community investments.

<i>Description</i>	<i>2009</i>	<i>2010</i>	<i>Total</i>	
	<i>In N\$</i>	<i>In N\$</i>	<i>In N\$</i>	<i>In %</i>
Milestone implementation	73,738.32	18,915.25	92,653.57	30.27
Post gazetment support	33,885.09	9,206.83	43,091.92	14.08
Support for FMC infrastructure (4) ^{ix}	48,298.91	0.00	48,298.91	15.78
FMC quarterly meetings (5)	26,688.33	29,600.64	56,288.97	18.39
Support for EWC ^x	64,938.00	842.51	65,780.51	21.49
TOTAL	247,548.65	58,565.23	306,113.88	100.00

4. What are the opportunities of community forest management in NWFR and which approaches are promising?

This part is structured in three sections starting with a summarised outcome of community forestry activities in NWFR. Then, identification of opportunities is outlined in form of i) actors, ii) products and services, and iii) community forests. Thereby, products are classified into timber products, non-timber forest products and alternative products.

The final section highlights approaches to apply. This is regarded as recommendations for project implementation at national and regional level.

4.1 Summarised outcome of community forestry activities

Although the gazetting documents of the nine community forests had not been submitted to the PIU during the reference period, the perception on community forestry increased by DoF, FMCs and local stakeholders in NWFR. Another outcome on milestones activities was the standardisation of certain procedures (maps, PRA) as well as the development of new approaches (aerial photos, resource-extensive PCFI) in collaboration with national actors.

In addition, community forestry management is recognised by local stakeholders in NWFR as it enables to attract further development and funding opportunities. Cooperation with local supporting institutions is an asset in NWFR. It significantly contributed to capacity building and post-gazettement activities at the time CFN investment almost stopped.

Likewise, the situation of low project funds encouraged submission of several proposals to national programmes. It further initiated self-commitment of certain FMCs to achieve declaration of community forests with their own resources. These are important points in the process of having self-reliable community forests supported by skilled DoF Officials.

4.1 Identification of opportunities

The potential for community forestry in NWFR is revealed under the following topics: i) actors, ii) products and services, and iii) community forests.

i) Actors

- DoF NWFR counts with a relatively dense coverage of forestry stations compared to other forestry regions. This is in particular the case in Omusati, where each community forest is supported by a Forest Ranger. It therefore facilitates fostering cooperation between DoF and FMCs.
- Traditional Authorities and Regional Councillors such as the Chief of Uukwambi Traditional Authorities and the Councillor of Okongo Constituency recognise the importance of community forests as an instrument to conserve forest resources, but also to enhance livelihoods. As a fact, local authorities support such areas with further development like infrastructure.
- In-line ministries such as MET and MLR cooperate with DoF in certain fields. Five community forests are within conservancies, whereby boundary and management

committees are usually incongruent. Both, DoF and MET are interested that management committees utilise their resources sustainably and contribute to livelihood improvements. Integrated management plans, joint-committees and streamlined activities on income generation remain key-objectives for enhancing integration in NWFR.

This is in line with the need to initiate effective land use planning as communal land in NWFR is subject to distinct land management practices due to increasing population. It underpins participatory planning and congruent operating procedures among ministries. One promising instrument for monitoring of forest resources and wildlife might be data collection through remote sensing such as updated satellite and aerial photos. This can be part of a local level monitoring system jointly managed by different ministries and ideally implemented at constituency level empowering CDCs.

- Regional forums such as IMF, CLB and CDC are legalised bodies that foster decentralisation. As the institutionalisation of these bodies is on-going, distinct supporting institutions provide capacity building to these forums. All these efforts aim at having strong local bodies that stand for active participation and decision-making at local level.
- Regional programmes of international funding agencies such as of UNDP (CALLC, NDT, CCA), MCA (CBRLM, CLS, INP), German Cooperation (GIZ in land use planning, integrated Cuvelai water basin management, hydropower, green scheme and biodiversity; Cuvewaters) and other agencies focus on enhancing living conditions in North Central. The number of supporting institutions and projects is steadily increasing as land use planning, economic development, and environmental stability are key issues to cover the needs of the population.

ii) Products and services

The suggestions made herein are for timber products, non-timber forest products and alternative products and services. It refers to certain strategies proposed in the report on income generating activities^{xi} as well as to best practices collected in different forestry regions, in particular in NEFR. The opportunity for livelihood contribution is distinct to each of the below listed products and services. Likewise, it might require taking tailor-made actions.

Timber products:

- Planks and furniture out of Kiaat (*Pterocarpus angolensis*) and Zambesi Teak (*Baikiaea plurijuga*): As shown in table 1, the volume of timber in the indicated community forests is hardly justifiable for commercial harvesting of logs. Such initiatives can only be encouraged when standardised operating procedures for harvesting, processing and monitoring of timber resources are in place. These need to be known and understood by DoF, FMCs and local institutions. Furthermore, it stimulates forming associations at local level, where equipment, infrastructure and capacities are shared. As an example, the pilot initiative for sharing a mobile chain saw among community forests in East Caprivi. It further requires community members who are skilled and committed in adding local value. This option is most viable in Okongo, Ohepi and Onkumbula. Apart from individual customers, lodges, conference centres and GRN institutions within NWFR could purchase these products as long as certain quality standards are met.
- Handicrafts out of timber providing species such as Sand corkwood (*Commifora angolensis*), Kalahari apple-leaf (*Lonchocarpus nelsii*), Wild seringa (*Burkea africana*), Peeling plane (*Ochna pulchra*), Silver cluster-leaf (*Terminelia sericea*), Sickie bush

(*Dichrostachys cinerea*) and out of leaf providing species like Makalani tree (*Hyphaene petersiana*): Community members in NWFR mainly fabricate casual tools for their daily needs. Carving is not as common as in Kavango where some community forests earn their living from carvings such as Ncumcara and Mbeyo. Options for further training for FMCs in Kavango by an experience carver in Swakopmund has been planned, but not yet implemented. Overall, it calls for interregional cooperation among FMCs and supporting institutions.

Woven artefacts are encountered in the flood prone areas in Oshana and Omusati. Only Ohandje handicraft seems to professionally market these woven items at higher prices. Interregional cooperation between FMCs and inter-institutional collaboration with Ohandje handicraft could strengthen knowledge transfer and skills. Therefore, production might rise in quantity and quality that could make Ohandje handicraft to a more competitive player with different outlets at regional and national level.

- **Firewood and charcoal:** Firewood remains the most economic and easiest accessible source of energy for rural people. As long as solar and wind energy is hardly available to rural communities, the demand on firewood is steadily increasing, hence depletion of forestry resources continues. DoF made a first step to establish firewood outlets to enhance market conditions and to facilitate legalisation of product commercialisation. FMCs could be beneficiaries of these firewood outlets.

Charcoal production is widely implemented in commercial areas to combat bush encroachment or a side product of logging agreements in Caprivi (Kwandu CF/C). This choice of adding value should be promoted in community forests with bush encroachment and well organised FMCs like in Omufitu Wekuta. Compared to firewood, charcoal production fosters local added value, reduces volume, and increases calorific value. It could lead to FSC certified products with export potential as demonstrated by commercial farmers in Central Namibia.

Non-Timber Forest Products:

- **Honey:** It appears to be one of the most promising forest products in NEFR with community involvement and increasing market demand. Initiatives in NWFR seem less successful as communities do hardly show ownership over apiary sites mostly installed by DoF. Despite less favourable ecological conditions such as availability of water and vegetation in NWFR, DoF promotes bee keeping as agent for pollination, remedy and income opportunity for communities. It calls for objective verification of sites and beneficiary groups. Additionally, it could be combined with orchard development on departmental and community-based plots.

Initiatives were taken by an EU funded programme to strengthen the value chain and producer groups. Despite the creation of the national beekeeping association in 2009, the impact as a community-based project remained low. Beekeeping is almost regarded as an individual business. A vision in community forests would be to have several apiary sites that are managed by village representatives. Those members would be compensated according to the supply. It ideally leads to higher production; hence market demand might be met.

Sub-programmes of CPP and NNF advertised a tender on establishing a processing and marketing centre in Caprivi. As it underpins the potential on honey commercialisation, DoF and FMCs need to become actively involved and to disseminate best practices to

other forestry regions. Beekeeping is further applied in certain conservancies, which might positively affect integration with community forests.

- Mopane worms: In NWFR, mopane worms are part of the seasonal available staple diet. Abundance and occurrence are annually distinct that hardly allows forecasts for commercialisation. Despite distinct processing methods to increase storage characteristics, products usually perish within half a year. According to the findings of the Forestry Research Programme on *Mopane Woodlands and the Mopane Worm: Enhancing rural livelihoods and resource sustainability*^{xii}, i) mopane worms significantly contribute to the livelihood of rural communities, ii) product value increases towards off-season, and iii) different models on domestication applied by communities enable ensured mopane harvest the whole year round. Therefore, a pilot project in one of the mopane dominating CFs in cooperation with national research and supporting institutions could assess opportunities for domestication, storage and value addition.
- Thatching grass: As long as local houses require grass for thatching, this raw product will have local markets. Usually CFs benefit in from of revenue from harvesting permits and/ or from own sale. Competition with grazing activities is rather low as types of grasses differ for the two purposes of thatching and grazing. The impact of this product towards livelihood improvement is not revealed in NWFR. It might only complement benefits from other non-timber forest products or it might show potential to substantially contribute to certain households.
- Extracted products supported by INP: Three out of the eight short-listed products of the sub-project *Producer Processor Organisations* (PPO) since 2010 occur in NWFR and have a market potential. These are the oils of Marula (*Sclerocarya birrea*), Blue sourplum (*Ximenia americana*) and Mopane (*Colophospermum mopane*). A lower significance might be given to the oil of Kalahari seed melon and the resin of subspecies of *Commifora angolensis* that mainly occurs in Kunene. The potential seems less opportunistic due to market saturation of the former and supposing low availability in NWFR of the latter.

FMCs might opt to cooperate with EWC on producing marula oil. Although EWC has identified markets, the return is currently little as international market prices are low. Therefore, professional marula business within community forests requires a committed women association. These shall be capable of selecting quality products for first processing and operating under the guidelines of ABS.

The situation is similar with blue sourplum. Local producer groups like in Ohepi might apply for affiliation in Tulongeni Tuhangano Producer Association. As local added value and market demand are largely steered by national stakeholders such as CRIAA, IPTT and INP. Future benefits for local groups are not yet identified.

Once the components of the essential oil of mopane are acknowledged at the international market, commercialisation through institutionalised local structures might favour FMCs in NWFR. To conclude, each of these extracted oils needs a well-organised body that cooperates with an umbrella association.
- Devil's Claw (tuber of *Harpagophytum procumbens*): Due to the medicinal value of its lateral roots, Devil's Claw is annually harvested in NEFR and sold to whole-sellers based in Windhoek. INP entered into agreements with producer groups in NEFR because of meeting organised groups and required quality. In NWFR, the interest of INP is lower as institutional set-up is lacking and occurrence of the appropriate sub-species is unclear. In

the past, communities used to extract Devil's Claw in a rather unsustainable way, hence abundance in NWFR might be insufficient for generating a net benefit. The outreach department of Rural Development Centre in Ongwediva used to provide training on sustainable harvesting of the tubers.

Another fact is that Devil's Claw as an endangered species belongs to MET. It is therefore managed by CMCs. In order to consider Devil's Claw as a source of income, following features need to be taken into account: i) availability of the most valuable sub-species, ii) resource management and monitoring, iii) legality of product, iv) actors and procedures of the value chain, and v) contribution to livelihood improvement.

- Minerals in form of salt and stones: The first issue to be addressed is the legal tenure of these products. It might be part of i) natural resources attributed to community forests, ii) land resources to TA and/ or iii) mining activities to state property. This initiates discussions such as the recent sale of Ongandjera saltpan and the issuing of harvesting permits for stones in Uukolonkadhi CF/ C. In both cases, local added value might be insignificant as regional and national companies are usually extracting this kind of products. Nevertheless, technical assistance of GRN extension units should be provided to community bodies on tenure rights and options for adding local value in order to enhance livelihoods.

Alternative products:

- Horticulture, mushrooms, nurseries and orchards: Vegetable, mushrooms and fruits are nowadays considered being essential pillars of the diet, in particular for wealthier people and those living with HIV/ Aids. GRN is therefore promoting Green Scheme Projects in distinct productive areas like in Etunda in Omusati. Okashana Rural Development Centre through CALLC provided training on mushroom cultivation to different beneficiary groups including Ohepi FMC. However, mushrooms are not yet cultivated in Ohepi because of lacking adequate equipment and insufficient knowledge. DoF encourages establishment of community-based orchards even though communities are struggling to properly manage these areas. It is explained by long-lasting procedures on land allocation, high investment costs, reluctance in maintaining orchards by community (watering, weeding, etc.) and weak management skills of these groups including diffuse benefit sharing mechanisms. For these reasons, horticulture and nurseries at community level might be more advantageous than orchards and mushroom production. Vegetables and seedlings are usually annually produced; hence annual returns. It allows reacting on market trends, upcoming plant diseases and impacts regarding climate change. FMCs might therefore establish vegetable gardens combined with nurseries in different areas within their community forests. As village representatives could manage these gardens, cooperation among FMC members and the supply volume of certain products could be favourably influenced. It calls for collaboration between producer groups and extension services of DoF and DEES. On the other hand, mushroom production and orchard establishment should only be addressed if communities proved their commitment on horticulture and nursery management. Contribution of own FMC resources would be another asset.
- Aquaculture: Catching fresh water fish during the flood seasons in Oshana and Omusati is a common activity. In order to ensure supply of fresh water fish the whole year round, the Ministry of Fisheries built a fish factory closed to Ruacana as market demand is

favourable. Subsequently, community-based fish production could be tested in a community forests with oshanas and/ or opportunities to build dams. Potential areas are Ehangano, Otshiku tShiithilonde and Ongandjera. Supporting institutions could provide infrastructure and capacity building for cultivating and processing fish. This requires regulations over the ownership and management rights of these resources within the community.

- **Poultry:** As the national need for local chickens is increasing, small-scale initiatives on poultry farming becoming numerous in NWFR. It is further underlined through the GRN initiative on constructing a poultry factory in Okahandja. Through IGM, CPP supports the project on commercialising guinea fowls in Okongo as demand for meat and ornamental purposes is rising. Even some years ago, a project on ostrich farming has been started. It, however, closed down due to poor management. If management capacities of FMCs under an umbrella body (GFA or potentially a cooperative of local poultry producers) are strengthened, poultry could offer income and employment opportunities. Potential products are meat, eggs, jewellery (ostrich shells) and poultry for ornamental purposes. It requests a thorough business plan identifying producer groups, allocating main products and establishing marketing platforms within NWFR. Cooperation with GRN extension services, supporting institutions and funding agencies is to establish.
- **Brick making:** This initiative originated from a funding request submitted to an international support programme by Omufitu Wekuta. Indeed, a brick-making outlet has the potential to substitute building material, hence to enhance housing conditions, to reduce deforestation and to create local employment. Closer to urban areas, several brick making outlets are set up and the demand for bricks is increasing. At the initial stage, mostly manually operated machines, cement, appropriate soil and access to water are required. According to a first cost-benefit analysis, a net benefit of at least N\$ 1 per brick should be obtained. Taking into account a realistic daily production of around 1500 to 2000 larger bricks, a daily return of N\$ 1500 – 2000 can be expected as long as permanent market demand is in place. It urges to develop a business plan.

Services:

It refers to any services that community forests as well-managed habitats are offering. According to the concept of Payment for Ecosystem Services (PES)^{xiii} beneficiaries are paying for certain ecosystem services. These services are classified into provisioning services (timber, non-timber forest products, biomass for energy, etc.), regulating services (climate, floodwaters, water quality, etc.), cultural services (rural, traditional and religious activities but also ecotourism and recreation), and supporting services (intact and resilient ecosystems).

Sustainable management of habitats for wildlife in integrated community forests and conservancies as well as grazing in Namibia as regulating services are available at no cost. In contrast, the cultural service in form of ecological campsites follows defined user-payment patterns.

Options for payment schemes of supporting services such as i) REDD-Plus (Reducing Emissions from Deforestation and Forest Degradation in developing countries; and the role of conservation, sustainable management of forests and enhancement of forest carbon

stocks in developing countries) and ii) access and benefit sharing for genetic resources (ABS) might become interesting in future.

- Sustainable management of wildlife habitats: Cooperation between FMCs and CMCs in identical or overlapping areas aims at streamlining management activities of natural resources. Ideally, one management committee is responsible for community forest and conservancy activities. As a result, benefits generated from different sources (wildlife, tourism, utilisation of timber and non-timber forest products) shall be invested into one community development fund.

In NWFR, the four existing gazetted conservancies Uukolonkadhi, Uukwaluudhi, Sheya ShUushona and Okongo, where integration is intended, generate currently little income. Their benefit distribution scheme differs in terms of individual pay-outs to registered members. As services and products provided by conservancies and community forests differ in each integrated area, tailor-made approaches on integration need to be developed. These shall be in line with the national strategy on integration.

- Grazing: Grazing is an explicit benefit of community forests. However, overgrazing, land degradation and/ or bush encroachment are outcomes of weak rangeland management. The power of FMCs seems largely limited as cooperation with headmen is often missing. This might lead to uncontrolled livestock capacities, hence imbalanced sustainable rangeland management.

The CBRLM project intends to address these challenges through introducing a community-based rangeland management system in communal areas. It signifies that livestock is assembled for grazing and daily guided at distinct places by herders. As a result, grazing areas have enough time to recover. The FMCs should become active stakeholders in the CBRLM project. It might initiate a dialog with local stakeholders on grazing rights and conditions for outsiders to utilise grazing areas. Despite social norms, suggestions on compensation schemes for grazing by outsiders could arise.

- Ecological campsites or rest camps managed by local communities such as in Okongo and Kwandu Community Forests/ Conservancies can be integrated into sustainable management of natural resources. As a result, income is generated through attending tourists, hosting workshops and conducting a broad range of events. It further offers job opportunities at regular and/ or irregular basis. Campsites offering different community-based activities foster awareness building on rural development and on natural resource management. For instance, the campsite in Okongo is part of the premises of the Okongo Community Forests, where carpentry, nursery, guinea fowl and beekeeping activities take place. Ecological campsites are often conserving local values displayed usually in its facilities and services.

It is however vital to assess the viability of community-based campsites. Through NACOBTA, various campsites have been established. Thereby, some are performing better than others, in few cases regional competition might occur. It further requires committed community members who are applying and disseminating what they have learned in capacity building units.

- REDD-Plus^{xiv}: This programme aims at forming a strong global partnership to reduce emissions from deforestation and forest degradation through sustainable forest management. It requests developing countries to “embark on low-carbon, climate resilient development” and developed countries to “provide predictable and significant funding as an incentive for reduced forest-based carbon emissions”^{xv}. In order to promote REDD+ in

community forests in Namibia, various topics need to be taken into account. These are among others a) adapted legal framework for carbon credit financing, b) a national REDD+ strategy developed through participation, c) cost-benefit analysis of REDD+, d) clear tenure of forest resources through declaration of community forests, e) reliable and updated data on forest resources to calculate carbon stock, f) effective resource assessment methods, g) skilled DoF Officials to provide technical assistance to FMCs, h) FMCs enabled to sustainably manage forest resources, and i) transparent benefit sharing of carbon-funds. Due to the low timber volume in NWFR and the still new instrument, REDD+ might only become relevant once pilot countries of tropical forests successfully succeeded.

- **ABS:** The Convention on Biological Diversity (CBD) addresses Access and Benefit Sharing for genetic resources (ABS) that bases on the principles of Prior Informed Consent (PIC) and Mutually Agreed Terms (MAT). Its objective according to the agreed Nagoya Protocol^{xvi} in 2010 is the “fair and equitable sharing of the benefits arising from the utilisation of genetic resources, thereby contributing to the conservation and sustainable use of biodiversity”. The Nagoya Protocol extends the power of indigenous people in regard to access of genetic resources by research and projects linked to biochemical composition of plants such as drugs, food and cosmetics. It stipulates that PIC is required where communities have the rights to grant access to such resources. This is the case in community forests for the extracted products of Marula, Blue sourplum and Mopane. Equally, medicinal products like Devil’s Claw require agreements on ABS with the owners of these genetic resources. Therefore, if extracted, medicinal and edible products harvested in community forests are further processed to cosmetics, drugs and food, clarification on ABS should be sought.

iii) Community Forests

Beside forest potential, community forests need to have a well-functioning management structure supported by an enabling local environment of stakeholders. Because of rather low timber volume in NWFR, FMCs need to be even more capable of effectively monitor sustainable utilisation of resources and of pro-actively initiating business opportunities. Consequently, a community forest needs to have the following fundament: a) an Executive FMC with a respected and skilled chairperson, who effectively leads the committee, b) empowered Village Representatives who actively participate at implementing community forestry, c) local Traditional Authorities who closely cooperate with FMCs, and d) CDCs, local supporting institutions and CBOs who adequately advise, monitor and intervene. This should lead to initiative, self-reliable and transparent FMCs. It further outlines a transparent benefit distribution where local projects through the community development fund are agreed.

This chapter on “identification of opportunities” reflects current options for FMCs to become more involved into income generating activities. Nevertheless, such initiatives should be tailor-made upon the skills of the FMCs as well as upon accessibility of resources and local set up of stakeholders including supporting institutions. Potential products, cooperation with local stakeholders and FMC performance of each community forest in NWFR are reflected in table 15. Whenever FMCs are showing interest in a specific product, its value chain in terms of input and output should be assessed.

Table 15: Potential products, cooperation with local stakeholders and FMC performance for community forests in NWFR.

Community Forests	Timber Products			Non-Timber Forest Products					Alternative Products					Services					Actors					Current FMC performance
	Planks, furniture	Handicrafts	Firewood, charcoal	Honey	Mopane worms	Thatching grass	Marula (M), Ximena (E), Mopane (C)	Devil's Claw	Salt, (O), stones	Horticulture, mushroom, nursery, orchards	Aquaculture	Chickens, guinea fowls, ostrich	Brick making	Wildlife habitat	Grazing	Ecological campsite	REDD+	ABS	DoF	In-line Ministries	TA, Councillor	Forums	Programmes	
Uukolonkadhi	X	F		X	X		M/C	S		H/N/O	X	C/G		X	X	X	(X)		☀	±	☀	±	☀	☹
Uukwaluudhi	X	F		X	X	X	M/E	X		N		C/O		X	X		(X)		☹	±	±	?	☹	☹
Ongandjera		F		X	X	X	M	X	O	H/M	X	C/O	X	X			(X)		☀	☹	±	?	☹	☹
Otshiku tShlithilonde		F		X	X	X		X	O	H/M	X	C		X					☹	☹	±	?	☹	☹
Ohepi	P	X	F/C	X			E	X		H/M		G		X		(X)	(X)		±	☹	?	?	☀	☹
Oshaampula		X	F/C	X			E			H/N/O		G		X	X		(X)		±	☹	?	?	☹	☹
Onkumbula	P/F	X	F/C	X			E			H/N/O		G		X		(X)	(X)		±	☹	±	?	±	?
Okongo	P/F		F	X	X					H/N		C/G		X	X	X	(X)		±	±	±	±	☀	☹
Ehangano		X	F	X	X		E			H/N/O	X	G		X			(X)		☹	☹	±	?	±	☹
Omufitu Wekuta		X	F/C	X						H/N/O		G	X	X	X				±	±	☀	±	☀	☹
Omundaungilo	P	X	F/C	X	X		E			H/N		G	X	X			(X)		☀	☹	☀	?	☹	☹

The content of the table bases on findings from i) the report on Survey of Income Generating Activities in selected Community Forests in NWFR (2010), ii) priority list of FMC developed at FMC quarterly meeting in December 2010 (Okongo was absent), and iii) personal perception.

Explanation:

- Products and services: **X**: This product has been short-listed as main potential income source by the relevant CF. **X**: These products further attracted the interest of FMCs as a potential income source. (X) for REDD+: it might be an option in future for CFs with a timber volume higher than 25m³/ha. (X) for ABS: If these products might be promoted in future, ABS should be considered.
- ☀ = good cooperation, ± = sufficient cooperation, ☹ = low/ no cooperation. It is based on personal perception and extent of support required by FMC.
- Current FMC performance: ☹ = ideal management set up, ☹ = partial functioning management, ☹ = passive management, ? = recently established FMC.

4.2 Approaches to apply - Recommendations

Recommendations to implement the CFN project are given at national and regional level from the perspective of NWFR.

i) At national project level

- Framework of CFN project: The merger within the German Cooperation into the German International Cooperation (GIZ) creates a chance to redefine responsibility and power of each stakeholder (DoF, KfW and GIZ). This is based on developing a vision on outcomes and impacts of this project. As a result, overall goal, objectives and instruments of the 3rd project phase shall be re-identified and agreed upon by national and regional project representatives. Then, the project document shall be made available for effective implementation to all intervention levels.
- CFN project steering committee: Beside the backstopping function of an outcome-oriented project, the project steering committee aims at creating a forum of sharing best practices and of initiating cooperation among the different members. It serves as a monitoring instrument for KfW as well as a platform of awareness rising for DoF. Potential members might be representatives of in-line ministries (MET, MLR, DEES, NPC), international donor agencies (FAO, UNDP, MCA, WWF), national NGOs (NNF, IRDNC) and established local CBOs of different regions (EWC, etc.).
- Role and power of the implementing body (PIU): It considers defining role and powers of the PIU as well as of each member within the PIU. Instruments for appropriate steering on planning and monitoring (work plans, reports, visits, and indicators), accountability (budget approvals, funding requests, and expenditure statements), communication channels and cooperation with other institutions should be defined. A workshop among PIU members could support developing a "PIU constitution" that contributes to teambuilding within the PIU and to transparency for DoF Officials at all levels.
- Technical assistance: The allocation and profile of technical assistance should consider the current capacity and structure of the partner. This is the case especially in areas of mapping, formulating forest management plans, participatory rural appraisal and participatory community forest inventories where lack of expertise often delay the process of completing the milestones in time. It relies on the quantity and complexity of community forests as well as areas of cooperation with relevant actors.
The Regional Technical Advisors and Local Technical Experts should work with identified DoF Officials who operates in that duty stations at a long term. It demands for a forward-looking management policy of human resource capacities within DoF. Main intervention areas for implementing the CFN project are likely the regional offices of Rundu, Katima Mulilo, Ongwediva and Otjiwarongo.
At national level, it might be favourable to have two external supporting staff. One advisor is coordinating project implementation at national level. The other one is coaching the Top Management Team of both Forestry Divisions in fields such as good governance, forest policy, promotion of forest products, project implementation of other funding agencies and other topics. This recommendation foresees the need to strengthen capacity within all six projects of DoF as all these projects are relevant in community forestry management.
- Project strategy for 3rd phase – pre-gazettment: Thereby, as the project's target of 50 community forests might be likely achieved through the currently established ones, no

new community forests shall be identified. It rather should concentrate on resource-extensive approach to succeed with the official declaration of established community forests.

It refers to PCFI approach, PRA and constitution. Stratification of sample plots using vegetation maps and aerial photos might be more effective for inventories and might facilitate future resource assessments. PRA should be conducted in daily workshops in clustered centres where forest products are occurring. The attention is on selected demographic data and data on relevant forest products. As the process on developing constitutions is complex, it favours strengthening capacity of local Forestry Officials through training instead of employing consultants. Draft constitutions should be still reviewed by LAC and its comments considered by DoF staff in follow-up meetings with the community.

Priority shall be given to community forests with a high potential on timber resources and/ or already existing other income sources. Equally, the degree of FMC management performance should be taken into consideration. It might already outline the ability of FMCs to manage their resources once officially declared. Initiating income-generating activities during the gazettment process seems advantageous as FMCs might become encouraged to perform adequately.

- Project strategy for 3rd phase – post-gazettment: In order to achieve the overall goal of sustainable resource management and livelihood improvement, the PIU shall focus on post-gazettment strategies. It requests a) a community-based resource monitoring system, b) enforceability of by-laws and other legal topics (Honorary Forester, land use planning, definition of forestry resources), c) implementation of business plans concentrating on carefully selected products and services, d) creation of producer associations/ cooperatives, e) cooperation with national and local supporting institutions, forums (CDCs, etc.) and CBOs (CMCs, etc.), and f) capacity building of FMCs and DoF on management and marketing skills through trainings, exchange trips and other identified instruments.

All these interventions shall lead to self-reliable community forests. It further expresses the need to establish at least one functioning income sources within on community forest that is managed in a sustainable way. This could be achieved by introducing a grant mechanism for FMCs to requests funds from the CFN project for initiatives on resource management and value chain development of specific forest products. As a result, skills in writing proposals as well as being accountable for project funds and outputs are not only strengthened for FMCs, but also for DoF.

ii) At regional project level (NWFR)

- Role and power of NWFR: As attention needs to be given on other income sources rather than timber resources, NWFR might occupy a leading role in developing product strategies for non-timber forest products, alternative products and services. A comparatively high staff allocation with extended knowledge in community forestry and an existing stakeholder network favour it. Equally, recent experience in implementing projects of other funding agencies enhanced skills for conducting community-based small-scale initiatives on value chain development.
In order to share best practices, streamline approaches and/ or enhance capacity of Forestry Officials in relevant topics of community forestry, NWFR could encourage

implementation of thematic workshops at national level. This shall lead to active regional participation at nationally important features.

Technical assistance: In order to ensure sustainability of the CFN project, it opts for a Forestry Official who is overlooking the community forestry activities in NWFR, hence working closely with the current Local Technical Expert. This might be at the beginning rather in administrative issues such as accountability, reporting and organising activities at Ongwediva RFO. It demands for long-term engagements of Forestry Officials at their duty station. This positively affects the continuity of building capacities of DoF/ CFN focal persons as certain instruments like the regional planning and reporting meetings become routine. In addition, the skills of focal staff members could be further improved through proceeding with district meetings. Thereby, their responsibility should be extended in terms of organising and providing technical input of district meetings to all relevant DoF staff.

- NWFR project strategy for 3rd phase – pre-gazettment: Apart from two community forests (Omundaungilo and Onkumbula), the other seven not yet gazetted community forests are in the process to finalise constitution and by-laws as well as to develop FMPs. This could be achieved by regional workshops. One workshop aims at reviewing constitutions facilitated by LAC. The other one, analogue to the experience in NEFR, focuses on introducing Forestry Officials into developing FMPs. In regard to the outstanding PCFI's, stratification of sample plots should be applied as especially Onkumbula is a large and mostly homogenous forest.

In particular, where FMC performance is low (Uukwaluudhi, Otshiku tShlithilonde and Ehangano), sometimes due to the weak cooperation with DoF, supporting activities such as local exchange trips, smaller income generating proposals and other stimulating activities should be initiated. Nevertheless, the cause of low FMC performance needs to be identified and enhanced through regular meetings.

- NWFR project strategy for 3rd phase – post-gazettment: According to the findings of the survey on income generating activities and the assessment of FMCs to prioritise their most potential income sources (table 15), the viability of following product strategies could be further assessed: a) wooden handicrafts, b) firewood, c) honey, d) mopane worms, e) oil from *Ximenia americana*, f) nurseries, g) aquaculture, h) guinea fowls and chickens, and i) brick making. Furthermore, a management system for grazing with a kind of a compensation scheme could be considered, if communities welcome this idea.

This calls for skilled FMCs who effectively interacts with local stakeholders. It demands for capacity building in management (administration, accounting, resource monitoring) and commercialisation of specific products (harvesting methods, value addition, marketing). Furthermore, local structures need to be continuously strengthened through actively involving stakeholders in community forestry activities. This shall favourably happen at following levels: village, community forest and constituency.

Thereby, interventions shall be harmonised among the different programmes working in the field of sustainable resource management, economic and institutional development within NWFR. It urges maintaining the established platforms of projects and institutions at regional level.

Another instrument for capacity building and exchanging experience are regional FMC quarterly meetings and excursions to community forests within and outside NWFR as well as to other relevant sites such as conservancies, community-based organisations, associations, manufactures and traders of specific products. This might further favourably

influence teamwork and cooperation between FMCs and Forestry Officials in NWFR, but also throughout Namibia. As a result, best practices and achievements on community forestry activities might be promoted through media at regional and national level.

To conclude, openness to cooperate within and across distinct administrative levels of the CFN project as well as mutual respect and trust are essential pillars to progress with community forestry activities in Namibia. Time might be a factor to consider. However, agreed approaches on project steering, implementation and monitoring are even more vital. Therefore, opportunities shall be taken to harmonise and to further develop the herein outlined recommendations in a consultative process.

Annex 1: Summary of the current status of all community forests in NWFR.

Remarks:

- For all community forests (apart from litota and Amudhilo) the Forest Management Committees were once trained in roles and responsibilities as well as gazetting and orientation maps are in place.
- (*1) The investment costs are revealed from 1 April 2009 up to 31 March 2011. More detailed information is found in the two annual reports (folder monitoring – CFN_progress_reports).
- Files to all community forests are in the folder “community forests” as well as in thematic folders such as “constitution, maps, PRA and PCFI”.

Community Forest	Achievements (<i>current status of milestones. Several ms were initiated since July 2008</i>)	Challenges	Way Forward	Investment (N\$)(*1)
Otshiku tshlithilonde (Oshana and Omusati)	➤ Signed application letter and MoU, reviewed constitution, drafted by-laws, PRA and PCFI report, draft FMP are in place.	<ul style="list-style-type: none"> ➤ Resource potential is very low. ➤ Investment for other income generating opportunities is currently absent. ➤ Communication between FMC and DoF due to network and accessibility is low. 	<ul style="list-style-type: none"> ➤ To finalise constitution, by-laws and FMP and present to community. ➤ To review boundary as it seems entering into Ongandjera CF. ➤ To submit gazettment documents. 	14,982.20
litota (Oshana)	➤ Aerial photos are used to assess resource potential.	<ul style="list-style-type: none"> ➤ Resource potential is significantly low. ➤ Interest in CF has been long time ago. Nowadays, the approach of demand-driven is less tangible in this community. 	<ul style="list-style-type: none"> ➤ Put on hold. ➤ It might have potential as a buffer zone of Etosha National park in form of an integrated conservancy. 	166.86
Uukwaluudhi (Omusati)	➤ Signed draft constitution, draft by-laws and draft PRA report are in place. PCFI conducted.	<ul style="list-style-type: none"> ➤ Commitment of FMC declines, as cooperation with DoF and within FMC is low. ➤ FMC are living outside the CF. It therefore hardly creates an impact within the CF. ➤ Resource potential is relatively low. 	<ul style="list-style-type: none"> ➤ To conduct meetings with FMC and TA to revitalise CF activities. ➤ To receive and review PCFI report. ➤ To finalise constitution, by-laws and FMP and present to community. ➤ To submit gazettment documents. 	30,229.30

Community Forest	Achievements (current status of milestones. Several ms were initiated since July 2008)	Challenges	Way Forward	Investment (N\$)(*1)
Ongandjera (Omusati)	<ul style="list-style-type: none"> ➤ Signed application letter and MoU, draft constitution, by-laws and PCFI report are in place. 	<ul style="list-style-type: none"> ➤ Size of area is big as it is congruent with Sheya ShUushona Conservancy. ➤ Different bigger settlements occur within CF. Therefore, FMP should focus on forested areas. Intentions to integrate with conservancy generated dissatisfaction by TA. It is explained due to opaque communication and benefit share. 	<ul style="list-style-type: none"> ➤ To zonate forest area within CF. ➤ To finalise constitution and by-laws. ➤ To conduct PRA and to develop FMP. ➤ To submit gazettement documents. 	9,239.70
Uukolonkadhi (Omusati)	<ul style="list-style-type: none"> ➤ Gazetted since 2006. ➤ FMC office with nursery in Onesi since 2006 and in Oshifo since 2010. ➤ FMC were elected in 2010 (most of them have been re-elected). ➤ NDT facilitates integration of FMC and CMC. 	<ul style="list-style-type: none"> ➤ Finalisation of FMC office in Oshifo is outstanding (septic tank, water tanks, electricity, phone, furniture). ➤ Ownership of Oshifo nursery is low due to distance to Onesi. ➤ Law enforcement such as patrols and confiscation of illegal harvested products are improper implemented, as legal power of FMC is not yet understood. ➤ Ownership of income generating activities such as beekeeping and nursery is missing. 	<ul style="list-style-type: none"> ➤ To finalise FMC office in Oshifo. ➤ To support FMC with income generating activities (nursery, beekeeping, mopane worms, stone extraction, etc.) and issues on law enforcement. 	12,976.00
Ehangano (Ohangwena)	<ul style="list-style-type: none"> ➤ Draft constitution, draft by-laws and FMP report in place. 	<ul style="list-style-type: none"> ➤ FMC is unorganised. ➤ Application to the Communal Land Boards caused misunderstandings. 	<ul style="list-style-type: none"> ➤ To finalise constitution and by-laws. ➤ To submit gazettement documents. 	11,809.00
Omundaungilo (Ohangwena)	<ul style="list-style-type: none"> ➤ Application letter is signed, PRA conducted and PCFI sample plot map in place. 	<ul style="list-style-type: none"> ➤ Establishment of FMC needed more than one year due to improper understanding of CF activities and due to political reasons within the community. 	<ul style="list-style-type: none"> ➤ To compile PRA report. ➤ To draft constitution (BDP) and by-laws. ➤ To develop resource-extensive PCFI approach and conduct PCFI. ➤ To develop FMP. ➤ To submit gazettement documents. 	2,557.57

Community Forest	Achievements (current status of milestones. Several ms were initiated since July 2008)	Challenges	Way Forward	Investment (N\$)(*1)
Omufitu Wekuta (Ohangwena)	<ul style="list-style-type: none"> ➤ Signed application letter, reviewed constitution, drafted by-laws, PRA and PCFI report are in place. ➤ FMC office is erected. 	<ul style="list-style-type: none"> ➤ FMC office is not yet fully utilised due to improper finalisation of the office. 	<ul style="list-style-type: none"> ➤ To finalise constitution (BDP) and by-laws. ➤ To develop FMP. ➤ To submit gazettment documents. ➤ To finalise FMC office (septic tank, furniture, electricity). 	43,477.08
Okongo (Ohangwena)	<ul style="list-style-type: none"> ➤ Gazetted since 2006. ➤ Timber harvesting assessments conducted. ➤ Audit report of 2009 in place. ➤ 2 AGMs conducted. ➤ Association of guinea fowl farmers and their feedlot in place. 	<ul style="list-style-type: none"> ➤ Management of different income activities is only in the hand of few. ➤ No ownership of the community and missing monitoring by local institutions (opaque benefit share). ➤ Insufficient resource monitoring by FMC and DoF (ex. timber harvesting by logger from Kavango). ➤ Incubator driven by solar energy is not performing properly due to insufficient power. 	<ul style="list-style-type: none"> ➤ To finalise test of tree tender approach (resource monitoring for Kiaat trees). ➤ To review constitution and benefit distribution and management capacity of FMCs. ➤ To finalise guinea fowl project (incubator, commercial marketing). ➤ To improve management activities of all income generating opportunities (apiary site, carpentry, campsite, nursery). ➤ To prepare for International Day of Biodiversity in May 2011. ➤ To finalise borehole of campsite. 	31,225.89
Ohepi (Oshikoto)	<ul style="list-style-type: none"> ➤ Gazetting documents in place. 	<ul style="list-style-type: none"> ➤ Application to the Communal Land Boards caused misunderstandings. ➤ Construction of FMC office is not yet finalised due to accessibility and constructor's commitment. ➤ FMC management is rather a family business. 	<ul style="list-style-type: none"> ➤ To submit outstanding gazettment documents. ➤ To finalise FMC office. ➤ To follow-up application for Tulongeni Tuhangano Producer Group. ➤ To assess forest resources in a resource-extensive approach. 	5,974.33
Oshaampula (Oshikoto)	<ul style="list-style-type: none"> ➤ Gazetting documents in place. 	<ul style="list-style-type: none"> ➤ Application to the Communal Land Boards caused misunderstandings. ➤ Only few FMCs are active. Community commitment towards orchard is little. ➤ Over harvesting of resources is likely the case. 	<ul style="list-style-type: none"> ➤ To submit outstanding gazettment documents. ➤ To clarify responsibility over orchard. ➤ To develop a resource-extensive approach to assess impact on harvesting activities. 	17,092.63

Community Forest	Achievements (current status of milestones. Several ms were initiated since July 2008)	Challenges	Way Forward	Investment (N\$)(*1)
Amudhilo (Oshikoto)	➤ Degradation of resources is demonstrated through aerial photos.	➤ Community and local Traditional Authorities show only low interest in conserving and sustainably managing forest resources as within 5 years the size of the forested area halved.	➤ The decision was made to stop the initiative of this Community Forest in 2009.	869.75
Onkumbula (Oshikoto)	➤ Application letter is signed.	➤ As the CF area is big, sub-centers that belong to different Senior Traditional Councillors have been created.	<ul style="list-style-type: none"> ➤ To review and finalise boundary. ➤ To develop constitution, by-laws and BDP. ➤ To conduct PRA and PCFI. ➤ To develop FMP. ➤ To submit gazettement documents. 	3,444.23
GRAND TOTAL				184,044.54

Annex 2: Cooperation in NWFR on regional integrated planning, capacity building and income generating activities.

Stakeholders	Area of cooperation	Achievements	Lessons learned	Way Forward
Ministry of Environment and Tourism (MET), Mr. Chrispin Nkonkwena, Chief Control Warden for North Central, Ongwediva MET office (konkwena@yahoo.com, 065 230805)	<ul style="list-style-type: none"> ➤ CBNRM/conservancy. ➤ Integration as per draft agreement of MET and DoF in 2010. 	<ul style="list-style-type: none"> ➤ Mutual participation at regional workshops and meetings. ➤ Cooperation in identical areas with DoF Officials and CBNRM wardens at district level (Okongo, King Nehale). 	<ul style="list-style-type: none"> ➤ As no field concept on integration has been promoted, joint-interventions in conservancies are hardly standardised. ➤ Cooperation with projects seems easier as institutionalised set up seems to be less of a concern. ➤ Integration is realised if a major interest is present, otherwise integration remains a spoken word with less tangible interventions. 	<ul style="list-style-type: none"> ➤ Liaison Officer CF/C to develop and test regional field concepts. It could ideally happen through bottom-up approach analysing the inputs of the committees and DoF/MET. Thereby, the scenarios of the draft agreement shall be respected. ➤ To initiate realisation of joint-activities regarding income generation (furniture for lodges, etc.). ➤ To thoroughly cooperate in challenging areas such as Ongandjera/ Sheya ShUushona and Otshiku tShiithilonde/ Narawandu, and all other areas.

Stakeholders	Area of cooperation	Achievements	Lessons learned	Way Forward
CALLC (CPP/ISLM), Mr. Melvin Lisao, Project Manager, DEES Ongwediva. (mmlisao@yahoo.com , 065 233820) Folder: planning – CALLC	<ul style="list-style-type: none"> ➤ Planning. ➤ Support in income generating activities and capacity building. 	<ul style="list-style-type: none"> ➤ Supports 3 CFs (Okongo, Omufitu Wekuta, Ehangano) with integrated work plans and trainings (beekeeping). ➤ Organises FIRM meetings for FMCs, DoF and relevant stakeholders as well as Steering Committee Meetings. ➤ Initiated local level monitoring system for MET, DoF and DEES and livelihood survey. ➤ Agreed to fund training on value chain development that ideas has been rooted in CFN. ➤ CALLC supported tanks in Omufitu Wekuta and Okongo as an output of visit to rainwater harvesting project organised by CFN. 	<ul style="list-style-type: none"> ➤ Though regional working groups are irregularly taking place, it is a first initiative and always results in sharing essential information. ➤ Integrating associations with new concepts (farmer and auction kraal associations) into existing ones caused sometimes conflicts of interest. ➤ A one-day workshop on developing an auction calendar resulted in a respected planning instrument. ➤ Objective and procedure of a Steering Committee is appreciated. ➤ Being able to advise each other let progress both institutions. 	<ul style="list-style-type: none"> ➤ CFN to co-organise training on value chain development. (folder: workshops – value chain training) ➤ CALLC to support Okongo guinea fowl project (incubator). ➤ To strengthen local super-committees and/ or CDCs (proposal “Okongo_management+strategy in folder: workshops). ➤ To attend meetings of each other and exchange information in a pro-actively way.
Namibia Development Trust (NDT), Ms. Aisha Nakibuule, Regional Project Manager, Oshakati (aishalee@ndt.org.na, 065 231673) Folder: planning – NDT	<ul style="list-style-type: none"> ➤ Planning and coordination. 	<ul style="list-style-type: none"> ➤ NDT supports 2 CFs (Ohepi, Uukolonkadhi) in a) developing integrated work plans, b) finalising FMC office (water tanks, water connection), c) organising training on guinea fowl management, proposal writing and financial management, and d) providing guinea fowls and uniforms (only Uukolonkadhi) 	<ul style="list-style-type: none"> ➤ A good understanding of realities in the field allows tailor-made interventions. ➤ To maintain commitment when funds become little. ➤ Posters of integrated work approaches provide a first guideline for cooperation. 	<ul style="list-style-type: none"> ➤ To support finalisation of FMC offices. ➤ To continue collaborating in further fields of joint-interest.

Annex 3: Cooperation in NWFR on tree planting activities.

Stakeholders	Area of cooperation	Achievements	Lessons learned	Way Forward
Extended Feasibility Study on Tree Planting (EFS), Mr. Chris Shikaputo, Project Manager, RWS Oshakati (treeplan@iway.na, 065 224020) Folder: workshops – marula_GTZ	➤ Tree planting.	<ul style="list-style-type: none"> ➤ Technical support on tree planting and nursery management was provided in Oshaampula and Uukolonkadi CF. It further included provision of seedlings (guava, mangoes). ➤ Nursery management has been explained to FMCs at one FMC quarterly meeting. ➤ National strategy on tree planting has been commented. 	<ul style="list-style-type: none"> ➤ Tree planting is of utmost importance in North Central Namibia (soil conservation, fruit and shade trees, poles and droppers). ➤ Careful planning of plantations avoids challenges in finalising such plots (outstanding material, planting calendar). ➤ Community-based initiatives require more effort as capacity; resources and commitment might be lower (paying water bill, weeding, watering, etc.). 	<ul style="list-style-type: none"> ➤ To maintain contact and support each other in particular on community-based experience on enhanced fruit trees and planting technologies. ➤ CFs could take pilot functions for promoting community-based nurseries and orchards.
Eudafano Women's Cooperative (EWC), Mr. Simeon Ndjelekeni, Factory Manager, Ondangwa, (ndjelekeni@yahoo.co.uk, 065 240068) Folder: workshops – marula_GTZ	<ul style="list-style-type: none"> ➤ Establishing marula plantations. ➤ Grafting. ➤ Access and Benefit Sharing. 	<ul style="list-style-type: none"> ➤ DoF/CFN/EFS signed an agreement for planting marula and supported establishment of 4 marula plantations plots in Ongha, Ongenga, Onayena and Oniipa. ➤ DoF/CFN/MET-Bioprospecting organised 2 trainings on grafting marula for EWC and DoF members. ➤ DoF/ EWC recorded superior mother trees. ➤ 100 grafted marula trees were planted early 2011. ➤ CFN/ DoF supported realisation of documentary on access and benefit sharing. 	<ul style="list-style-type: none"> ➤ DoF Officials with specific capacities should receive opportunities to disseminate their knowledge. It enhances ownership of DoF as trainer are proud of disseminating their knowledge and participant feel encouraged to look for short-time capacity courses within the ministry. ➤ The model of cooperatives could be used for forming CF user groups. 	<ul style="list-style-type: none"> ➤ To monitor marula plantations. ➤ To continue grafting marulas and other fruit tree species. ➤ To respect and promote ABS. ➤ To maintain contact with EWC in regard to income generating opportunities and management performance of FMCs.

Stakeholders	Area of cooperation	Achievements	Lessons learned	Way Forward
Northern Namibia Forestry Committee (NNFC), Mr. Theodore Kaambu, Chairperson, Ongwediva RFO (kaambut@mawrd.gov.na, 065 230295) Folder: meetings - NNFC	<ul style="list-style-type: none"> ➤ Tree planting and environmental education 	<ul style="list-style-type: none"> ➤ Fruit seedlings provided to and planted in Uukolonkadhi. However, the survival rate was low due to poor attention. ➤ Support of Arbor Day Celebration in Oshaampula in 2010 (seedlings). ➤ CFN presented CF concept at teacher seminar. ➤ NNFC stakeholders participated at grafting training. 	<ul style="list-style-type: none"> ➤ Although NNFC is attached to DoF, managing the project on fund raising, implementation and monitoring request for an external person. 	<ul style="list-style-type: none"> ➤ To reactivate NNFC through a strong management and ownership of DoF.

Annex 4: Cooperation in NWFR on land issues.

Stakeholders	Area of cooperation	Achievements	Lessons learned	Way Forward
Ministry of Lands and Resettlement (MLR) including Communal Land Boards (CLBs), Ms. Rose-Mary Kashululu, Deputy Director North N West, Oshakati (kashululu@yahoo.com, 065 223850), Mr. Zeno Pack (Zeno.Pack@giz.de) Folder meetings – MLR, workshops- CLB_land use	<ul style="list-style-type: none"> ➤ Exchange of information on different land use concepts ➤ Aerial photos. ➤ Role of Communal Land Boards. 	<ul style="list-style-type: none"> ➤ GIZ advisor conducted training in GPS and GIS for DoF Officials. ➤ Provided aerial photos that supported resource assessment for Amudhilo, Iitota and Onkumbula. ➤ Invited DoF to CLB meetings to explain CF concept as well as attended at and co-organised workshop on land use concepts aimed at informing CLBs on CFs. ➤ DoF participated at developing Communal Land Reform Act at regional level. ➤ MLR took action against illegal fencing in Omufitu Wekuta. 	<ul style="list-style-type: none"> ➤ Capacity among different ministries can initiate inter-ministerial cooperation. ➤ To share ideas with stakeholders might lead to a more general objective. ➤ If national agreements/procedures are not clearly communicated, regional interventions are vague. 	<ul style="list-style-type: none"> ➤ DoF NWFR to submit letter to inform CLB on CFs for declaration (including map and FMP). ➤ DoF NWFR to actively participate at forthcoming regional land use planning activities. ➤ To continue using aerial photos for resource assessment, however to be clear on the resolution and number of photos required.
Communal Land Support (CLS), Mr. Alois Sander, Project Officer, Oshakati MLR (alois.sander@giz.de, 065 208300)	<ul style="list-style-type: none"> ➤ Land registration in communal areas that are mostly community forests. 	<ul style="list-style-type: none"> ➤ Provided GIS data on different features to NRSC for producing orientation maps. ➤ Project started effectively early 2011. 	<ul style="list-style-type: none"> ➤ A well-attended launch by national key representatives does not mean that local stakeholders have an idea on the project. It requests for inception workshops. 	<ul style="list-style-type: none"> ➤ To exchange information and to participate at events/ activities of each other.

Annex 5: Cooperation in NWFR on livestock management.

Stakeholders	Area of cooperation	Achievements	Lessons learned	Way Forward
Country Pilot Partnership (CPP): Ms. Tokkie Nchindo, Project Manager, MET Windhoek (tnchindo@cppnam.net, 061 2842805). Folder: workshop – Okongo guinea fowl	➤ Innovative Grant Mechanism of N\$ 250,000 on commercialising guinea fowls in Okongo CF.	➤ CPP fund supported a) establishment of guinea fowl association, b) procurement of incubator and solar panels, c) training on guinea fowl management, d) construction of feedlot, e) participation at expositions (Tourism Show in Windhoek, Ongwediva Trade Fair), and f) project banner.	➤ A clear reporting system with regular monitoring visits contributes in achieving the expected output. ➤ Disbursements in steps according to used funds attribute a clear responsibility of delivering outputs to communities. ➤ A strong interest of donor agency in finalising the project with all its challenges (incubator) facilitated two project extensions.	➤ To finalise testing of incubator and if required purchasing a smaller one through CALLC. ➤ To remobilise the guinea fowl association, to maintain feedlot and to start keeping chickens in guinea-fowl off-season. ➤ To finalise project on time as there is likely no 3 rd extension. ➤ Eventually to realise documentary on guinea fowl promotion (proposal in folder: workshops – Okongo_ginifowl – promotion - DVD).
Community Based Rangeland and Livestock Management (CBRLM), Ms. Ester Lusepani, Field Mobiliser Officer, Oshakati, (nakwezilusepani@gmail.com, 065 220648) Folder: meetings - CBRLM	➤ Exchange of information. ➤ Potential income generating activities in favour for livestock management in intervention areas (bush encroachment).	➤ Except Oshaampula and Ehangano, all CFs are rangeland intervention areas. ➤ Provided background information on CFs (maps, FMPs, etc.) and introduced project to community (TA, FMCs).	➤ Systematic approach in acquiring baseline data and incepting the project within NWFR. ➤ To introduce a community-based rangeland system in a traditionally individual cattle-keeping approach requires convincing best practices and good field facilitators.	➤ CFN to identify common approaches on capacity building and income generating activities.

ENDNOTES

ⁱ Namibia Demographics Profile 2010; http://www.indexmundi.com/namibia/demographics_profile.html

ⁱⁱ Mendelsohn J., el Obeid S. (2005): Forests and woodlands of Namibia. Namibia-Finland Forestry Programme, Directorate of Forestry, Ministry of Agriculture, Water and Forestry, Government of Namibia.

ⁱⁱⁱ Integrated Forest Management Plan for Uukolonkadhi (Ruacana) Community Forest and Conservancy Committees, March 2005; Forest Inventory Report of Uukwaluudhi Community Forest, August 1999; Draft Resource Inventory Report of Ongandjera Community Forest, November 2010; Woody Resource Inventory Report of Otshiku Shiithilonde proposed Community Forest, May 2010; Forest Management Plan for Ohepi Community Forest, July 2004; Forest Management Plan for Oshaampula Community Forest for the period between March 2003 and March 2011; Woody Resources Report of Ehangano Community Forest, August 2007; Participatory Integrated Forest Management Plan for Okongo Community Forest, April 2003; Woody Resource Inventory Report of Omufitu Wekuta Community Forest, March 2011.

^{iv} It refers to Ohepi, Oshaampula, Onkumbula, Uukwaluudhi, Ongandjera, Otshiku tShiithilonde, Omufitu Wekuta, Omundaungilo and Ehangano CFs.

^v It refers to Okongo and Uukolonkadhi CFs.

^{vi} The effective cash box balance is N\$ 2,318.71 as certain activities have been paid by CFN NWFR cashbox. However, refunds were directly made into CFN bank account (see explanation in annex of CFN NWFR annual report of FY 2010 in the file CFN_expenditures_FY2010).

^{vii} In September 2009 the open balance has been changed from N\$ 79,627.35 (indicated by DED accountant) respectively N\$ 88,761.26 (indicated by Technical Advisor) to N\$ 10,349.16. It partially explains the closing difference of the above listed budget of N\$ 74,062.76.

^{viii} According to the total expenditure that are summarised according to the monthly control forms of each district and regional office, no receipts have been issued for these amounts in 2009 and 2010.

^{ix} It refers to Okongo, Omufitu Wekuta, Ehangano and Ohepi CFs.

^x Cost positions are mainly fencing material for three plots, two workshops on grafting marula and transport refunds for EWC members attending to meetings requested by CFN.

^{xi} Report on Survey of Income Generating Activities in selected Community Forests in North West Forestry Region including strategies for upgrading value chains of economic viable forest products, 2010.

^{xii} Final Technical Report of DFID Project Reference Number R 7822 (1 May 2011 – 31 January 2006), edited by Jaboury Ghazoul, Division of Biology, Imperial College London. (Folder: Documents_literature – mopane)

^{xiii} TEEB – The Economics of Ecosystems and Biodiversity for National and International Policy Makers (2009), www.teebweb.org.

^{xiv} Since September 2008 this programme has been officially launched by Norway whereby the strategy of the UN-REDD Programme has been endorsed in November 2010.

^{xv} The United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (2010): The UN-REDD Programme Strategy 2011-2015. www.un-redd.org.

^{xvi} The Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits arising from their Utilisation is an international instrument adopted in October 2010 under the Convention on Biological Diversity. www.ethicalbiotrade.org.