

SOUTHERN AFRICA REGIONAL ENVIRONMENTAL PROJECT (SAREP)

WORK PLAN

Year 1 & 2: October 2010 – September 2012

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ACRONYMS

BDMF	Basin-wide Decision Making Framework
BMC	Basin Management Committee
CBNRM	community-based natural resources management
CBO	community-based organization
CON-INFO	Conservation Information
COP	chief of party
DRFN	Desert Research Foundation of Namibia
DSS	decision support system
EMMP	environmental mitigation and monitoring plan
EPSMO	Environmental Protection and Sustainable Management of the Okavango River Basin
GIS	geographic information systems
HIV/AIDS	human immunodeficiency virus/acquired immune deficiency syndrome
HOORC	Harry Oppenheimer Okavango Research Center
HWC	human-wildlife conflict
IRBM	Integrated River Basin Management Project
IRDNC	Integrated Rural Development and Nature Conservation
IRM	integrated resource management
IWRDM	integrated water resources development and management
IWRM	integrated water resources management
KAZA TFCA	Kavango-Zambezi Transfrontier Conservation Area
KRA	key result area
M&E	monitoring and evaluation
MDGs	Millennium Development Goals
MOMS	management oriented monitoring systems
NAP	national action plans
NR	natural resources
OBSC	Okavango Basin Steering Committee
OBIS	Okavango Basin Information System
ODIS	Okavango Delta Information system
OKACOM	Permanent Okavango River Basin Water Commission
ORB	Okavango River Basin
ORI	Okavango Research Institute

PILUMPS	participatory, integrated land-use management plans
QASP	quality assurance surveillance plan
SADC	southern Africa development community
SAF	strategic activities fund
SAP	strategic action plan
SAREP	Southern Africa Regional Environmental Program
SIDA	Swedish International Development Cooperation Agency
SMME	small-, medium-, and micro-enterprises
SOW	statement of work (also scope of work)
SRTCMP	Songwe River Trans-boundary Catchment Management Project
TBD	to be decided
TDA	trans-boundary diagnostic analysis
UF	University of Florida
USAID	United States Agency for International Development
USFS	U.S. Forest Service
WSS	water supply and sanitation
WWF	World Wide Fund for Nature

EXECUTIVE SUMMARY

The Southern Africa Regional Environmental Program (SAREP) is intended to support the initiatives of the Southern Africa Development Community (SADC) to integrate improved water and sanitation services with strategies that address threats to ecosystem services and biodiversity within priority shared river basins, and to strengthen cooperation and regional capacity to adapt and respond to effects of climate change. It aims at improving trans-boundary natural resource management in the Southern African Development Community with a focus on the Okavango River Basin (ORB) and the Caprivi section of the Kwando and Zambezi River Basins in Namibia.

The overall SADC Agreement previously supported the USAID-OKACOM Integrated River Basin Management (IRBM) Project implemented from 2004 to 2009. SAREP builds on the foundation laid by the IRBM Project and several other OKACOM initiatives such as the Trans-boundary Diagnostic Analysis (TDA) and the currently being developed OKACOM Strategic Action Plan (SAP), which in turn is the consolidation of the various National Action Plans (NAPs).

This plan encompasses the results of the SAREP Inception Workshop which was held from the 7th -8th October 2010 at the Grand Palm Hotel in Gaborone, Botswana, where a group of stakeholders from the riparian states as well as a number of interested and affected international and southern African stakeholders identified key issues and problems in the Okavango river Basin as well as the required responses needed to address these issues. During this workshop the participants worked in national groups to identify national issues of concern with regard to governance in the basin, biodiversity and water supply and sanitation, as well as issues relating to climate change and HIV/AIDS. It also incorporates the requirements of the USAID Namibia buy in with regard to the specified activities that will need to be carried out in the Kavango and Caprivi Regions, in terms of flood preparedness issues whilst at the same time addressing linked issues of threats to biodiversity.

This five year plan and Annual Plan for 2011 outlines the various activities needed to be carried out to address the problems and issues identified in the Inception Workshop, whilst also taking into account the needs of the draft SAP, as it stands as of December 2010.

Of particular interest in this plan is the indication that a number of governance and institutional issues need to be addressed in order to support OKACOM and its supporting institutions (OBSC and the various Task Forces) to strengthen their capacity to be able to make better decisions about the management and use of the basin and its natural resources whilst also enhancing the livelihoods of the residents and stakeholders of the basin.

This 5 Year Plan and its associated Annual Plan for 2011 outlines the various Key Result Areas (KRAs) of the SAREP Program and the attendant activities that contribute to the achievement of the KRAs, and the timeframe within which they will be carried out.

SECTION I. INTRODUCTION

Southern Africa's water sector has been the subject of much research and analysis by scientists from many spheres: political, economic, hydrologic, ecologic, and geologic. Their studies show the history of water allocation in the region has contributed significantly to underdevelopment and income inequality, as well as land and ecosystem degradation, producing a situation of water security for the few and scarcity for the many.

The Okavango River Basin remains one of the least impacted basins in the African Continent given its remoteness and history of human conflict over the past few decades which has contributed to keeping population levels in the area at a low level. However mounting socio-economic pressures in the riparian countries could result in irretrievable environmental breakdown and consequent loss of domestic and global environmental benefits. Maintaining these benefits requires agreement over the sharing of both the benefits and associated liabilities through joint management of the basin's water resources.

In 1994, the three sovereign states of Angola, Botswana, and Namibia signed an agreement establishing the Permanent Okavango River Basin Water Commission (OKACOM) also referred to as the "Commission. Its objective is to act as technical advisor to the Governments of the three states on matters relating to the conservation, development and utilisation of the resources of common interest to the basin member states. The role of OKACOM is to anticipate and reduce any unintended, unacceptable and often unnecessary impacts that occur due to uncoordinated resources development. The Agreement commits the member states to promote coordinated and environmentally sustainable regional water resources development, while addressing the legitimate social and economic needs of each of the riparian states. The three countries recognize the implications that developments upstream of the river can have on the resource downstream.

The SADC Water Division guides the harmonization of national policies and the implementation of activities by all stakeholders in southern Africa where 70 percent of the water resources are shared across national boundaries. The shared nature of this resource means water development and management is not just a national task but a regional one as well. The Water Division consolidates water-related policy provisions found in various SADC documents and facilitates coordination on water related management issues at regional, river basin and national levels. Furthermore, the Division creates an enabling institutional environment that enhances the participation of all stakeholders.

Based on the framework USAID-SADC Agreement signed in April 2006, USAID awarded to Chemonics International on June 22, 2010 the implementation of the [REDACTED] Southern Africa Regional Environmental Project (SAREP) with a [REDACTED] three-year base period and a [REDACTED] two-year option period. SAREP targets the Okavango River Basin and, through a buy-in from USAID/Namibia, the Caprivi section of the Zambezi River Basin. It is intended to support the initiatives of the Southern Africa Development Community (SADC) to integrate improved water and sanitation services with strategies that address threats to ecosystem services and biodiversity within priority shared river basins, and to strengthen cooperation and regional capacity to adapt and respond to effects of climate change. It aims at supporting OKACOM and member states to enhance management processes in the Okavango River basin.

SECTION II. GENERAL APPROACH

Contract Background

The Southern Africa Regional Environmental Program is implemented and funded under the framework USAID-SADC Agreement signed in April 2006. Through its water division, SADC has developed a Regional Strategic Action Plan for Integrated Water Resources Development and Management (IWRDM), which aims to assist in the development of river basin institutions within the region, share best practices on IWRDM among member states, and facilitate coordination among international cooperating partners. The agreement previously supported the USAID-OKACOM Integrated River Basin Management (IRBM) project, implemented from 2004 to 2009. SAREP builds on the foundation laid by the IRBM project and several other OKACOM initiatives, such as the strategic action plan and the trans-boundary diagnostic analysis (TDA).

The water sector in Southern Africa is characterized by trans-boundary river basins and ground water aquifers, high spatial and temporal variability, and frequent floods and droughts. It has been researched, analyzed, and studied extensively. Many studies show that the history of water allocation in the region has had a major impact on development, income, land, and ecosystems. Colonial resource-based development entailed resettling indigenous people away from small, sustainable communities into homelands or migrant labor townships, without water delivery or sanitation services. European commercial farmers controlled rights to ground and surface water under colonial land tenure systems that relegated indigenous peoples to borehole water supply. Dams and water distribution networks were built to serve European economic interests, rather than African socio-economic development. In brief, the colonial period established conditions that have resulted in today's main stressors on water supply and sanitation, biodiversity, and ecosystems: unsustainable water and land use practices, watershed degradation, disputed trans-boundary water rights, and encroachment on or loss of wetlands.

Water scarcity is a growing concern throughout the region, which is also characterized by significant pockets of poverty with limited access to adequate water and sanitation services. Coupled with inadequate planning, poor distribution, losses, diversions, and contamination, water scarcity also threatens to limit economic growth, deprives access to safe drinking water, and undermines efforts to alleviate poverty and conserve biodiversity in the region.

While sound and sustainable water development and management is critical to alleviating poverty, achieving regional and socio-economic development and integration, and protecting biological diversity, climatic changes in turn cause variation in water availability and access, and negatively impact regional and national water security. Climate changes also contribute to increased frequency and intensity of extreme meteorological events (droughts, floods, fires). The 2010 SADC multi-stakeholder water dialogue recognized the importance of ensuring climate-resilient development across sectors and political boundaries as a pillar for the management of the water sector, especially as it affects water flows and availability. Recent reports from the Intergovernmental Panel on Climate Change and supporting models predict that the southern Africa region will become increasingly drier and hotter due to climate change, thereby exacerbating development challenges and hastening losses in biodiversity.

Addressing regional water issues and reducing environmental threats will have significant impacts on the region's biological diversity, human health, and socio-economic development.

Target Areas¹

The Southern Africa Regional Environmental Program covers the trans-boundary Okavango River Basin (ORB) and the Caprivi section of the Zambezi River Basin in Namibia. The Okavango River Basin, shared by Angola, Botswana, and Namibia, encompasses one of the world's largest inland wetland ecosystems. It covers an area of about 413,550 km² with a human population of about 960,000 (about 882,000 in the ORB and about 80,000 in the Caprivi region). Over the life of the program, staff expects to expand activities to other basins or sub-basins in response to needs, opportunities, and synergies with other donors; comparative advantages of the parties; and available funding. The neighboring Luiana-Kwando sub-basin and associated ecosystems are areas targeted for potential future expansion. This sub-basin shares a landscape with and interacts ecologically with the Okavango River basin. Activities there will build upon existing relationships and progress in the Angola-Namibia-Botswana frontier zones.

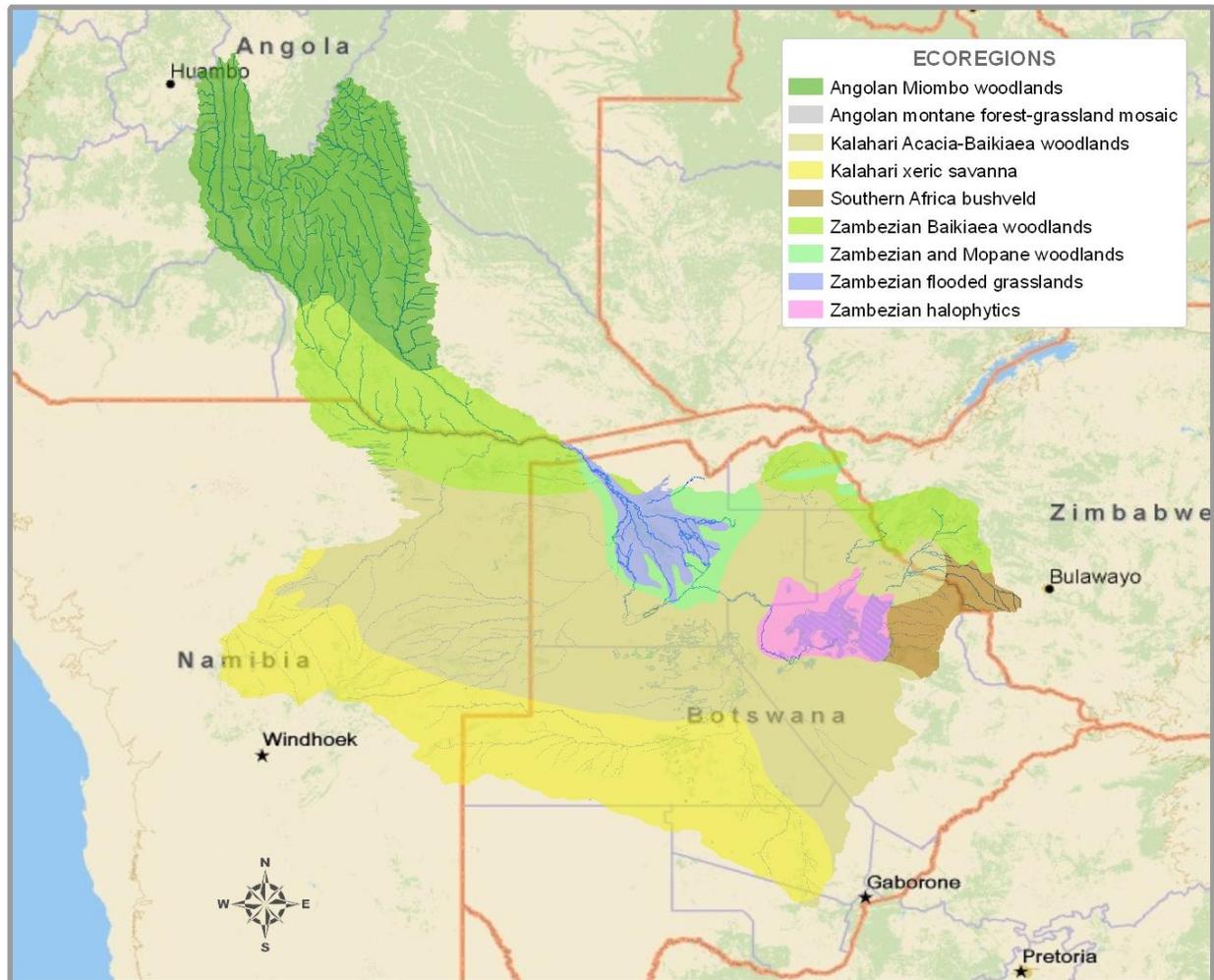
Angola, as the upstream water-rich riparian country, was involved in a civil war for over three decades. The conflict resulted in destruction of important infrastructure, massive loss of human life, and prevention of basic development, especially in the Okavango basin area. There are clear indicative plans and interests to boost investments in the mining sectors (such as oil and diamond) as well as in agriculture, fisheries, and tourism. With anticipated plans to ensure sound river basin management, Angola is embarking on an institutional reform of the water sector.

Botswana accounts for the lower end of the river basin system. The Okavango delta is one of the most biodiversity-rich wetland ecosystems in the world, with significant social, economic, and ecological value. Its protection and conservation are of paramount importance nationally and internationally, and depend strongly on upstream conditions — especially in Angola — to maintain the desired flows for wetland ecosystem integrity. Botswana's Vision 2016 identifies water and water resources development, conservation, and protection as challenges and opportunities for sustainable growth, diversification, and socio-economic development. The expansion of tourism and agriculture is identified clearly as a priority of the National Development Plan (2010 – 2016).

Namibia has one of the driest hydro-climatic conditions in the region, making it highly dependent on groundwater and trans-boundary river systems on its southeastern and northern borders. Although a relatively small section of area is incorporated into the “active” basin context within the Kavango Region, a significantly larger area of land factors into the more extensive “mega” basin context, in which ground water issues are of immense significance to the use-value and productivity of land. The Kavango and Caprivi regions are relatively densely populated (4.0 persons/km² and 5.5 persons/km², respectively) with moderately dense livestock populations that are dependent on the Kavango River and its floodplains. Irrigation agriculture is increasing along the river, and could cause a potential increase in levels of chemical pollution in the river if not addressed.

¹ Mostly based on the Annual Report 2009 of the Permanent Okavango River Basin Water Commission

Exhibit 1. Ecoregions Map



Project Overview and Approach

SAREP overall strategy rests on the primacy of benefits sharing, stakeholder participation, and aid effectiveness, as well as on the following general principles.

- 1. The Okavango Basin and regional counterparts in SADC — particularly OKACOM — are the “owners” of SAREP.** Their leadership and commitment to the program are vital for its success and are an implementation priority.
- 2. SAREP activities must, in every case, strengthen the “shared resource, shared benefit” perspective** among all stakeholders, regardless of culture or gender barriers. As a corollary, SAREP will demonstrate that stakeholders have more to gain from collaboration than from individual/independent actions.

- 3. International cooperating partners must act in concert on health and environmental goals in the targeted river basins.** Leveraging each other's resources, speaking with a single voice on consensus-conflict mitigation, and keeping aid effectiveness will be at the forefront of funding priorities.
- 4. SAREP activities will reflect a regional platform.** They will transcend national boundaries, offer economies of scale to Southern Africa as a whole, and add value to bilateral programs.

These four implementation pillars are SAREP's reference points for this work plan and future work plans in setting the relevant milestones and monitoring and evaluating the project's near- and long-term impacts. In addition, the pillars are reference points for lessons learned and success stories dissemination to and through civil society, the donor community, and the U.S. government. Specifically, the strategy is to tie improved trans-boundary water and biodiversity management to concrete benefits for stakeholders in the Okavango River Basin, the Caprivi section of the Zambezi River Basin, and the Luiana-Kwando sub-basin.

SAREP activities seek to engage the targeted countries, networks of interest groups, and citizens in producing results that are meaningful and beneficial, with a view to ensuring that improved water and sanitation services are integrated with strategies that address threats to ecosystem services and biodiversity. SAREP's overall objective is to support the SADC Water Vision statement of "equitable and sustainable utilization of water for social and environmental justice, regional integration, and economic benefits for present and future generations" through building capacity for good water governance, supporting sound basin-level plans and priorities, and facilitating trans-boundary infrastructure and integrated land use planning. The objective will be secured for the long term by focusing on near-term successes at the community level and in important biodiverse areas in the Okavango River Basin and the Caprivi section of the Zambezi River Basin.

Reflecting Chemonics' operation principles, implementing partners and long-term staff are demonstrably committed to building the region's human and institutional capacities to manage its own ecology and development. Gender, culture, and equity considerations are part of SAREP's team dynamic and evolving self-determination.

SAREP implementation strategy reflects the project's various sources of USAID funding, which include the following.

- 1. Biodiversity funds.** The project objective is tied directly to biodiversity conservation; therefore, site-specific activities proposed herein will affect targeted biologically significant areas with specific indicators for biodiversity conservation. This includes activities in the Caprivi funded by USAID/Namibia.
- 2. Water funds.** The planned activities focus on improving access to drinking water and sanitation services, based on sound watershed management. This includes activities in the Caprivi funded by USAID/Namibia. Staff will monitor relevant project indicators.
- 3. Global climate change funds.** The planned activities focus largely on adaptation to climate changes. Staff will monitor relevant indicators.

4. HIV/AIDS funds. These activities aim at increasing awareness of and access to HIV/AIDS prevention and treatment.

Project implementation will reflect the trans-boundary aspects and the interlinked dynamics of the targeted watersheds, while taking into account specific national and community needs. Implementation will be in close collaboration with SADC and OKACOM and involve other relevant organizations and institutions, such as the Zambezi Watercourse Commission, the Orange-Sequ River Basin Commission, and the Kavango-Zambezi Transfrontier Conservation Area (KAZA TFCA).

The basis of SAREP strategy is operations at the macro, meso, and micro levels, working with stakeholders at each level to support, guide, and leverage outside or additional resources, as appropriate.

At the Macro level, SAREP will work with key stakeholder decision makers regionally (trans-boundary i.e. OKACOM, SADC, OBSC, Task Forces, international NGOs and funding agencies etc.) and nationally (Ministries, Departments, agencies, NGOs etc.);

At the Meso level, SAREP will work with and/or collaborate with Provincial and District level key decision makers, especially supporting an integrated approach to planning and implementation. Experience has shown in the Southern African region that where government support agencies operate in an integrated manner when dealing with conservation and development processes, the level of positive response from communities is greatly enhanced, and human impacts upon the environment are significantly reduced; and

At the Micro level, SAREP will work with local organizations operating on the ground in the implementation of activities aiming at securing livelihoods, improving human welfare, and protecting biological diversity. This will include the deployment of a cadre of extension staff to work with communities on a range of development and conservation processes and activities.

Description of Project Objectives and Results Framework

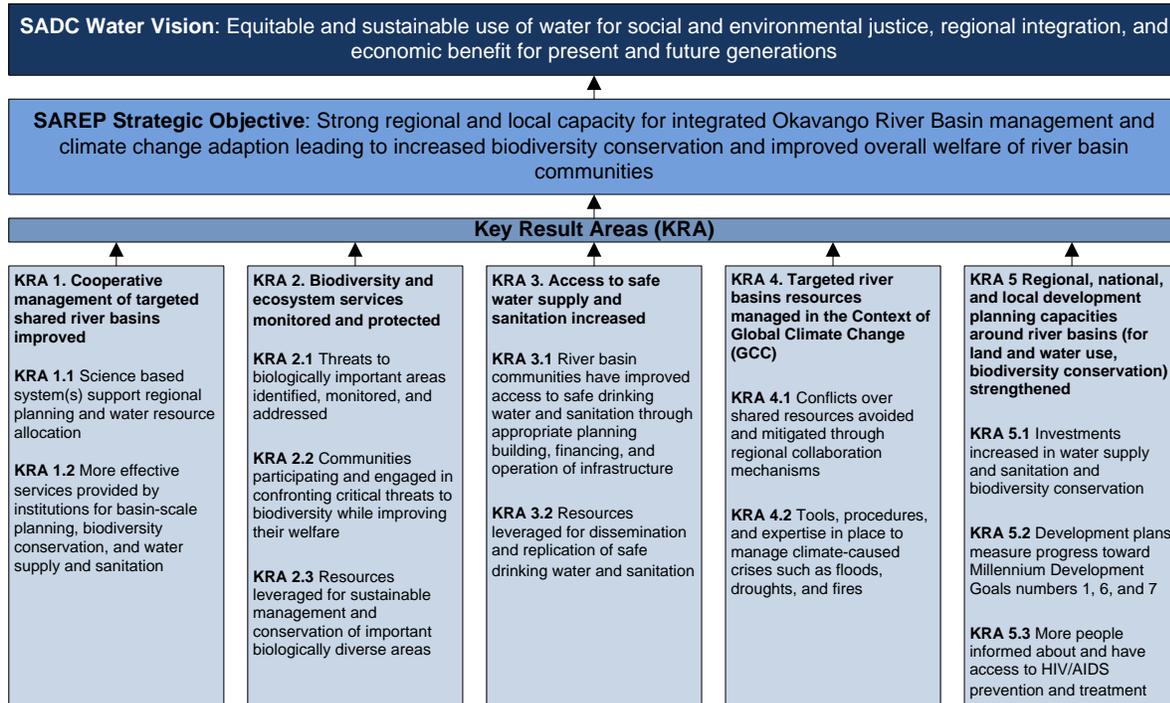
SAREP's objective is to support the initiatives of the Southern Africa Development Community to integrate improved water and sanitation services with strategies that address threats to ecosystem services and biodiversity within priority shared river basins and to strengthen regional capacity to adapt and respond to effects of climate change. SAREP will leverage the impetus given to OKACOM under the Integrated River Basin Management Project for field activity implementation in critical sectors, especially biodiversity protection and water and sanitation services. SAREP's specific objective for the Caprivi region under USAID/Namibia funding is to contribute to the management and protection of biodiversity in the Caprivi region while supporting communities with improved water and sanitation; and to better adapt to climate change and mitigate adverse impacts of periodic disasters such as floods, droughts, and wildfire.

Other successful trans-boundary water catchment projects in southern Africa, such as the Songwe River Trans-boundary Catchment Management Project (SRTCMP), have shown that a key cause of threats to biodiversity and loss of biodiversity is the lack of an integrated approach to land-use planning and management at the local and district government levels. The project has

shown likewise that threats to biodiversity can be reduced significantly when an integrated approach to rural development and land-husbandry is implemented.

SAREP planned activities will fulfill five key result areas (KRAs), as presented in the results framework in Exhibit 2 and detailed in Section III.

Exhibit 2. Results Framework



1. Cooperative management of targeted shared river basins improved (KRA 1)

Building on IRBM works, and in partnership with the Swedish International Development Cooperation Agency (SIDA), SAREP will create and legitimize a collective management institution for the ORB through the establishment of OKACOM’s permanent secretariat. In addition, SAREP will contribute to the implementation of OKACOM’s strategic action plan (SAP) using basin trans-boundary diagnostic analysis (TDA). Also, SAREP will support and facilitate the finalization of national action plans (NAPs) for Angola, Botswana, and Namibia, and assist in implementing the plans as important tools for regionally integrated strategic river basin planning and management for the benefit of all stakeholders.

2. Biodiversity and ecosystem services monitored and protected (KRA 2)

SAREP will build further on IRBM’s work on mammal populations by moving beyond baseline assessments to ensure the availability of quality and quantity of scientific data to aid in decisions to conserve precious resources. Key among these activities will be the identification of areas within the basin where biodiversity is critically threatened and the development of strategies to address these threats. A key partner will be the University of Botswana’s Okavango Research Institute (ORI — formerly the Harry Oppenheimer Okavango Research Center) for science-

based natural resource management, including land and water, ecosystems, governance, livelihoods, and tourism. In addition, SAREP will build on IRBM's efforts to improve biodiversity conservation through support to the Angolan government and other actors for improved management of more than 70,000 square kilometers of reserve areas in southeast Angola.

3. Access to safe water supply and sanitation increased (KRA 3)

This result area of improving access to safe drinking water and sanitation services (WSS) brings the most immediate and apparent benefits-sharing aspects of cooperation and collective resource management. With its water earmark and the USAID/Namibia buy-in, SAREP will help provincial and municipal water authorities plan infrastructure development for the greatest sustainability and the least impact on biodiversity. Although WSS needs improvement in all of SADC, the situation is most critical in southern Angola, where the Cubango and Cuito rivers are perennial parts of the Okavango catchment. An IWRM approach to supplying safe drinking water and sanitation for communities in Angola will have significant benefits for downstream communities in Namibia and Botswana. In addition, SAREP will work with Namibia and Botswana to help meet water supply needs through groundwater resource assessment and development.

4. Targeted river basins resources managed in the context of global climate change (GCC) (KRA 4)

In this result area, science and social processes intersect to legitimize collective resource management. SAREP program activities will help the targeted river basin organizations in translating scientific predictions about climate variability into adaptive behaviors at the community level. A community-driven approach will be used in developing, prioritizing, and implementing the global climate change risk mitigation initiatives.

5. Regional, national, and local development planning capacities around river basins (for land and water use and biodiversity conservation) strengthened (KRA 5)

IRBM and its international cooperating partners supported SADC's water division and other trans-boundary conservation organizations (notably KAZA TFCA) in the development of workshops, consultations, dialogues, and meetings to stress the importance of IWRM for livelihoods and conservation of scarce resources. SAREP will assist with the steps of facilitating higher levels of integrated planning; leveraging international commitment to U.N. Millennium Development Goals (MDGs); and supporting local imperatives to rebuild society on a sustainable basis, especially in Angola. The planned activities will further build or strengthen the foundation for developing harmonized land and water use/management policies among the targeted countries, in replacement of the currently fragmented and nationally centralized approaches.

Linkages between SAREP KRAs and OKACOM SAP

The OKACOM SAP, which was completed in May 2011, is based on TDA's scientific findings and extensive national and regional consultations. The SAP has five areas of focus with defined outcomes, and all of SAREP's KRAs contribute to fulfilling the OKACOM SAP objectives. See Annex 'A' for a comparison of the SAP and the SAREP KRAs.

Strategic Partnership

The U.S. Forest Service (USFS) will be a key USG partner for SAREP. Through technical assistance and capacity building activities, USFS began supporting improved management in the Okavango watershed in 2006, and plans to continue that support in close collaboration with USAID programs, including SAREP. During program start-up, SAREP held meetings with the service in Washington, D.C. and in Gaborone, Botswana to discuss avenues for collaboration and strategies for realizing program objectives.

In Year 1, the program will further explore avenues for collaboration, specifically examining utilization of the USFS Incident Command System. Initially developed for fire control, the system can be used to improve management of floods and other incidents, especially in the Caprivi strip. In addition, SAREP will leverage USFS experience in climate change vulnerability assessments to target SAREP's work in climate change adaptation.

Over the life of the project, SAREP will maximize USFS's expertise, relationships, and experience in Angola to collaborate in the training and support of Angola's National Institute for Forestry Development, as well as the development of sustainable forestry in the Cuando-Cubango region. Partnership with the USFS will also include:

- Land use planning, especially with the Government of Angola at the regional/district/community levels
- Ecotourism, particularly on limits of acceptable change
- Support in the area of policy development
- Hydro-meteorological monitoring and early warning systems
- Forest resources and watershed management
- Data collection and monitoring in support of sound decision-making and sustainable resource management for forest lands
- An initial activity identified for the collaboration will be to build on previous USAID and Forest Service in south eastern Angola to improve the management of reserves in the area. The facilitation of a Biodiversity Workshop and biodiversity survey within the upper catchment of the Okavango Basin will be the first step in this process.

Organization and operation of the project

Organizational Structure. The SAREP organizational structure illustrates a team approach to ensure integration of project activities at the international, national, and community levels, and to ensure that those activities benefit from technical, operational, M&E, and communications support. SAREP has its main administrative office in Gaborone and will have a satellite office in Maun, Botswana. The program also plans to establish a long-term staff presence, by leveraging existing partner resources, in Menongue, Angola; Luanda, Angola (part-time); Katima Mulilo,

Namibia; and Rundu, Namibia. The Maun office will be the central technical office, housing the Policy and Technical Coordination Unit.

As illustrated in the SAREP organizational chart below (Exhibit 4), Chief of Party Steve Johnson oversees project implementation from the Gaborone office. In close collaboration with the home office project management unit (PMU), he is the focal person for USAID regarding SAREP technical, contractual, and administrative aspects. SAREP's operation team is housed in the Gaborone office as well, under the leadership of the operations manager. Located in the Maun office are the Regional Community Program Team, the Policy and Technical Coordination Unit, the Botswana technical activity managers, and the strategic activities fund (SAF) manager. Located in the Maun office are the Regional Community Program Team, the Policy and Technical Coordination Unit, and the Botswana technical activity managers. The Angola and the Namibia technical managers will be based in the Menongue and Rundu offices, respectively.

Operation Plan. Clear roles and responsibilities are critical for a project with the technical and geographic scope of SAREP. To ensure effective project implementation, the team is organized into the following groups.

- **Policy and Technical Coordination unit.** The COP heads this unit, which operates in two capacities. At the international level, the unit provides technical and advisory support to OKACOM and other relevant ORB and affiliated institutions and partners. Unit members are responsible for coordinating SAREP project activities with other donor and related projects, leveraging additional resources to SAREP activities, and monitoring technical and information findings. At the national level, the unit oversees the design, planning, guidance of SAREP technical and sectoral program activities in natural resources management, biodiversity, water and sanitation, tourism, and SMME development; and provides technical oversight of managers.

This unit is located in the Maun office and consists of four senior-level specialists: [REDACTED] water supply and sanitation coordinator; [REDACTED] integrated resource management (IRM) coordinator; [REDACTED] livelihoods coordinator; and [REDACTED] HIV/AIDS coordinator (pending USAID approval). The unit also includes the Angola SAREP project representative, [REDACTED] who will be located in Luanda.

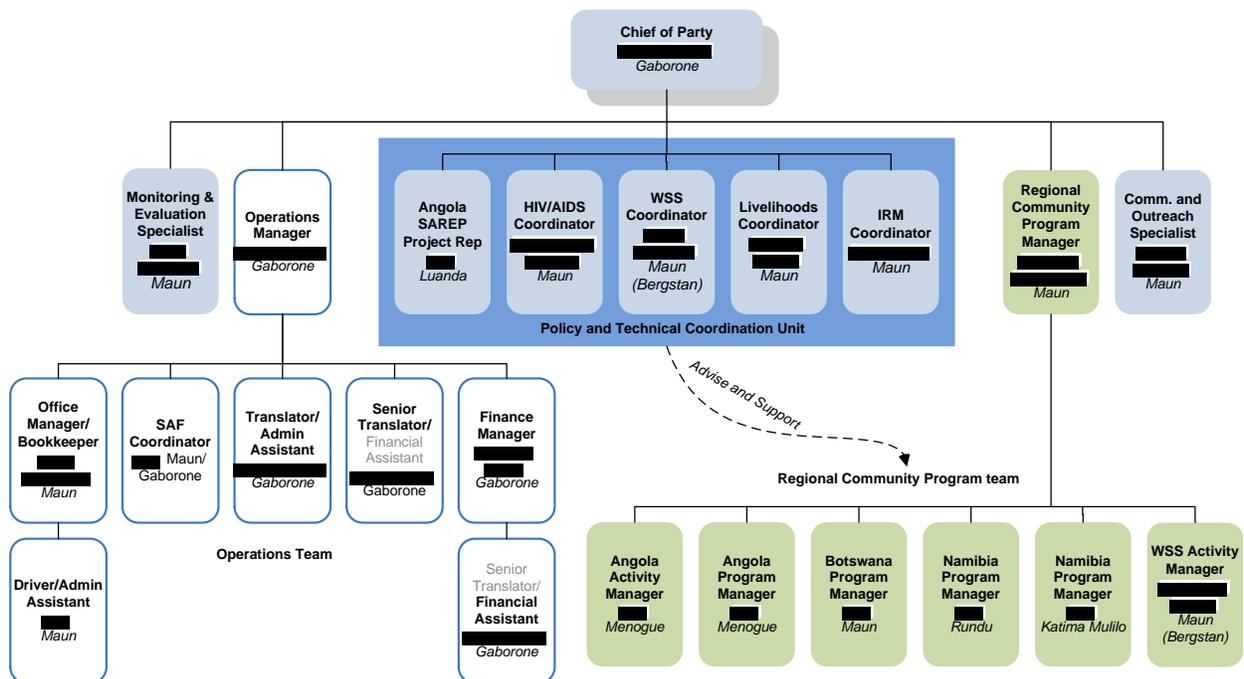
Supporting the unit will be a sub-contractor [REDACTED] who was originally in the team heading the IRM and Data Management function. [REDACTED] will provide focused support in developing a functioning basin-wide data management mechanism as well as developing an effective decision support system that OKACOM and its stakeholders may use.

- **Regional Community Program team.** This team operates from the Maun office and is headed by Regional Community Program Manager [REDACTED]. The team is composed of two activity managers, providing cross-cutting support for technical activities, and four program managers supervising and coordinating activities in Angola, Botswana and Namibia. In their respective countries of assignment, team members are responsible for engaging and guiding local stakeholders; supporting program activity field implementation; identifying and assisting local opportunities for funding under the SAF and other public and private resources; and providing on-the-ground supervision, monitoring, evaluation, and

reporting of community-level activities. The team will draw from the Policy and Technical Coordination unit support to ensure sound design of activities and provide feedback information for use by policymakers.

- Operations team.** This team, primarily located in the Gaborone office and headed by Operations Manager [REDACTED], oversees the administration of project offices, personnel, and finances. This team supports the chief of party and technical teams so they can focus on programmatic implementation and results. The team includes the SAF manager, posted in the Maun office, who is responsible for sound management of the SAF and strengthening relevant grantees' capacity in financial management.
- Communications and M&E team.** Given SAREP's regional nature and the importance of communications and extension as well as M&E, SAREP has two separate positions for these roles. Communications and Outreach Specialist [REDACTED] and M&E Specialist [REDACTED] will support the other team members in fostering a greater awareness of key issues impacting the basin (threats to biodiversity, livelihoods, ecosystems, goods and services, etc.). The specialists will contribute to transferring appropriate skills and technologies to affected communities in order to develop better land-husbandry and land-use practices alongside communicating lessons learned and success stories throughout the basin and to other stakeholders. Monitoring, documenting, analyzing, and reporting on project activities and results will be key functions. The two specialists are based in the Maun office.

Exhibit 4. SAREP Organization Chart



Communications Plan. The SAREP communications plan will help all those involved with the project to align in a common vision, will provide appropriate and sound awareness and outreach information to program beneficiaries, and will share information on project activities with

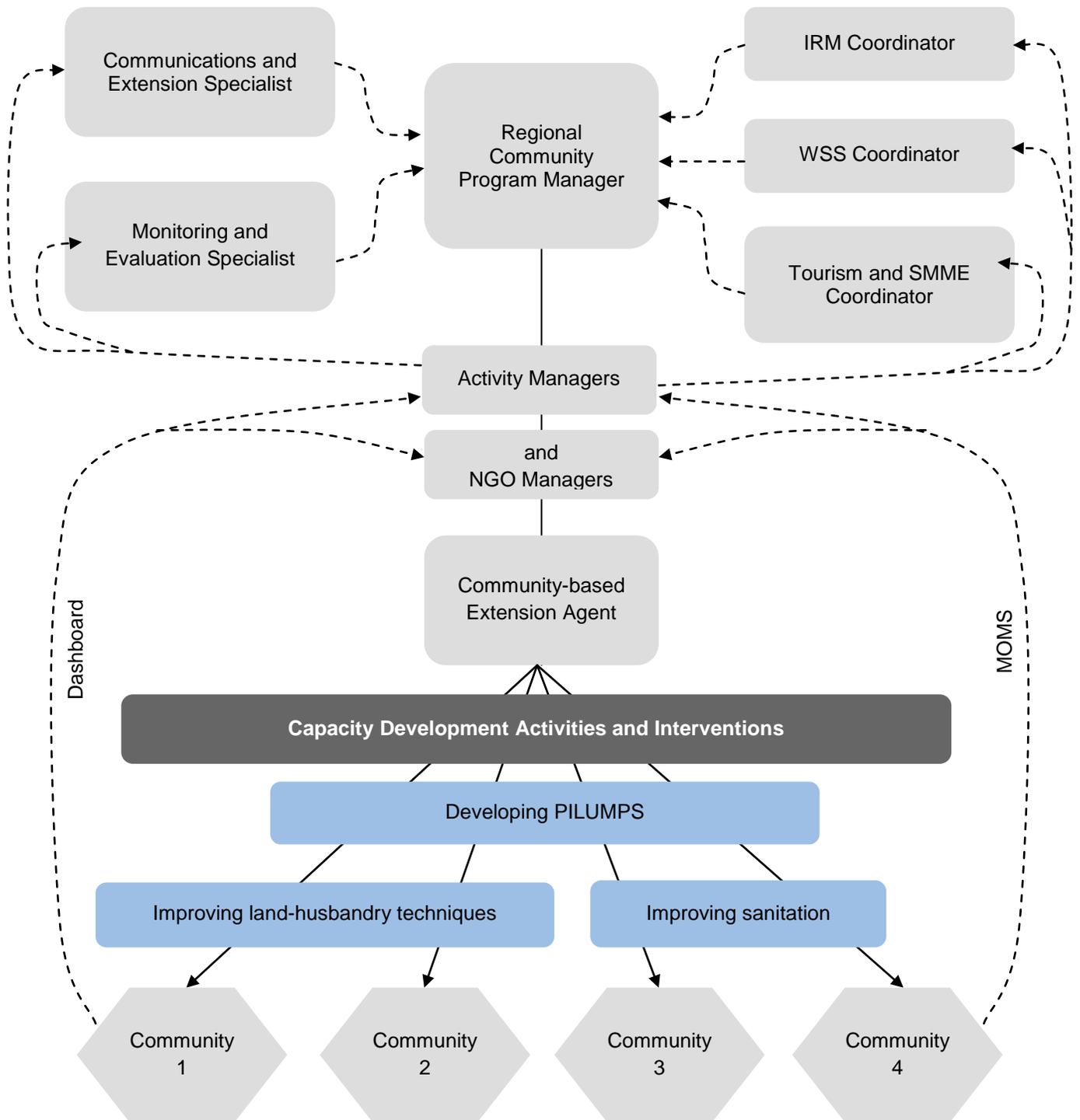
partners and stakeholders. As appropriate, SAREP will develop sets of educational materials (e.g., brochures, leaflets, and posters) pertaining to biodiversity protection, natural resources management, water and sanitation services, tourism, HIV/AIDS, etc. Project staff and partners can use these materials to foster behavior change and promote improved management of the targeted river basins through the transfer of relevant skills and technologies.

A key strategy is the introduction of a cadre of extension agents at the community level. These personnel will be embedded within or live among a cluster of four to six communities/villages, primarily river-based locales. They will support ongoing rural development processes in the area while serving as a conduit for the expansion of awareness and understanding of good land-use practices. As illustrated in Exhibit 5 on the following page, the agents will facilitate the transfer and adoption of appropriate land-husbandry skills and new technologies. Promotion of community empowerment is inherent through this strategy, through collecting and analyzing community-based data in close collaboration with relevant community members and disseminating the results in an appropriate format to aid in community decision-making processes. The management-oriented monitoring systems (MOMS) approach focuses on improving and strengthening governance within communities and is linked closely to the Dashboard approach, as shown in Exhibit 5.

As much as possible, SAREP will work with and through field-based local institutions to be able to “hit the ground running” in a timely way. SAREP has investigated the area’s key players with similar types of goals and objectives that are operating effectively, and is in advanced stages of negotiating partnership opportunities with the groups to provide extension-related services for rapid delivery of project interventions.

Lessons learned will be documented actively and systematically over the life of the project and will be made available for appropriate use in other SADC member states. SAREP will coordinate closely with USAID to ensure that the broad dissemination of the produced materials comply with the project-approved branding and marking strategy.

Exhibit 5: SAREP Community-based Extension Strategy



SECTION III. WORKPLAN YEARS 1 & 2 WITH LIFE OF PROJECT

Work Planning Process

This work plan serves as the blueprint for project operations and activities, thus it is deeply rooted in the results that SAREP is expected to achieve. The first-year project work-planning process offered an opportunity to engage the long-term team and establish relationships with key project partners and stakeholder groups that will last throughout the project. As such, SAREP undertook the planning process with the guiding principles that the work plan will be results-oriented, detailed, and operational; build team and key stakeholders ownership and participation; and link to the contract indicators and the Quality Assurance Surveillance Plan.

SAREP used a multi-step, collaborative process for developing this work plan. Staff held a series of meetings and consultations in Angola, Botswana, and Namibia and conducted a two-day workshop on October 7 and 8, 2010 in Gaborone. The stakeholder consultations and meetings took place both prior to and after the workshop, which grouped partners from all three countries. The work planning process and approach aimed to orient partners and key stakeholder groups to SAREP and to discuss issues and concerns around the sound management of the targeted river basins, especially those issues pertaining to biological diversity protection, water and sanitation services, adaptation to climate change for improved water resources management, and access to HIV/AIDS prevention and treatment.

In addition, the process helped identify and/or validate problems that arose in the time since SAREP was designed, to ensure that this work plan takes into account all such concerns. Furthermore, the SAREP management team (field office and home office staff) held a series of orientation and planning meetings with the newly engaged technical and operation units. The meetings provided forums to work out the details of the plan and to ensure that the program fully benefits from the wealth of information, knowledge, and ideas that staff have accumulated in their professional lives throughout the region. Unfortunately, key partners in SADC were unable to attend the inception workshop, so a separate meeting was held to update them and discuss issues to be considered in the work plan.

The original version of the Annual Plan and 5 Year Plan was submitted to OBSC in January 2011 showing the timeframes for the various activities to have begun in October 2011, although most of the actual 'level-of-effort' was indicated to have begun in January 2011. However due to OBSC's need to complete the NAPs and SAP as a means of providing a framework against which to correlate the SAREP Workplan, the final approval of the SAREP Plan was delayed until May/June 2011. This version of the final SAREP Workplan has been adjusted to push the various activity timeframes forward by six months to accommodate the delayed start of the program. In most cases the completion dates of the activities will be shown to be six months later than the original predicted dates.

In some cases however, where possible, SAREP was able to initiate activities such as the background research into developing a decision support system, or introducing an integrated water quality management program to certain areas, and thus such activities able to show some level of early progress.

Coordination with Donors and Other Projects

Coordinating with donors and other projects is an important function of SAREP, given its role in leveraging additional resources within its various key result areas. The project will focus especially on donors linked to ORB and related IWRM/IRM processes working in southern Africa, with a view to adding value to their efforts and facilitate collaboration. SAREP will work particularly closely with the U.N. Food and Agricultural Organization, U.N. Development Program (UNDP), and U.N. Global Environment Facility (GEF), which are already actively supporting OKACOM through its Environmental Protection and Sustainable Management of the Okavango River Basin (EPSMO) project. In addition it will work closely with SADC and its southern African trans-boundary water management program, coordinated by the German Society for Technical Cooperation in Gaborone.

SAREP will focus on linking in with other programs, projects, and activities that are active in ORB such as the Kalahari Conservation Society, Namibia Nature Foundation, Association for Conservation and Integrated Rural Development, KAZA TFCA, World Wide Fund for Nature (WWF) in Namibia, etc. It will also link in with other model basin programs that may offer lessons learned, such as the WWF's SIDA-funded Songwe River Trans-boundary Catchment Project in Malawi/Tanzania.

Furthermore, SAREP will explore areas of commonality for collaboration and cooperation with new initiatives and programs working in the targeted river basins as opportunities emerge. One possibility is the new German Universities Research program being initiated in the Okavango River Basin.

Strategic Activities Fund Management

SAREP includes the management and implementation of a strategic activities fund for maximum flexibility to respond to rising and relevant technical needs and provide for effective collaboration with partners and beneficiaries. The SAF includes \$1.5 million for local subcontracts and \$1 million for grants over the life of the project (\$950,000 and \$600,000 during the first three-year base period, respectively). SAF-funded activities will be demand-driven and results-oriented or performance-based, emphasizing achieving *results* that are relevant; technically sound; show a clear relationship between tasks, milestones, and payment; contain verifiable results; and can be measured by means of verifiable indicators.

With assistance from the Chemonics home office grant/contract management specialist, SAREP will develop a strategic activities fund manual that will describe the SAF vision, and detail procedures and management mechanisms. The manual will also incorporate mechanisms for simplified grants in order to facilitate easier community access to such grants. Once completed and approved by USAID, the manual will guide the implementation and management of the funds. The general principles are presented below.

Mechanism	General Purpose	General Features
Grant	Financial assistance — providing support to accomplish an activity that is consistent with the grantee's mandate and with SAREPS objectives	<ul style="list-style-type: none"> • Cost share is required • May be used with nascent organizations (high-risk grantees), if required • Performance-based • Standard grants allow advances; other grants are cost reimbursement types • Can use an in-kind grant type • Covered by assistance regulations • Cannot give a grant to an individual
Subcontract	Used to hire an organization to provide SAREP with specific services in support of SAREP objectives	<ul style="list-style-type: none"> • Cost share is not required • No advances allowed • Organizations must have capacity to provide the service • Covered by acquisition regulations • Cannot give a subcontract to an individual
Memorandum of Understanding	An agreement between SAREP and another party to formalize a commitment to working together towards a common objective	<ul style="list-style-type: none"> • Can be tri-partite • Cannot be used to commit either party to give money directly to the other party
Direct procurement of goods	SAREP will procure goods directly for SAF implementation purposes when it not logical for an implementation partner to procure	<ul style="list-style-type: none"> • Procurement may be conducted in-country or in Washington, D.C. • Chemonics has a procurement department to handle internationally based procurement

Depending on the type of work and the partners involved, SAREP will, with due consultation with OBSC, determine the mechanism best suited for a specific activity. To help ensure best use of the SAF, the project will follow four management principles:

- Make particular efforts to ensure good communication between technical and administrative staff so that the project can program and disburse SAF funds efficiently.
- Comply with required USAID regulations and Chemonics policies. Develop and follow procedures that ensure transparency and procurement integrity.
- Help the interested parties understand the project's purpose and the SAF mechanisms. Organize the work so as not to foster an attitude of dependency among beneficiaries.
- Deliver on promises.

The SAF will maintain the relevant information on each agreement and periodically will conduct audits of funded activities to ensure compliance with all regulations and principles of ethical conduct. Additionally, home office visits by the project management unit, field accountant, grants/subcontracts specialist, and procurement services specialist will include a portion of time reviewing SAF files.

Activities, Tasks, and Timing

Activities and detailed tasks, as well as resources and timing for their implementation, are key pieces of information in this work plan. This section presents the information by key result area in narrative and outline form, while Annex A displays the information in the form of a Gantt chart. SAREP project activities in the Zambezi River Basin portion of the Caprivi Strip, funded by USAID/Namibia, contribute to the five KRAs and are integrated fully into the overall program. However, for monitoring purposes, they are listed separately and the end of this section.

KRA 1 – Cooperative Management of Targeted Shared River Basins Improved

With a strategic focus on shared interests and mutually beneficial outcomes, SAREP activities to improve cooperation and management of the basin will focus on building support systems for (1) OKACOM professionals and important basin partners, to foster science-based decision-making; (2) policy and legislative harmonization, to support regional planning efforts related to water allocation and conservation; and (3) expanded, more effective communication at all levels — between and among commissioners and their technical teams, with national actors in the basin (departments of water resources, environmental affairs, tourism), and in communities.

A crucial initial step is the completion of a thorough real-time “map” showing where OKACOM (the commission, the OBSC, and the secretariat) stands in early 2010 in relation to its outreach network, the TDA, and the SAP. SAREP will diagnose critical gaps in cooperative river basins management, information management, and training. It will develop a plan to address the gaps, and support the implementation of the plan with relevant training to improve coordinated river basin planning at all levels. Principal partners include SADC, the river basins management authorities, UNDP-GEF, SIDA, stakeholder NGOs in the basin states, community organizations, and national governments at all levels.

KRA 1.1 Science-based systems support regional planning and water resource allocation

Activity 1.1.1 Design and put into operation OKACOM IWRM decision support model

Year One and Two (1 October 2010 – December 31, 2011)

- Description
 - Support development/completion of National Action Plans in Angola, Botswana, and Namibia (November 2010 – May 2011)
 - Negotiate with OKACOM, provide resource people and coordinators for the NAPs
 - Co-facilitate the NAP development process
 - Work with OKACOM on the approval of the NAPs by the relevant national authorities
 - Work with OKACOM to facilitate the incorporation of relevant data and information into decision-support system database (January through September 2011)
 - Provide technical assistance to OKACOM with a view to foster the use of improved science-based systems (November 2010 through December 2011)
 - Assess data sources and stakeholder capacity to provide information for the database management system (January – August 2011)
 - Document current analytical processes and information output products (February and August 2011)
 - Develop feedback and response framework based on simple models (March – September 2011)
 - Assess roles, responsibilities, and capabilities to contribute to the DSS (March and August 2011)

- Document search mechanisms for an open system design for data exchange (April – September 2011)
- Convening workshops to explore data-sharing and data-management principles and protocols across the basin, among its partners and its stakeholders, and to consider the possibility of creating a task force to manage such issues on an ongoing basis. (February – August 2011)
- Milestones
 - National action plans developed, endorsed, and published
 - Draft or prototype of new decision-support system database produced
 - Improved science-based systems identified and assessed
 - Data sources and stakeholder capacity to provide information assessed
 - Current analytical processes and information outputs products documented
 - Feedback and response framework based on simple models developed
 - Stakeholders contribution to the DSS system assessed along with roles, responsibilities, and capabilities
 - Search mechanisms for an open system design for data exchange documented
 - Training needs analysis report completed
- Resources

COP, IRM coordinator, and M&E specialist

Life of Project through June 2015

- Description
 - Facilitate continuing and regular incorporation of data and information generated through the SAP, NAPs, TDAs and other relevant processes into OKACOM, SADC and national decision-support system data-base (through June 2015)
 - Organize need-based training workshops for OKACOM related institutions for technical strengthening of data management processes (through June 2015)
 - Support the development of a basin level database management system (Year 2)
 - Document ongoing analytical processes and information output products (through March 2015)
 - Continue to support the development of a basin-level database management system (Year 2)
 - Facilitate the implementation of the basin-level database management system (through March 2015)
- Milestones
 - Decision-support system providing good quality data to OKACOM and its stakeholders effective and well maintained
 - Need-based training provided to OKACOM to strengthen data management processes
 - Basin-level database management system developed

- Ongoing analytical processes and information output products documented
 - Basin-level database management system being used frequently by OKACOM and stakeholders.
- Resources
 - COP, IRM coordinator and M&E specialist

Activity 1.1.2 Develop supporting capacity for effective OKACOM decision-making among national counterparts; improve the knowledge base in state planning regimes for water and the environment

Year One and Two (1 October, 2010 – 30 September, 2012)

- Description
 - Assist and support OKACOM its associated bodies (OBSC, task forces, OKASec etc.) to strengthen their institutional structures and processes as a means of enhancing their management and decision making capacity, and generally (Jan 2011 – Sep 2012):
 - Assist and support exercises to review and reflect upon ways of strengthening the institutional structures and capacity of OKACOM
 - Assist and support the development of plans to manage and implement technical activities across the basin on an ongoing basis
 - Finalize DSS design with OKACOM and ensure stakeholders buy-in (March – Sep 2011)
 - Train national counterparts in the use of the DSS (May through December 2011)
 - Conduct training workshops to facilitate the integration of data-management processes across countries
 - Conduct training workshops with a view to integrate data-management, access, and use into web-based user-friendly processes
 - Develop web-based user-friendly data management processes (July – September 2011)
 - Improve communications, outreach and awareness processes (April 2011 – September 2012):
 - Develop relevant brochures
 - Develop workshop training materials
 - Conduct web-based training sessions/videos, etc.
 - Organize exchange visits to other sites that are examples of good practice
 - Present DSS design to OKACOM and stakeholders for feedback and buy-in
 - Present basin level assessments from WSS and IRB to national level counterparts (September and October 2011)
 - Identify options to access data and information products for resource planning (July – September 2011)
 - Present framework to exchange results across decision making levels (July – September 2011)

- Milestones
 - DSS completed and endorsed by OKACOM
 - Curriculum developed, basic manual produced, and at least 20 persons from OKACOM and related institutions (OBSC, etc.) trained in use of DSS
 - Web-based, user-friendly data management process developed and operational
 - Communications, outreach, and awareness processes enhanced with easy access to good quality data
 - Exchange visits that portray good basin management practices successfully organized with key OKACOM members (including OBSC etc.)
- Resources

IRM coordinator and communications and outreach specialist

Life of Project through June 2015

- Description
 - Assess national and regional information gaps, policy distortions, or gaps and institutional deficiencies, with a view to strengthening capacity for effective OKACOM decision-making among national counterparts (Year 2)
 - Continue to organize need-based training workshops for institutions responsible for land and water use planning for the target countries (through June 2015)
- Milestones
 - Key decision makers in OKACOM taken on study tours and exchange visits to learn from other basins and their management systems
 - New agreements signed between nation states that contribute to better ORB management
 - Exchange visit examples incorporated into the ORB management approaches
- Resources

IRM coordinator and communications and outreach specialist

KRA 1.2 More effective services provided by institutions for basin-scale planning, biodiversity conservation, and water supply and sanitation

Activity 1.2.1 Disseminate the IWRM decision support model into localities and institute community feedback and participation in deliberations under the model

Year One and Two (1 October, 2010 – 30 September, 2012)

- Description
 - Conduct training needs assessments with OKACOM and other key partners (June – September 2011)
 - Conduct training need assessments in targeted communities
 - Train the target communities in the use of tools and processes such as Dashboard, MOMS, etc.
 - Work with OKACOM and others to develop capacity to manage basin activities (January 2011 through September 2012)
 - Facilitate development of management systems and processes in BMCs
 - Work with communication and M&E specialists to present information for decisions (July – September 2011)
 - Work with partners to integrate data to provide a multi-level decision support system (September – December 2011)
 - Validate data and rule monitoring framework to monitor implementation of PILUPs (September – December 2011)
- Milestones
 - At least six key communities impacting on biodiversity have started using MOMS and Dashboard to enhance and strengthen community management processes
 - DSS website effectively used by stakeholders to improve planning and decision making
- Resources

IRM coordinator, UF team leader, and M&E specialist

Life of Project through June 2015

- Description
 - Organize basin-wide forum in order to disseminate the model (Years 2 and 3)
 - Continue to work with OKACOM and others to develop capacity to manage basin activities (Through June 2015)
 - Conduct awareness and education campaigns in communities near hydromet stations and data collection points (Year 2)
 - Continue to work with partners to integrate data to provide a multi-level decision support system (Year 2)
- Milestones
 - At least fifteen key communities impacting on biodiversity are using MOMS and Dashboard to enhance and strengthen community management processes
 - DSS website effectively used by stakeholders to improve planning and decision making
- Resources

IRM coordinator, UF team leader, and M&E specialist

Activity 1.2.2 Strengthen capacity of OKACOM and other river basins management authorities for improved basin-scale planning, biodiversity conservation, and water resources management

Year One and Two (1 October, 2010 – 30 September, 2012)

- Description
 - Conduct training needs assessments of OKACOM, other target river basins authorities, OBSC and task forces (June – September 2011)
 - Work with OKACOM, other target river basin authorities, and relevant institutions (government, CBOs, etc.) to develop general capacity for biodiversity conservation and water resources management activities across the basin (January through September 2012)
 - Identify specific interventions of strategic importance to improving service delivery
 - Train relevant partner staff and members in key skills and expertise such as use of GIS, land use planning, etc., as appropriate, using community to community training such as master farmer approaches; and by using innovative extension approaches such as community video, village theatre, etc.
 - Improve relevant partners management skills: general management capabilities, systems management, etc.
- Milestones
 - Training needs analysis report distributed to key stakeholders
 - First series of training course on biodiversity management, WSS systems management, negotiations management, and leadership successfully completed
- Resources

Policy and technical coordination team

Life of Project through June 2015

- Description
 - Continue training needs assessments of OKACOM, other target river basin authorities, OBSC and task forces (Year 2)
 - Continue to work with OKACOM, other target river basin authorities, and relevant institutions (government, CBOs, etc.) to develop general capacity to manage ongoing management activities across the basin (through June 2015)
- Milestones
 - Reports on training courses conducted for OKACOM members and other authorities
 - Formal decision-making systems developed and used by OKACOM
 - Evaluation reports of training courses shared with key stakeholder groups

- Resources

Policy and technical coordination team

KRA 2. Biodiversity and Ecosystem Services Monitored and Protected

Activities to strengthen biodiversity and ecosystem protection will offer many opportunities for benefits sharing under the SAREP strategy. According to EPSMO, the basin's 580,000 inhabitants live for the most part in agro-pastoral, low-income communities that depend on freshwater resources for subsistence and income generation. SAREP will increase their capacity to identify, address, and monitor threats to natural resources; connect that capacity to decision-makers in the region to support priority interventions; and leverage improved natural resource management for improved livelihoods, providing improved health and developmental as well as financial outcomes.

Currently, science-based systems differ in extent and sophistication across the project area. Namibia has developed a substantial and robust set of science-based processes in the Caprivi area, through the USAID-funded Natural Resources Management Program implemented by WWF Namibia. It is rooted in a strong framework of baseline research, adaptive management, and monitoring and evaluation that has continued to be the backbone of its success as a conservancy model. A number of NGOs are supporting conservation efforts in the Caprivi and surrounding areas; organizations include the Namibia Nature Foundation (NNF), Integrated Rural Development and Nature Conservation (IRDNC), and WWF Namibia. A range of environmentally related government agencies also supports the use of science-based systems in conservation in the same area.

IRBM has made initial forays into strengthening information systems and services for biodiversity and ecosystem protection at the local and regional levels. SAREP's program of activity will build on the ongoing efforts and will provide the opportunity to standardize an approach to community-based biodiversity monitoring services across the region that can respond to planning needs at all levels. SAREP will adapt and deliver a MOMS approach to community-based natural resource monitoring and management, using GIS technology to relay data captured by the system, aggregate data on a regional level, and ensure that data are used to analyze threat levels and generate timely responses. A key first step will be completion of a baseline threat analysis for a critical cross-section of biologically important areas that can be monitored and updated at the community level. Building on IRBM efforts, SAREP will shepherd selection of "champion communities" to model improvements in health and/or welfare that result from monitoring and husbanding resources.

Principal partners for the activities below include the BioKavango project; ORI; regional NGOs such as Birdlife Botswana; and research institutes represented in the region, such as the Desert Research Foundation of Namibia (DRFN). SAREP will also work with the U.S. Forest Service on the reforestation efforts.

KRA 2.1 Threats to biologically important areas identified, monitored, and addressed

Activity 2.1.1 Prepare a baseline threat analysis for biologically important areas in the Okavango Basin

Year One and Two (1 October, 2010 – 30 September, 2012)

- Description
 - Review the TDA and other relevant documents to define biodiversity hotspots, threats to biodiversity hotspots, and information gaps within the TDA (October 2010 – December 2011)
 - Develop GIS maps of key biodiversity hotspots, natural resources, and key areas for Ecosystem Services (October 2010 – December 2011)
 - Conduct threat analysis to define nature, causes and trends of threats within the targeted ecosystem, and identify knowledge gaps within the TDA as it pertains to these threats (October 2010 – December 2011)
 - Review conflict and threat mitigation strategies currently applied within the system and beyond with needs assessment for threatened areas (October 2010 – December 2011)
- Milestones
 - Key biodiversity Hotspots for the Okavango river basin and the Caprivi section of the Zambezi river basin mapped
 - Key areas for ecosystem services in the Okavango river basin, relevant sister basins and the Caprivi section of the Zambezi river basin defined and mapped.
- Resources

IRM coordinator and GIS specialist

Life of Project through June 2015

- Description
 - Develop appropriate mitigation strategy with relevant institutions (Year 2)
 - Train targeted institutions and organizations in appropriate monitoring / mitigation
 - Leverage resources to facilitate training, capacity building and threat mitigation (Years 2 and 3)
 - Mapping of all conservation / socio-economic NGOs, parastatals and Govt. bodies active within the basin (Years 2 and 3)
- Milestones
 - Key threats to targeted ecosystems mapped.
 - GIS-based maps of key Natural Resources that can be used to help support livelihoods developed

- Baseline maps of biologically important areas management generated
- Mitigation plans to threats to targeted ecosystems activated

- Resources

IRM coordinator and GIS specialist

Activity 2.1.2 Conduct field studies and monitoring programs to fill knowledge gaps on natural resources, biodiversity hotspots, and areas of ecosystem services

Year One and Two (1 October, 2010 – 30 September, 2012)

- Description

- Fill knowledge gaps on targeted river systems, wilderness areas, areas with high endemic species occurrence, key wildlife /birdlife/fish breeding areas, habitats used for livelihoods, and other economic activity (January – September 2012)
- Develop monitoring processes relating to biodiversity (April 2011 through September 2012)

- Milestones

- Ground surveys for field research initiated
- Aerial surveys for monitoring initiated

- Resources

IRM coordinator and regional community program manager

Life of Project through June 2015

- Description

- Undertake aerial surveys of remote biodiversity hotspots (Years 2 and 3)
- Improve ecological knowledge of remote areas of Angola (Years 2 and 3)

- Milestones

- Identification of biodiversity hotspots refined
- GIS database of hydrological, ecological, and infrastructural features improved

- Resources

IRM coordinator and GIS specialist

Activity 2.1.3 Implement a MOMS-based CBNRM system to identify, address, and monitor biodiversity threats

Year One and Two (1 October, 2010 – 30 September, 2012)

- Description
 - Identify communities associated with the defined biodiversity hotspots, key ecosystem service areas, and biodiversity threats (July through September 2011)
 - Correlate communities identified in IRBM and TDA with SAREP assessment of communities associated with hotspots to prioritize key communities for MOMS-based program of activity (July through September 2011)
 - Conduct awareness and outreach program to sensitize target communities to MOMS-based CBNRM system (April 2011 through March 2012)
 - Refine natural resource threat assessment at local scale, focusing on threats that affect livelihoods in targeted communities (July through March 2012)
 - Train community support organizations (NGOs /government institutions) to implement MOMS-based CBNRM system (July 2011 through September 2012)
- Milestones
 - Target communities sensitized on MOMS-based CBNRM system
 - Target communities trained on MOMS-based CBNRM system
- Resources
 - IRM coordinator, UF team leader, and GIS specialist

Life of Project through June 2015

- Description
 - Develop training programs for communities based on the needs assessment, including conservation agriculture/HWC mitigation (Years 2 and 3)
 - Develop community based teams to facilitate improved natural resource management with a focus on (Year 2):
 - Fisheries
 - Rangeland management
 - Conservation agriculture
 - HWC
 - Health services for human, livestock, and wildlife
 - Community-based tourism
 - Provide technical assistance for the development of MOMS-based CBRM system to support the integrated management plans for key biodiversity hotspots ((Years 2 and 3)
 - Facilitate the implementation of MOMS-based CBRM system for integrated management plans for key biodiversity hotspots (Through March 2015)

- Milestones
 - A network of community programs addressing threats to biodiversity hotspots and ecosystem service areas in the target river basins established
 - Efficiency and number of natural resource management teams in target communities increased
 - Network of biodiversity protection-minded trainers for key economic activities established
 - MOMS-based natural resource management plans adopted and implemented by key target communities
- Resources

Regional community program manager and UF team leader

Activity 2.1.4 Undertake ecological monitoring in remote biodiversity hotspots

Year One and Two (1 October, 2010 – 30 September, 2012)

- Description
 - Identify institutions responsible for the management of remote biodiversity hotspots (July through December 2011)
 - Assess capacity building needs to improve management of remote biodiversity hotspots (July through December 2011)
 - Conduct training program to build/strengthen partners capacity for improved management of remote biodiversity hotspots (July 2011 through September 2012)
- Milestones
 - Training needs assessment report on improved management of remote biodiversity hotspots distributed
 - Training report on partners capacity building/strengthening for improved management of remote biodiversity hotspots distributed
- Resources

IRM coordinator, regional community program manager, and communications and outreach specialist

Life of Project through June 2015

- Description
 - Develop integrated management plan for key remote biodiversity hotspots (Years 2 and 3)
 - Foster change in land use designation to improve conservation and management of remote biodiversity hotspots (through June 2015)
 - Continue training program to build/strengthen partners capacity for improved management of remote biodiversity hotspots (through March 2015)
- Milestones
 - Institutional capacity to undertake regular ecological monitoring of biodiversity hotspots improved
 - Institutional capacity for improved management of the biodiversity hotspots strengthened
- Resources

IRM coordinator, regional community program manager, and communications and outreach specialist

Activity 2.1.5 Develop GIS-based data management systems to link with MOMS

Year One and Two (1 October, 2010 – 30 September, 2012)

- Description
 - Identify data gaps and relevant indicators (ecological / social / economic) for MOMS-linked GIS-based data management systems (July through December 2011)
 - Develop partnership with other organizations / institutions that gather and record the needed data, such as government departments / institutions / private sector / OBIS / ODIS / CON-INFO (July through December 2011)
 - Enhance current TDA decision support system to account for alternative land use strategies /conflict mitigation, etc. (July through December 2011)
 - Make GIS data and information available to communities to enhance decision making
- Milestones
 - Basin wide indicators with defined monitoring strategy identified
 - Agreement on data sharing and exchange among key partners developed
 - Database management system initiated
- Resources

IRM coordinator, UF team leader, and GIS specialist

Life of Project through June 2015

- Description
 - Develop a communication and exchange strategy with relevant partners / forum/ website to disseminate information to help support the MOMS-linked GIS-based data management systems (Year 2)
 - Develop or strengthen partners capacity to operate and manage the system beyond the life of SAREP (Through March 2015)
- Milestones
 - Agreement on data sharing and exchange among key partners executed
 - MOMS-linked GIS-based data management systems in operation and effectively managed
- Resources

IRM coordinator, UF team leader and GIS specialist

KRA 2.2 Communities participating and engaged in confronting critical threats to biodiversity while improving their welfare

Activity 2.2.1 Improve the welfare of communities in threatened areas

Year One and Two (1 October, 2010 – 30 September, 2012)

- Description
 - Review the results of the total economic value assessment developed through the TDA to identify the region's tourism, natural resources, and indirect use values (July – September 2011)
 - Conduct/review community appraisals and conduct additional to complete baseline information (July through December 2011):
 - Identify already appraised by previous programs
 - Collect relevant appraisal reports
 - Conduct rapid appraisals in remaining communities
 - Carry out needs assessments and feasibility studies (July through December 2011)
 - Define key ecosystem services from target communities associated with biodiversity hotspots (July through December 2011)
 - Identify natural resources most valuable or used in target communities for livelihoods (July through December 2011)
 - Initiate development of land use suitability maps for key biodiversity hotspots, with a view to address communities' livelihoods and socio-economic development (October - December 2011)
 - Identify through community-driven development (CDD) approaches, key initiatives to improve community welfare (July through December 2011)

- Develop capacity in communities for enterprise development (July 2011 - September 2012)
- Enhance productivity of natural resource use in communities (July 2011 - September 2012)
- Support emerging SMMEs and development activities based on NRs in communities (July 2011 - September 2012)
- Support enhancement of markets for emerging SMMEs to access (July 2011 - September 2012)
- Milestones
 - Total economic value assessment in target communities initiated
 - Development of land use suitability maps for biodiversity hotspots initiated
 - Training of target communities in community-driven development approach initiated
 - Communities’ identification and prioritization of potential environmentally sound economic activities initiated
 - Trainer of trainers on optimum economic activities established in target communities
- Resources
 - Policy and technical coordination team, regional community program manager, and communications and outreach specialist

Life of Project through June 2015

- Description
 - Conduct economic assessment of key biodiversity hotspots as it pertains to communities socio-economic development and the diversification of rural economy (Years 2 and 3)
 - Undertake needs assessment for infrastructural development/services/institutional capacity to help improve/diversify economic development (Years 2 and 3)
 - Develop land use suitability maps for key livelihood strategies in the target river basins using available GIS database (Years 2 and 3) for:
 - Fisheries
 - Subsistence arable farming
 - Commercial arable farming
 - Pastoral farming
 - Wildlife-based tourism
 - Natural Resource collection such as reeds, thatching grass, etc.
 - Conduct training programs for target communities in the identified and prioritized economic field (through March 2015)
 - Provide pilot grants to selected community organizations with a view to foster good governance and stewardship of threatened areas while improving their welfare (Years 2 – 4)
 - Support the implementation of the CDD-guided pilot grant program (Years 2 – 4)
 - Develop capacity in communities for enterprise development (Years 2 – 4)
 - Continue to support emerging SMMEs and development activities based on NRs in communities (Through March 2015)

- Support enhancement of markets for emerging SMMEs (Years 2 and 3)
- Milestones
 - Total economic value assessment in target communities completed and reports distributed
 - Prioritized valuation of key natural resources in the target basins completed, and reports published
 - Land use suitability maps for biodiversity hotspots completed and distributed
 - Community pilot grants program for good governance and stewardship of threatened areas successfully implemented and evaluated
 - Lessons learned on the implementation of the community pilot grants program disseminated
- Resources

Policy and technical coordination team, Regional community program manager, and Communications and outreach specialist

Activity 2.2.2 Develop SAREP environmental mitigation and monitoring plan

Year One and Two (1 October, 2010 – 30 September, 2012)

- Description
 - Develop SOW for SAREP environmental mitigation and monitoring plan (March – June 2011)
 - Develop the environmental mitigation and monitoring plan (July - September 2011)
 - Finalize the environmental mitigation and monitoring plan with active participation of key stakeholder groups (July - September 2011)
- Milestones
 - Scope of work for SAREP EMMP approved by USAID
 - Draft SAREP EMMP endorsed by key stakeholders
 - SAREP EMMP approved by USAID
 - Approved SAREP EMMP shared with key partners
 -
- Resources

COP and short-term specialists

Life of Project through June 2015

- Description
 - Implement SAREP EMMP (Through September 2015)
 - Monitor the implementation of SAREP EMMP (Through September 2015)
 - Regularly report on the implementation of SAREP EMMP (Through September 2015)
- Milestones

Reports on SAREP EMMP implementation regularly submitted to USAID and shared with relevant partners
- Resources

COP and M&E specialist

Activity 2.2.3 Support drive/process to facilitate the legal protection of key conservation areas

Year One and Two (1 October, 2010 – 30 September, 2012)

- Description
 - Identify key areas requiring special protection status (community/national level) (July through December 2011)
 - Support processes to foster the declaration of PA status (July 2011 - September 2012)
- Milestones

Key areas to be proposed for legal protection status identified in close collaboration with key stakeholders groups
- Resources

COP and policy and technical coordination team

Life of Project through June 2015

- Description

Continue to support processes to foster the declaration of PA status (Years 2 and 3)
- Milestones

Legal protection status for at least two new areas declared and published

- Resources
COP, policy and technical coordination team, and communications and outreach specialist

KRA 2.3 Resources leveraged for sustainable management and conservation of important biologically diverse areas

Activity 2.3.1 Leverage resources to maximize program impact and sustainability

Year One and Two (1 October, 2010 – 30 September, 2012)

- Description
 - Identify international programs and partners that can be approached for resources leveraging in order to support sustainable management and conservation of important biologically diverse areas (October 2010 – September 2012)
 - Establish, maintain, and/or strengthen networks for resource leverage (October 2010 – September 2012)
 - Set the stage for the development of joint or complementary initiatives that support sustainable management and conservation of important biologically diverse areas beyond the scope life of SAREP (October 2010 - September 2012)
 - Funds from external sources received and/or applied in support of program activities (July 2011 - September 2012)
- Milestones
 - Networks for resources leveraging in order to support sustainable management and conservation of important biologically diverse areas established and maintained
 - Partnership for the development of joint or complementary initiatives established
- Resources
COP and policy and technical coordination team

Life of Project through June 2015

- Description
 - Strengthen and maintain the partnership developed for joint or complementary initiatives (Through April 2015)
 - Identify key areas where additional support and resources are needed (Years 2 and 3)
 - Successfully develop and implement joint initiatives in collaboration with selected government agencies, NGOs, private sector, and donor agencies to further SAREP mandate and objectives (Years 2 – 4)

- Host donor coordination events to promote resources leverage for the protection of the target ORBs’ biological diversity protection and the communities socio-economic development (Years 2 and 3)
- Milestones
 - Two regional donor coordination events promoting resources leverage successfully held.
 - Joint initiatives that expand SAREP impacts and outputs successfully implemented
- Resources
 - COP, policy and technical coordination team, and communications and outreach specialist

KRA 3 – Access to Safe Water Supply and Sanitation Increased

SAREP support in improving access to safe drinking water and sanitation services will be among the most immediately apparent shared benefits that basin states can expect. All of SADC is in need of WSS improvement, but the most critical situation is in southern Angola, where the Cubango and Cuito rivers are perennial parts of the Okavango catchment. An IWRM approach to supplying safe drinking water and sanitation for communities in Angola will have significant benefits for downstream communities in Namibia and Botswana. Bergstan, which is implementing a water supply infrastructure plan for the delta town of Maun, will play a substantial role in helping SAREP beneficiaries plan, implement, and operate appropriate and sustainable WSS projects. Other potential principal partners include the World Bank, which has a water sector institutional development project in Angola that will be working to create autonomous provincial water and sanitation utilities. The World Bank plans to operate in the Cuando-Cubango provincial capital of Menongue in its second phase.

In each Okavango basin state, WSS falls primarily under the jurisdiction of local government. Exceptions are the Empresa Pública de Águas de Luanda, which is outside the basin; and major urban centers in Botswana, where the Water Utilities Corporation is responsible. In all three nations, local government structures for delivery of WSS fall under the national water ministries, as follows: Angola, Ministry of Energy and Water; Botswana, Ministry of Minerals, Energy, and Water Resources; Namibia, Ministry of Agriculture, Water, and Forestry

. Links between water supply institutions and OKACOM are not strong — the OKACOM Secretariat is relatively new, water-related legislative and institutional structures at national levels are undergoing significant change, and Angola is still emerging from its decades-long civil war. SAREP will work with existing local water management structures and water development plans with a view to integrate them into the IWRM context. SAREP will also conduct an inventory of water and sanitation services across the target basins, focusing on the areas identified through the IRBM project.

Most of the people in the basin have access to water from the rivers of the Okavango basin. However, human activity and a lack of water governance have significant impacts on access to a “safe” water supply. At the same time, very few people in the basin have access to sanitation facilities, with significant negative impacts — not only on access to safe drinking water, but on the environmental health of the basin and its people.

KRA 3.1 River basin communities have improved access to safe drinking water and sanitation through appropriate planning building, financing, and operation of infrastructure

Activity 3.1.1 Identify institutional responsibility and strengthen capacity for water and sanitation services delivery

Year One and Two (1 October, 2010 – 30 September, 2012)

- Description
 - Conduct an inventory of the different water and sanitation services institutions to identify and understand their specific responsibilities (November 2010 – September 2011)
 - Undertake an assessment of the strengths and weaknesses of these institutions (July - December 2011)
 - Develop and implement a need-focused capacity strengthening program targeting the water and sanitation services institutions and engineering associations in the respective countries, with a view to increasing services delivery and communications outreach

mechanisms, and where relevant draw on good practices is already developed, in countries such as South Africa (July - September 2011)

- Conduct first sets of capacity-building training workshops (July through September 2012)

- Milestones

- Needs assessment and gap analysis report completed and presented at a series of stakeholder workshops
- Planning workshop completed and detailed capacity building plan developed
- Capacity building training workshops initiated

- Resources

- WSS coordinator and M&E specialist

Life of Project through June 2015

- Description:

- Support the development of regulatory frameworks for monitoring compliance, and collecting water and sanitation services institutions management information (Years 2 and 3)
- Continue implementation of the capacity building training program to guide and improve water and sanitation services institutions field interventions (Through March 2015)
- Conduct regular monitoring of water and sanitation services institutions field interventions (Through March 2015)
- Establish appropriate regulatory and monitoring structures in both government and community institutions (reporting frameworks, monitoring mechanisms, and performance indicator sets) for water and sanitation services (Years 2 and 3)

- Milestones

- Regulatory and monitoring structures for water and sanitation services institutions established
- Sustainability of the regulatory structures and their impact on water and sanitation services quality monitored and assessed
- appropriate regulatory and monitoring structures for water and sanitation services with relevant performance / compliance indicators and data processing system established and functioning

- Resources

WSS coordinator and M&E specialist

Activity 3.1.2 Conduct surface-water and groundwater supply assessments

Year One and Two (1 October, 2010 – 30 September, 2012)

- Description
 - Validate through field verification the 10 communities identified by the IRBM project as priorities for water supply and sanitation services (July - September 2011)
 - Conduct an assessment of the requirements for water supply and sanitation services in the target communities through participatory process (July - December 2011)
 - Conduct rapid assessment of potential potable water sources, with focus on groundwater paying specific attention to ecosystem needs, recharge rate, current usage, and the exploitable quantity (July - September 2011)
 - Assess existing resources, facilities and boreholes, rehabilitation requirements, and site feasibility (July - September 2011)
 - Assess groundwater data gaps (July - December 2011)
 - Develop framework for integrated planning and basin-wide groundwater data collection (July - December 2011)
 - Work with SADC and OKACOM in putting together a technical team for the basin-wide ground water assessment (July - December 2011)
 - Collaborate with SADC, OKACOM and other relevant institutions and partners in the development of sound protocols and guidelines for the groundwater assessment (July - December 2011)
 - Water quantity data collection (July - December 2011):
 - Quantity required for basic human needs
 - Quantity to remain available to sustain living organisms (the ecological reserve)
 - Recharge: the amount of water entering the system through rainfall
 - Determine exploitable reserve: the remaining amount of water that can be used for other activities
 - Water classification data
 - Kinds of current groundwater use
 - Types of surface water/groundwater interaction (for example, mine dewatering)
 - Types of water permits; licenses (users and point source abstraction); general authorization (low abstraction); licensed usage of high-volume abstraction
 - Identify areas of existing water and sanitation services within the basin, using information held by local government WSS structures, including projects underway (March - September 2011)
 - Develop GIS maps of areas of supply backlog, with information on institutional responsibility and capacity (July - December 2011)
 - Assimilate the data which is relevant to the backlog assessment and which arises from other activities (July - December 2011)
- Milestones
 - Final list of priority communities completed and field verification report distributed
 - Criterion and requirements for water supply and sanitation services in targeted communities clearly defined and communicated to stakeholders

- Potable water sources report for targeted communities completed and accepted by key stakeholders groups
 - Water supply facilities rehabilitation requirements completed and communicated to relevant stakeholders
 - Protocols and guidelines for the basin-wide groundwater assessment fully endorsed by OKACOM
 - Scope of work for the basin-wide groundwater assessment approved by USAID
 - Water and sanitation backlog report shared with relevant partners
 - WSS assessment report shared with relevant partners
- Resources
 - WSS coordinator, M&E specialist, and regional community program manager

Life of Project through June 2015

- Description
 - Leverage support for the rehabilitation of prioritized water supply infrastructure (Years 2 – 4)
 - Construct and drill new boreholes based on the requirements developed in Year 1 (Years 2 – 4)
 - Monitor groundwater conditions to assess impacts of water supply initiatives (Years 2 – 4)
 - Conduct groundwater assessment, as appropriate (Year 2)
 - Publish and distribute the basin-wide groundwater assessment report (Year 2)
 - Assist OKACOM in drafting a sound framework for basin-wide groundwater benefits-sharing (Years 2 and 3)
 - Continue the identification of water and sanitation backlog areas (Year 2)
 - Complete the assessment of water and sanitation services delivery: where infrastructure is in place but not operating or operating beyond its design capacity (Years 2 and 3)
 - Develop a spatially-referenced framework identifying backlog areas and the requirements for addressing them (Year 2)
 - Finalize GIS maps of WSS systems (Years 2 and 3)
 - Develop backlog eradication plan with prioritized actions and cost estimates Years 2 and 3)
- Milestones
 - Funds leveraged for new and large-scale rehabilitation of boreholes
 - Groundwater monitoring data available and systematically shared with partners
 - Communities access to supply from groundwater sources increased
 - Potential contamination sources identified, and processes put in place to prevent risks and/or mitigate their impacts
 - Groundwater assessment report completed and distributed
 - Consolidated database of groundwater information developed and accessible
 - Final backlog assessment report shared with relevant stakeholders groups
 - Backlog eradication map successfully completed in close collaboration with OKACOM, relevant government authorities and target communities
 - WSS system GIS maps widely available

- Resources

WSS coordinator, M&E specialist, and regional community program manager

Activity 3.1.3 Design and implement WSS projects in pilot communities

Year One and Two (1 October, 2010 – 30 September, 2012)

- Description

- Assess drinking water supply options for communities in Angola (based on the finalized list of priorities in Activity 3.1.2) in close collaboration with targeted communities and the Angolan government stakeholders (July - December 2011)
 - Communities with hand-dug wells: seal well, fit sanitary apron, and equip with hand pump
 - Communities distant from surface water supply: drill slim-line borehole and equip with hand pump
- Promote low-tech and environmentally sound solutions to drinking water issues (July 2011 - September 2012)
- Develop a community training program for drinking water supply infrastructure operation and management (July - December 2011)
- Conduct community training and ongoing management support (July 2011 - September 2012)
- Provision of appropriate pilot WSS facilities and infrastructures in the communities (July 2011 - September 2012).

- Milestones

- Improved drinking water supply options assessment report shared with relevant stakeholder groups
- Action plan developed for improved access to drinking water completed through participatory process
- Community trained in operation and management of drinking water facilities and infrastructure
- Funds leveraged for drinking water facilities and infrastructure development

- Resources

WSS coordinator, M&E specialist, and regional community program manager

Life of Project through June 2015

- Description

- Assist targeted communities, relevant government authorities, and other partners in the development of environmentally sound drinking water facilities and infrastructure (Years 2 and 3):
 - Communities with hand-dug wells: seal well, fit sanitary apron, and equip with hand pump
 - Communities distant from surface water supply: drill slim-line borehole and equip with hand pump
 - Communities with river supply: install tubewell and equip with hand pump or protect intake
 - Agro-communities located on floodplains: install tubewells and irrigate with suction pump
 - Households with roofs (not thatched): rainwater harvesting
 - Communities with spring supply: spring protection and piping away from source
- Train targeted communities, relevant government authorities, and other partners in facilities and infrastructure operation, management, and monitoring (Years 2 and 3)
- Continue to leverage funding for facilities and infrastructure development/rehabilitation (Years 2 and 3)
- Milestones
 - Relevant operation and management training successfully completed
 - Management support mechanisms for drinking water supply in place and functioning
 - Funds leveraged for drinking water facilities and infrastructure development
- Resources

WSS coordinator, M&E specialist, and regional community program manager

Activity 3.1.4: Design and implement improved sanitation services – where necessary in tandem with drinking water supply improvements

Year One and Two (1 October, 2010 – 30 September, 2012)

- Description
 - Conduct community assessment and analyze options for sanitation supply (analysis of existing provision models, including the IRBM project in Barrio Azul, and related ones from the Mvula Trust in South Africa) (July - December 2011)
 - Develop action plan for improving access to sanitation services (July - December 2011)
 - Develop, coordinate, and implement awareness campaigns for behavior change (July 2011 - September 2012)
 - Provision of appropriate WSS facilities and infrastructures in the communities (July 2011 - September 2012)

- Milestones:
 - Assessment report accepted by relevant stakeholders groups
 - Action plan for low-tech and high-tech WSS solutions developed through participatory approach
 - Behavioral change model designed and target communities identified
 - Environmental awareness model and awareness campaign designed
 - Environmental education/health and hygiene program materials designed and produced for outreach to target communities
 - Training program designed and target communities selected
 - Training successfully implemented in priority communities according to the action plan

- Resources

WSS specialist, regional community program manager, and communications outreach specialist

Life of Project through June 2015

- Description
 - Continue the sanitation awareness and environmental education campaigns (Through March 2015)
 - Continue the training program for sanitation services management improvement (through March 2015)
 - Implement action plan for improving access to sanitation services (Years 2 – 4)
 - Build low and high-tech toilets and other sanitation facilities with leveraged funds (Years 2 – 4)

- Milestones
 - Awareness assessment report distributed to key partners
 - Communities targeted for sanitation infrastructure development and services improvement are adequately trained to operate and maintain them
 - Behavioral change in critical biodiversity areas in terms of sanitation well documented
- Resources

WSS coordinator and communications and outreach specialist

KRA 3.2 Resources leveraged for dissemination and replication of safe drinking water and sanitation

Activity 3.2.1 Leverage resources to maximize program impact and sustainability

Year One and Two (1 October, 2010 – 30 September, 2012)

- Description:
 - Identify international programs and partners that can be approached for resources leveraging in order to support WSS (July - December 2011)
 - Establish, maintain, and/or strengthen networks for resource leverage (July 2011 - September 2012)
 - Set the stage for the development of joint or complementary initiatives that support WSS beyond the scope life of SAREP (July 2011 - September 2012)
 - Funds from external sources received and/or applied in support of program activities (July 2011 - September 2012).
- Milestones
 - Networks for resources leveraging in order to support WSS activities established and maintained
 - Partnership for the development of joint or complementary initiatives established
- Resources

COP and Policy and technical coordination team

Life of Project through June 2015

- Description
 - Strengthen and maintain the partnership developed for joint or complementary initiatives (Through April 2015)
 - Identify key areas where additional support and resources are needed (Years 2 and 3)

- Successfully develop and implement joint initiatives in collaboration with selected government agencies, NGOs, private sector, and donor agencies to further SAREP mandate and objectives (Years 2 – 4)
 - Host donor coordination events to promote resources leverage for WSS and the communities socio-economic development (Years 2 and 3)
 - Strengthen and maintain the partnership developed for joint or complementary initiatives (through April 2015)
 - Identify key areas where additional support and resources are needed (Years 2 and 3)
 - Successfully develop and implement joint initiatives in collaboration with selected government agencies, NGOs, private sector, and donor agencies to further SAREP mandate and objectives (Years 2 – 4)
 - Host donor coordination events to promote resources leverage for WSS and the communities socio-economic development (Years 2 and 3)
- Milestones
 - Two regional donor coordination events promoting resources leverage successfully held
 - Joint initiatives which expand SAREP impacts and outputs successfully implemented
 - Resources
 - COP, policy and technical coordination team, and communications and outreach specialist

KRA 4 – Targeted River Basins Resources Managed in the Context of Global Climate Change

A recent study by a group of international experts (*Journal of Hydrology*, 2006.04.039) concluded that the potential impact of climate change on mean Okavango River flows is far in excess of that associated with development scenarios, especially from 2050 onward. This is consistent with predictions by the Intergovernmental Panel on Climate Change, which projects a decrease in rainfall of 5 to 20 percent in all major river basins in southern Africa in the next 100 years, while water demand is expected to increase more than 90 percent by 2020. The international momentum currently building behind climate change adaptation as part of IWRM stems from recognition of the uncertainties that climate change introduces into land and water use planning models, as well as the potential for significant loss to human communities and to ecosystems from droughts and floods.

SAREP’s strategy is to build climate change adaptive management capacity in OKACOM, while building the enabling social capital in the basin that will make adaptation management effective and sustainable. The strategy will seek to reduce the uncertainties —and attendant anxieties and vulnerabilities — for basin communities, with a focus on the most vulnerable groups and ecosystems. SAREP’s emphasis on shared interests and gains will be reflected in wide-scale coalition-building around climate change adaptation that treats the basin and its people as a whole, and imparts responsibility and rewards for actions that mitigate uncertainty.

Key steps will be incorporation of climate change adaptive management approaches into the decision-making mechanisms of OKACOM. Data collected and monitored will support knowledge and understanding of climate trends that can be used for exploring scenarios and mitigation approaches. Adaptive management will involve community stakeholders in building their own capacities to respond to uncertainties. Key milestones will be design and delivery of CBNRM modules for improving livelihoods in the face of climate change, water demand management to reduce risks, accessing and influencing decision-making, and creating networks of champions. Partners will come from research institutes such as ORI, environmental NGOs, local community activists, and champions in national governments and the donor community (national committees on climate change, Global Water Partnership, International Union for Conservation of Nature, and Global Legislators Organization for a Balanced Environment, etc.).

KRA 4.1 Conflicts over shared resources avoided and mitigated through regional collaboration mechanisms

Activity 4.1.1 Establish a climate change focal point within OKACOM to coordinate adaptive management

Year One and Two (1 October, 2010 – 30 September, 2012)

- Description
 - Conduct an assessment of the current capacity and resources within OKACOM to address climate change adaptive management, including recommendations relating to the potential establishment of a climate change focal point (July - September 2011)
 - Based on the assessment, work with OKACOM to develop the terms of reference, as necessary, for a climate change focal point (October - December 2011)
 - Work with OKACOM to leverage funding, as necessary, to staff climate change focal point (July - December 2011)
 - Strengthen climate change adaption capacity of OKACOM/focal point through (July 2011 - September 2012):
 - Communicating and coordinating with regional and international academic/scientific experts on climate change
 - Analyzing national policies and regulations addressing climate change adaptation, pointing out important gaps and/or differences among basin states in public policy approaches to climate change
 - Designing training modules for regional stakeholders in key adaptive management approaches and techniques (*see Activity 3*).
- Milestones
 - Capacity assessment completed
 - Focal point terms of reference drafted
- Resources
 - Policy and technical coordination team and communications and outreach specialist

Life of Project through June 2015

- Description
 - Facilitate the integration of Climate Change Focal Point into existing OKACOM structure (Through March 2015)
 - Continue to support Focal Point with capacity building measures and analyses developed in Year 1 (Years 2 and 3)
 - Facilitate continuing and regular incorporation of climate change data and information in decision-support system data-base (Through April 2015)
- Milestones
 - Funds for climate change focal point leveraged
 - Climate change focal point appointed
 - Climate change adaption addressed in decision support system
- Resources
 - COP and policy and technical coordination team

Activity 4.1.2 Facilitate climate change dialogues among OKACOM institutions to build supporting social capital for improved planning, management, and response to climate shocks

Year One and Two (1 October, 2010 – 30 September, 2012)

- Description
 - Identify local champions and key players to engage in climate change exchange (July - December 2011)
 - Develop forum within OKACOM to enable stakeholders to engage and exchange information and data on climate change on a regular basis (July - December 2011)
 - Begin holding forum meetings in Angola, Botswana, and Namibia (July - December 2011), focusing on:
 - Harmonization of OKACOM and SAREP strategies with ongoing work within SADC, such as the Regional Climate Change Program
 - Integration of OKACOM and SAREP strategy with ongoing work within the region by academic institutions
 - Using OKACOM as the focal point to facilitate the integration of various on-going projects to help define the potential impacts of climate change to the basin
- Milestones
 - Two climate change forum meetings held
 - Proceedings for meetings produced and distributed

- Resources

COP, policy and technical coordination team, and communications and outreach specialist

Life of Project through June 2015

- Description

- Support the organization of two regional dialogues or symposia on climate changes (Year 2 and 4)
- Facilitate the incorporation of dialogues/symposias' outcomes into OKACOM decision-making processes and in the DSS. (Through March 2015)
- Prepare report on potential policy changes within each country to improve legislative and legal framework for adaptive resilience to climate change (Years 3 – 5)

- Milestones

- At least two regional climate change fora/symposia/dialogues successfully held)
- Meetings proceedings widely distributed
- Policy report drafted and endorsed by OKACOM

- Resources

COP, policy and technical coordination team, and communications and outreach specialist

KRA 4.2 Tools, procedures, and expertise in place to manage climate-caused crises such as floods, droughts, and fires

Activity 4.2.1 In tandem with SAREP interventions for WSS delivery, biodiversity and ecosystem protection, and community welfare, design and deliver climate change adaptation measures.

Year One and Two (1 October, 2010 – 30 September, 2012)

- Description

- Conduct policy review and capacity assessment for basin governments and organizations to address climate change adaption (October - December 2011)
 - Review National legislation across the basin to find ways of incorporating climate change issues and harmonizing Policy
 - Define gaps in national policy/transboundary policy required for OKACOM states to be more adaptive to climate change
 - Facilitate OKACOM in ensuring nation state sign up to more stringent treaties and improve the legal framework to improve adaptive management of basin's resources
 - Promote a common policy vision towards adaptation to climate change within the basin

- Devise optimum benefit sharing strategy between member states
 - Conduct vulnerability assessment to identify climate threats to natural resources and livelihoods, including climate change threat assessment map (defining key habitats / communities / natural resources) (July - December 2011)
 - Develop tools and training modules for regional stakeholders in key adaptive management approaches and techniques (July 2011 - September 2012)
- Milestones
 - Policy review and capacity assessment completed
 - Vulnerability assessment completed
 - Two Climate change tools/training modules developed
- Resources

COP and policy and technical coordination team

Life of Project through June 2015

- Description
 - Adapt climate change factors/indicators to MOMS program (April – June 2011)
 - Develop natural resource management plans for identified communities/areas vulnerable to climate change (July – September 2011)
 - Provide training in agricultural or other identified practices to improve adaptability to climate change (July – September 2011)
 - Provide training to improve institutional capacity to manage natural resources to improve adaptability to climate change (July – September 2011)
 - Training of trainers program established for climate change adaption champions
- Milestones
 - Two management plans developed
 - Five climate change adaption trainings conducted
 - Climate change module drafted for MOMS program
 - Proceedings for meetings produced and distributed
- Resources

COP and policy and technical coordination team

KRA 5 – Regional, National, and Local Development Planning Capacities around River Basins (for Land and Water Use, Biodiversity Conservation) Strengthened

SADC’s Regional Indicative Strategic Development Program enumerates strategies to achieve the eight Millennium Development Goals. Particularly relevant for SAREP are MDG 7, Environmental Sustainability, including Target 3 (reduce by half the number of people without

access to safe drinking water and basic sanitation); MDG 1, Eradication of Extreme Poverty and Hunger; and MDG 6, Combating HIV/AIDS, Malaria, and Other Diseases. SADC acknowledges that successful implementation of its strategies in connection with MDGs is predicated on regional, national, and local capacities understanding and enacting new plans in the face of serious human, financial, and institutional resource constraints at all levels.

SAREP activities must further the key SADC implementing principles of capacity building, participatory approaches, decentralized management, and local ownership, as well as increase the knowledge base for “spatial development initiatives,” such as river basin management, across the region. Key steps include improving the legal and regulatory frameworks at the national and regional levels to ensure harmonized policies; strengthening national and regional technical capacity for water resource management, including water supply and sanitation; enhancing the knowledge base through research and technology; and promoting awareness and public participation. KAZA TFCA’s commitment to trans-boundary conservation makes it a perfect partner for OKACOM integrated planning efforts; SAREP shall meet with KAZA TFCA early on to determine priorities for cooperation and collaboration.

KRA 5.1 Investments increased in water supply and sanitation and biodiversity conservation

Activity 5.1.1 Integrate SAREP planning techniques for water supply and sanitation services and for biodiversity conservation into regional, national, and local planning approaches

Year One and Two (1 October, 2010 – 30 September, 2012)

- Description
 - Facilitate development of participatory, integrated land-use plans (PILUMPs) in key communities (July 2011 - September 2012)
 - Facilitate the integration of community PILUMPs with district-level and basin-level plans (July 2011 - September 2012)
- Milestones
 - Communities participatory, integrated land-use plans completed for at least four communities
 - Three district plans completed with PILUMPs integrated
- Resources:

Policy and technical coordination team, and Regional community program manager

Life of Project through June 2015

- Description
 - Facilitate the integration of community PILUMPs with National level Plans (July through September 2011)
 - Facilitate integrated planning techniques into joint planning exercises with OKACOM (January through September 2011)
 - Support the ongoing activities of Basin Management Committees (February through September 2011)
- Milestones
 - Community PILUMPs effectively integrated in at least one National Plan
 - Integrated planning techniques fully incorporated in OKACOM planning exercises
- Resources

COP and Policy and technical coordination team

KRA 5.2 Development plans measure progress toward Millennium Development Goals numbers 1, 6, and 7

Activity 5.2.1 Targets and indicators for poverty alleviation, environmental conservation, and access to safe drinking water are incorporated in regional, national, and local development plans.

Year One and Two (1 October, 2010 – 30 September, 2012)

- Description
 - Document community, national and regional poverty alleviation, environmental conservation, and access to safe drinking water targets and approaches (July 2011 - September 2012)
 - Facilitate the development of a system to monitor poverty alleviation, environmental conservation, and access to safe drinking water targets and measures (July - December 2011)
- Milestones
 - Preliminary reports on poverty alleviation, environmental conservation, and access to safe drinking water targets and approaches distributed to relevant partners
 - Framework monitoring system endorsed by OKACOM and relevant authorities
- Resources

COP, policy and technical coordination team, and communications and outreach specialist

Life of Project through June 2015

- Description
 - Complete the development of the system to monitor poverty alleviation, environmental conservation, and access to safe drinking water targets and measures (Years 2 and 3)
 - Support the implementation of the monitoring system (Years 3 through 5)
 - Facilitate the publication of reports on progress toward achieving Millennium Development Goals numbers 1, 6 and 7 (Years 3 through 5)
- Milestones
 - System to monitor poverty alleviation, environmental conservation, and access to safe drinking water targets and measures effectively used
 - Reports on progress toward achieving Millennium Development Goals numbers 1, 6 and 7 widely distributed
- Resources

COP, policy and technical coordination team, and communications and outreach specialist

KRA 5.3 More people informed about and have access to HIV/AIDS prevention and treatment

Activity 5.3.1 Assess approaches to preventing and treating HIV/AIDS in trans-boundary areas; implement improvements that will strengthen results.

Year One and Two (1 October, 2010 – 30 September, 2012)

- Description
 - Identify partners and collaborators in the basin implementing approaches to HIV/AIDS prevention and treatment (July - December 2011)
 - Develop/adapt awareness tools and materials related to HIV/AIDS prevention (July - December 2011)
 - Support the fine tuning of HIV/AIDS data, services and targets monitoring in target areas (July 2011 - September 2012)
 - Implement integrated HIV/AIDS communications and outreach activities (July 2011 - September 2012)
 - Introduce the concept of MOMS and Dashboard as means of collecting community level HIV/AIDS data and evaluating impacts of this in communities (July 2011 - September 2012).
- Milestones
 - Initial list and profile of HIV/AIDS service providers published and distributed to relevant partners

- First series of HIV/AIDS prevention and awareness tools and materials completed and ready for utilization
- Communities using MOMS/Dashboard to obtain better information about impact of HIV/AIDS

- Resources

HIV/AIDS coordinator and regional community program manager

Life of Project through June 2015

- Description

- Incorporate targets and plans to prevent HIV/AIDS into SAREP goals (Years 2 and 3)
- Assist partners in finalizing the HIV/AIDS data, services, and targets monitoring system (Years 2 and 3)
- Build capacity for the implementation of the monitoring system, especially using MOMS and Dashboard (Years 2 – 4)
- Support partners in the development and implementation of HIV/AIDS prevention and awareness campaigns at community, national and regional levels (Years 2 through 4)
- Assess effectiveness of the awareness campaigns (Years 3 and 5)

- Milestones

- HIV/AIDS data, services, and targets monitoring system completed and endorsed by relevant authorities
- HIV/AIDS data, services and targets monitoring system (including MOMS and Dashboard) effectively used by partners
- HIV/AIDS prevention and awareness tools and materials widely used by partners
- Evaluation reports of prevention and awareness campaigns shared with the various partners

- Resources

HIV/AIDS coordinator, communications and outreach specialist, and regional community program manager

Crosscutting Activities

Training and capacity building

Training, capacity building, and institutional strengthening are integrated directly into most project activities in order to foster rapid adoption and ensure their continuation beyond the life of SAREP. Project partners, community-based organizations, relevant government institutions and agencies, etc. will be involved intimately and participate actively in various phases of project activities, as appropriate. To foster the sustainability of project activities, the SAREP approach includes documenting and sharing of lessons learned, and disseminating lessons throughout and

beyond SAREP geographic coverage, as appropriate, including in Zambia, as part of the Zambezi River basin.

Project communications

A key component of SAREP support to OKACOM revolves around enhancing people's timely access to sound and appropriate information and data. With such access, stakeholders will be able to contribute to informed decision-making processes on the management, development, protection, and use of the resources in the targeted river basins; and foster and support the adoption of improved land-use practices, so that these river basins can continue to sustain the provision of key ecological and economic services to this and future generations. Another key component of the support is to facilitate improved understanding of key threats to livelihoods and biodiversity within communities across these river basins, with a view to facilitate basin-wide adoption of better practices in land husbandry and natural resources management.

SAREP communications strategy focuses on two aspects:

1. Gathering data and information on ongoing ecological, economic and social issues and processes within the river basins in order to design and implement well targeted environmental awareness programs or campaigns
2. Producing appropriate communications, education, awareness and extension training materials to foster the protection of the basins biological diversity while supporting the livelihoods of the target communities

General activities include:

- **Development of preliminary communication tools.** This includes the design, development, and distribution of posters, boards, brochures, and other corporate/promotional merchandise (e.g. bags, t-shirts, stickers, car holders, water bottles, etc.) in strict compliance with the SAREP marking and branding strategy.
- **Development of SAREP Communications and outreach/extension strategy.** This includes:
 - Undertake a stakeholder identification and analysis
 - Identify the different stakeholder forums through which SAREP will interact/communicate with stakeholders, building upon existing networks, campaigns, and strategies developed by other stakeholders
 - Develop the communications strategy
- **Implement the communication strategy.** This includes:
 - Mobilize stakeholders to participate in the implementation of SAREP
 - Implement the different aspects of the communication strategy
 - Develop appropriate training materials for identified and different audiences

- Train stakeholders on relevant SAREP issues (WSS, biodiversity, HIV/AIDS, tourism and livelihoods)
- Participate in forums (meetings, workshops, conferences) that advance SAREP’s agenda

Monitoring and evaluation

Monitoring progress and evaluating results are key management functions in any results-oriented program. Performance monitoring is an ongoing process that allows managers to determine whether an activity is making progress toward its intended results. Performance information plays a critical role in planning and managing decisions. Evaluation is the periodic assessment of a project’s relevance, performance, efficiency, and impact — both expected and unexpected — in relation to stated objectives. The strength of M&E lies in its ability to provide timely performance information that enables a program to manage for results, improve project performance, and demonstrate impact.

For the SAREP project, a quality assurance surveillance plan (QASP) will be the principal document guiding the performance management of the program. The intent of the QASP is to encourage the maximum performance, efficiencies, and cost effectiveness of the program, and will contain, among other elements, the indicators and benchmarks for performance management by both the SAREP team and USAID. To be effective, the QASP should set ambitious yet attainable results, and thus needs to be developed with a thorough understanding of the activities proposed in the life of project work plan.

Based on the activities described in this work plan, the development of the QASP will be completed in December. In order to develop the QASP and the M&E systems of the program, SAREP has identified a Chemonics home office specialist to work with the SAREP M&E specialist. Together, they will collaborate with the chief of party and project staff to ensure that the importance of monitoring and evaluation and the use of information to support project success and impact are clear, and that personnel thoroughly integrate monitoring and evaluation into the SAREP project. It is the vision of SAREP that all project technical staff will work with the M&E specialist as part of the performance management process, and that, as much as possible, GIS will be used as a support tool.

ANNEX A. COMPARISON OF SAP AND SAREP WORKPLAN KRAS

OUTCOME	SAREP Work Plan
BASIN DEVELOPMENT AND MANAGEMENT FRAMEWORK (BDMF)	Key Result Area (KRA)
1. Basin Vision agreed and Joint Decision-making and management framework established	<p>1.2 Develop supporting capacity for effective OKACOM decision-making among national counterparts; improve the knowledge base in state planning regimes for water and the environment</p> <p>1.4 Strengthen capacity of OKACOM and other river basins management authorities for improved basin-scale planning, biodiversity conservation, and water resources management.</p> <p>1.1 Design and put into operation OKACOM IWRM decision support model.</p> <ul style="list-style-type: none"> - Work with OKACOM to facilitate the incorporation of relevant data and information into decision-support system database - Provide technical assistance to OKACOM with a view to foster the use of improved science-based systems - Assess data sources and stakeholder capacity to provide information for the database management system - Develop feedback and response framework based on simple models
2. SAP integrated with national decision-making frameworks and adequate national level implementation and enforcement capacity established	<p>1.1 Design and put into operation OKACOM IWRM decision support model.</p> <p>1.4 Strengthen capacity of OKACOM and other river basins management authorities for improved basin-scale planning, biodiversity conservation, and water resources management.</p>
3. Basin wide information sharing and management tools developed and operational	<p>1.1 Design and put into operation OKACOM IWRM decision support model.</p> <p>1.2 Develop supporting capacity for effective OKACOM decision-making among national counterparts; improve the knowledge base in state planning regimes for water and the environment</p> <p>1.4 Strengthen capacity of OKACOM and other river basins management authorities for improved basin-scale planning, biodiversity conservation, and water resources management.</p>
4. Decision Support System developed which presents to the decision makers, at the basin-wide and national levels, the options in a clear and understandable fashion	<p>1.1 Design and put into operation OKACOM IWRM decision support model.</p> <p>1.2 Develop supporting capacity for effective OKACOM decision-making among national counterparts; improve the knowledge base in state planning regimes for water and the environment</p> <p>4.1.1 Establish a climate change focal point within OKACOM to coordinate adaptive management</p> <p>4.1.2 Facilitate climate change dialogues among OKACOM institutions to build supporting social capital for improved planning, management, and response to climate shocks</p>
5. National databases upgraded and harmonised in support of Okavango Basin DSS	<p>1.1 Design and put into operation OKACOM IWRM decision support model.</p> <p>1.2 Develop supporting capacity for effective OKACOM decision-making among national counterparts; improve the knowledge base in state planning regimes for water and the environment</p>

OUTCOME	SAREP Work Plan
	<p>2.1.1 Prepare a baseline threat analysis for biologically important areas in the Okavango Basin</p> <p>2.1.2 Conduct field studies and monitoring programs to fill knowledge gaps on natural resources, biodiversity hotspots, and areas of ecosystem services</p>
6. Stakeholder knowledge of the basin improved and involvement in SAP/NAP implementation ensured	<p>1.2 Develop supporting capacity for effective OKACOM decision-making among national counterparts; improve the knowledge base in state planning regimes for water and the environment</p> <p>1.4 Strengthen capacity of OKACOM and other river basins management authorities for improved basin-scale planning, biodiversity conservation, and water resources management.</p>
7. Implementation plan for OKACOM Stakeholder Integration Strategy developed and roll-out initiated	<p>1.1 Design and put into operation OKACOM IWRM decision support model.</p> <p>1.2 Develop supporting capacity for effective OKACOM decision-making among national counterparts; improve the knowledge base in state planning regimes for water and the environment</p> <p>1.4 Strengthen capacity of OKACOM and other river basins management authorities for improved basin-scale planning, biodiversity conservation, and water resources management.</p> <p>2.1.1 Prepare a baseline threat analysis for biologically important areas in the Okavango Basin</p>
8. Stakeholder knowledge and awareness of Okavango River Basin enhanced	<p>1.2 Develop supporting capacity for effective OKACOM decision-making among national counterparts; improve the knowledge base in state planning regimes for water and the environment</p> <p>1.4 Strengthen capacity of OKACOM and other river basins management authorities for improved basin-scale planning, biodiversity conservation, and water resources management.</p> <p>2.1.1 Prepare a baseline threat analysis for biologically important areas in the Okavango Basin</p> <ul style="list-style-type: none"> - Develop training programs for communities based on the needs assessment, including conservation agriculture/HWC mitigation. <p>2.3 Resources leveraged for sustainable management and conservation of important biologically diverse areas</p> <ul style="list-style-type: none"> - Host donor coordination events to promote resources leverage
9. Production of regular "State of the Basin Report" ensured	<p>1.4 Strengthen capacity of OKACOM and other river basins management authorities for improved basin-scale planning, biodiversity conservation, and water resources management.</p>

THEMATIC AREA 1: LIVELIHOODS AND SOCIO-ECONOMIC DEVELOPMENT	SAREP Work Plan
1. Basin-wide tourism strategy developed and tourism development increased	<p>1.2 Develop supporting capacity for effective OKACOM decision-making among national counterparts; improve the knowledge base in state planning regimes for water and the environment.</p> <p>1.4 Strengthen capacity of OKACOM and other river basins management authorities for improved basin-scale planning, biodiversity conservation, and water resources management.</p>

OUTCOME	SAREP Work Plan
	<p>2.2 Communities participating and engaged in confronting critical threats to biodiversity while improving their welfare.</p> <p>2.2.1 Improve the welfare of communities in threatened areas</p> <ul style="list-style-type: none"> - Support enhancement of markets for emerging SMMEs to access
<p>2. Transboundary CBNRM established and livelihoods from CBNRM improved</p>	<p>1.4 Strengthen capacity of OKACOM and other river basins management authorities for improved basin-scale planning, biodiversity conservation, and water resources management.</p> <p>2.1 Threats to biologically important areas identified, monitored, and addressed</p> <p>2.1.2 Conduct field studies and monitoring programs to fill knowledge gaps on natural resources, biodiversity hotspots, and areas of ecosystem services</p> <p>2.1.3 Implement a MOMS-based CBNRM system to identify, address, and monitor biodiversity threats</p> <p>2.1.6 Develop GIS-based data management systems to link with MOMS</p> <p>2.2 Communities participating and engaged in confronting critical threats to biodiversity while improving their welfare</p> <p>2.2.1 Improve the welfare of communities in threatened areas</p>
<p>3. Conservation agriculture established in the basin and livelihoods from agriculture improved</p>	<p>2.1 Threats to biologically important areas identified, monitored, and addressed</p> <p>2.1.1 Prepare a baseline threat analysis for biologically important areas in the Okavango Basin</p> <p>2.1.2 Conduct field studies and monitoring programs to fill knowledge gaps on natural resources, biodiversity hotspots, and areas of ecosystem services</p> <p>2.1.3 Implement a MOMS-based CBNRM system to identify, address, and monitor biodiversity threats</p> <p>2.1.4 Undertake ecological monitoring in remote biodiversity hotspots</p> <p>2.1.5 Develop GIS-based data management systems to link with MOMS</p> <p>2.2 Communities participating and engaged in confronting critical threats to biodiversity while improving their welfare</p> <p>2.2.1 Improve the welfare of communities in threatened areas</p> <p>2.3 Resources leveraged for sustainable management and conservation of important biologically diverse areas</p> <p>4.1.2 Facilitate climate change dialogues among OKACOM institutions to build supporting social capital for improved planning, management, and response to climate shocks</p> <p>4.2 Tools, procedures, and expertise in place to manage climate-caused crises such as floods, droughts, and fires</p> <p>4.2.1 In tandem with SAREP interventions for WSS delivery, biodiversity and ecosystem protection, and community welfare, design and deliver climate change adaptation measures</p>
<p>4. Livestock management and productivity in the basin improved</p>	<p>1.4 Strengthen capacity of OKACOM and other river basins management authorities for improved basin-scale planning, biodiversity conservation, and water resources management.</p> <p>2.1 Threats to biologically important areas identified, monitored, and addressed</p> <p>2.1.1 Prepare a baseline threat analysis for biologically important areas in the Okavango Basin</p>

OUTCOME	SAREP Work Plan
	<p>2.1.2 Conduct field studies and monitoring programs to fill knowledge gaps on natural resources, biodiversity hotspots, and areas of ecosystem services</p> <p>2.1.3 Implement a MOMS-based CBNRM system to identify, address, and monitor biodiversity threats</p> <p>2.1.4 Undertake ecological monitoring in remote biodiversity hotspots</p> <p>2.1.5 Develop GIS-based data management systems to link with MOMS</p> <p>2.2 Communities participating and engaged in confronting critical threats to biodiversity while improving their welfare</p> <p>2.2.1 Improve the welfare of communities in threatened areas</p> <p>2.3 Resources leveraged for sustainable management and conservation of important biologically diverse areas</p> <p>4.1.2 Facilitate climate change dialogues among OKACOM institutions to build supporting social capital for improved planning, management, and response to climate shocks</p> <p>4.2 Tools, procedures, and expertise in place to manage climate-caused crises such as floods, droughts, and fires</p> <p>4.2.1 In tandem with SAREP interventions for WSS delivery, biodiversity and ecosystem protection, and community welfare, design and deliver climate change adaptation measures</p>
5. Sustainability of River Fisheries ensured and aquaculture production expanded	<p>1.4 Strengthen capacity of OKACOM and other river basin management authorities for improved basin-scale planning, biodiversity conservation, and water resources management.</p> <p>2.1 Threats to biologically important areas identified, monitored, and addressed</p> <p>2.1.1 Prepare a baseline threat analysis for biologically important areas in the Okavango Basin</p> <p>2.1.2 Conduct field studies and monitoring programs to fill knowledge gaps on natural resources, biodiversity hotspots, and areas of ecosystem services</p> <p>2.1.3 Implement a MOMS-based CBNRM system to identify, address, and monitor biodiversity threats</p> <p>2.1.4 Undertake ecological monitoring in remote biodiversity hotspots</p> <p>2.1.5 Develop GIS-based data management systems to link with MOMS</p> <p>2.2 Communities participating and engaged in confronting critical threats to biodiversity while improving their welfare</p> <p>2.2.1 Improve the welfare of communities in threatened areas</p> <p>2.3 Resources leveraged for sustainable management and conservation of important biologically diverse areas</p>
6. Water and sanitation supply to basin communities improved	<p>3.1 River basin communities have improved access to safe drinking water and sanitation through appropriate planning building, financing, and operation of infrastructure.</p> <p>3.1.1 Identify institutional responsibility and strengthen capacity for water and sanitation services delivery</p> <p>3.1.2 Conduct WSS groundwater assessments</p> <p>3.1.3 Design and implement WSS projects in pilot communities</p> <p>3.1.4 Design and implement improved sanitation services in tandem with drinking water supply improvements</p> <p>3.2 Resources leveraged for dissemination and replication of safe</p>

OUTCOME	SAREP Work Plan
	drinking water and sanitation 3.2.1 Leverage resources to maximize program impact and sustainability
7. Economic opportunities from the global climate change mitigation framework utilised	1.4 Strengthen capacity of OKACOM and other river basins management authorities for improved basin-scale planning, biodiversity conservation, and water resources management.

THEMATIC AREA 2: WATER RESOURCES MANAGEMENT	SAREP Work Plan
1. Common demand forecast and water resource yield planning methodologies with consideration of climate change impacts in use	1.1 Design and put into operation OKACOM IWRM decision support model. – Work with OKACOM to facilitate the incorporation of relevant data and information into decision-support system database – Provide technical assistance to OKACOM with a view to foster the use of improved science-based systems – Assess data sources and stakeholder capacity to provide information for the database management system – Develop feedback and response framework based on simple models 1.4 Strengthen capacity of OKACOM and other river basins management authorities for improved basin-scale planning, biodiversity conservation, and water resources management.
	4.1 Conflicts over shared resources avoided and mitigated through regional collaboration mechanisms 4.1.2 Facilitate climate change dialogues among OKACOM institutions to build supporting social capital for improved planning, management, and response to climate shocks 4.2 Tools, procedures, and expertise in place to manage climate-caused crises such as floods, droughts, and fires 4.2.1 In tandem with SAREP interventions for WSS delivery, biodiversity and ecosystem protection, and community welfare, design and deliver climate change adaptation measures
2. Basin-wide hydrological and meteorological monitoring system to determine surface water resource yields, groundwater recharge and predict drought and flood events strengthened	3.2.1 Leverage WSS resources to maximize program impact and sustainability
	4.1.2 Facilitate climate change dialogues among OKACOM institutions to build supporting social capital for improved planning, management, and response to climate shocks 4.2 Tools, procedures, and expertise in place to manage climate-caused crises such as floods, droughts, and fires 4.2.1 In tandem with SAREP interventions for WSS delivery, biodiversity and ecosystem protection, and community welfare, design and deliver climate change adaptation measures
3. The potential of groundwater as an alternative source of water supply in the basin is known	1.1 Design and put into operation OKACOM IWRM decision support model. – Work with OKACOM to facilitate the incorporation of relevant data and information into decision-support system database – Provide technical assistance to OKACOM with a view to foster the use of improved science-based systems – Assess data sources and stakeholder capacity to provide information for the database management system

OUTCOME	SAREP Work Plan
	<ul style="list-style-type: none"> – Develop feedback and response framework based on simple models 1.1.2 Develop supporting capacity for effective OKACOM decision-making among national counterparts; improve the knowledge base in state planning regimes for water and the environment 1.1.4 Strengthen capacity of OKACOM and other river basins management authorities for improved basin-scale planning, biodiversity conservation, and water resources management 2.1.3 Implement a MOMS-based CBNRM system to identify, address, and monitor biodiversity threats 2.1.4 Develop GIS-based data management systems to link with MOMS <hr/> <p>1.4 Strengthen capacity of OKACOM and other river basins management authorities for improved basin-scale planning, biodiversity conservation, and water resources management.</p> <hr/> <p>3.1 River basin communities have improved access to safe drinking water and sanitation through appropriate planning building, financing, and operation of infrastructure. 3.1.2 Conduct WSS groundwater assessments</p>
4. Common guidelines and regulations for WDM (water demand management) and licensing of water abstraction approved and implemented.	1.4 Strengthen capacity of OKACOM and other river basins management authorities for improved basin-scale planning, biodiversity conservation, and water resources management.
5.Environmental Water Requirements agreed and observed in the basin	<p>1.1 Design and put into operation OKACOM IWRM decision support model.</p> <p>1.4 Strengthen capacity of OKACOM and other river basins management authorities for improved basin-scale planning, biodiversity conservation, and water resources management.</p>
6. Basin-wide water quality monitoring programme established	<p>1.4 Strengthen capacity of OKACOM and other river basins management authorities for improved basin-scale planning, biodiversity conservation, and water resources management.</p> <hr/> <p>3.1 River basin communities have improved access to safe drinking water and sanitation through appropriate planning building, financing, and operation of infrastructure 3.1.1 Identify institutional responsibility and strengthen capacity for water and sanitation services delivery</p>
7. Common guidelines and regulations for water quality management approved and implemented	1.4 Strengthen capacity of OKACOM and other river basins management authorities for improved basin-scale planning, biodiversity conservation, and water resources management.
8. Basin-wide sediment monitoring system established	
9. Reduced flood damage in the basin due to improved flood forecasting and early warning systems	1.4 Strengthen capacity of OKACOM and other river basins management authorities for improved basin-scale planning, biodiversity conservation, and water resources management.
10. Basin planning and management at national and transboundary level based on basin-wide IWRM plan	<p>1.1 Design and put into operation OKACOM IWRM decision support model.</p> <p>1.4 Strengthen capacity of OKACOM and other river basins management authorities for improved basin-scale planning, biodiversity conservation, and water resources management.</p>

OUTCOME	SAREP Work Plan
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THEMATIC AREA 3: LAND MANAGEMENT	SAREP Work Plan
1. Harmonised, basin-wide land use planning guidelines developed	1.1 Science-based systems support regional planning and water resource allocation <ul style="list-style-type: none"> 1.1.1 Design and put into operation OKACOM IWRM decision support model. 1.1.2 Develop supporting capacity for effective OKACOM decision-making among national counterparts; improve the knowledge base in state planning regimes for water and the environment 1.1.4 Strengthen capacity of OKACOM and other river basins management authorities for improved basin-scale planning, biodiversity conservation, and water resources management. 1.2 More effective services provided by institutions for basin-scale planning, biodiversity conservation, and water supply and sanitation
	KRA 5: Regional, National, and Local Development Planning Capacities around River Basins (for Land and Water Use, Biodiversity Conservation) Strengthened 5.1 Investments increased in water supply and sanitation and biodiversity conservation <ul style="list-style-type: none"> 5.1.1 Integrate SAREP land-use planning techniques for water supply and sanitation services and for biodiversity conservation into regional, national, and local planning approaches
2. Existing environmental degradation halted or reversed	1.4 Strengthen capacity of OKACOM and other river basins management authorities for improved basin-scale planning, biodiversity conservation, and water resources management.
	2.1 Threats to biologically important areas identified, monitored, and addressed <ul style="list-style-type: none"> 2.1.2 Conduct field studies and monitoring programs to fill knowledge gaps on natural resources, biodiversity hotspots, and areas of ecosystem services 2.1.3 Implement a MOMS-based CBNRM system to identify, address, and monitor biodiversity threats 2.1.6 Develop GIS-based data management systems to link with MOMS 2.2 Communities participating and engaged in confronting critical threats to biodiversity while improving their welfare <ul style="list-style-type: none"> 2.2.1 Improve the welfare of communities in threatened areas
	KRA 5: Regional, National, and Local Development Planning Capacities around River Basins (for Land and Water Use, Biodiversity Conservation) Strengthened 5.1 Investments increased in water supply and sanitation and biodiversity conservation <ul style="list-style-type: none"> 5.1.1 Integrate SAREP land-use planning techniques for water supply and sanitation services and for biodiversity conservation into regional, national, and local planning approaches

THEMATIC AREA 4: ENVIRONMENT AND BIODIVERSITY	SAREP Work Plan
1. Biodiversity monitoring programme developed	<p>1.1 Science-based systems support regional planning and water resource allocation</p> <ul style="list-style-type: none"> 1.1.1 Design and put into operation OKACOM IWRM decision support model. 1.1.2 Develop supporting capacity for effective OKACOM decision-making among national counterparts; improve the knowledge base in state planning regimes for water and the environment 1.1.4 Strengthen capacity of OKACOM and other river basins management authorities for improved basin-scale planning, biodiversity conservation, and water resources management. <p>1.2 More effective services provided by institutions for basin-scale planning, biodiversity conservation, and water supply and sanitation</p> <hr/> <p>2.1 Threats to biologically important areas identified, monitored, and addressed</p> <ul style="list-style-type: none"> 2.1.1 Prepare a baseline threat analysis for biologically important areas in the Okavango Basin 2.1.2 Conduct field studies and monitoring programs to fill knowledge gaps on natural resources, biodiversity hotspots, and areas of ecosystem services 2.1.3 Implement a MOMS-based CBNRM system to identify, address, and monitor biodiversity threats 2.1.4 Undertake ecological monitoring in remote biodiversity hotspots 2.1.5 Develop GIS-based data management systems to link with MOMS <p>2.2 Communities participating and engaged in confronting critical threats to biodiversity while improving their welfare</p> <ul style="list-style-type: none"> 2.2.1 Improve the welfare of communities in threatened areas <p>2.3 Resources leveraged for sustainable management and conservation of important biologically diverse areas</p> <p>4.1.2 Facilitate climate change dialogues among OKACOM institutions to build supporting social capital for improved planning, management, and response to climate shocks</p> <p>4.2 Tools, procedures, and expertise in place to manage climate-caused crises such as floods, droughts, and fires</p> <ul style="list-style-type: none"> 4.2.1 In tandem with SAREP interventions for WSS delivery, biodiversity and ecosystem protection, and community welfare, design and deliver climate change adaptation measures
2. Wetland monitoring and management system developed and operational	<p>2.1 Threats to biologically important areas identified, monitored, and addressed</p> <ul style="list-style-type: none"> 2.1.1 Prepare a baseline threat analysis for biologically important areas in the Okavango Basin 2.1.2 Conduct field studies and monitoring programs to fill knowledge gaps on natural resources, biodiversity hotspots, and areas of ecosystem services 2.1.3 Implement a MOMS-based CBNRM system to identify, address, and monitor biodiversity threats 2.1.4 Undertake ecological monitoring in remote biodiversity hotspots 2.1.5 Develop GIS-based data management systems to link with MOMS
3. Climate change awareness of basin communities increased and adaptation measures adopted by basin communities	<p>2.1 Threats to biologically important areas identified, monitored, and addressed</p>

	4.1.2 Facilitate climate change dialogues among OKACOM institutions to build supporting social capital for improved planning, management, and response to climate shocks
	4.2 Tools, procedures, and expertise in place to manage climate-caused crises such as floods, droughts, and fires
	4.2.1 In tandem with SAREP interventions for WSS delivery, biodiversity and ecosystem protection, and community welfare, design and deliver climate change adaptation measures
	5.2 Development plans measure progress toward MDGs numbers 1, 6, and 7
	5.2.1 Targets and indicators for poverty alleviation, environmental conservation, and access to safe drinking water are incorporated in regional, national, and local development plans.

ANNEX B: GANTT CHART

Activities	Jan – Jun 10	July 2011	Aug 2011	Sept 2011	Oct 2011	Nov 2011	Dec 2011	Jan 2012	Feb 2012	Mar 2012	Apr 2012	May 2012	Jun 2012
KRA 1 - Improve Management of the Okavango River Basin													
KRA 1.1 Science-based systems support regional planning													
1.1.1 Design and put into operation decision support model													
a) Support development/completion of national action plans													
b) Facilitate the incorporation of relevant data into decision-support system													
c) Provide TA to OKACOM for use of improved science based systems													
d) Assess data sources and stakeholder capacity to provide information													
e) Document current analytical processes and information output products													
f) Develop feedback and response framework based on simple models													
g) Assess roles, responsibilities and capabilities to contribute to the DSS													
h) Develop / support the development of a basin level database management system													
i) Document search mechanisms for an open system design for data exchange													
1.1.2. Develop supporting capacity for effective OKACOM decision-making													
a) Train national counterparts in the use of the DSS													
b) Develop web-based user-friendly data management processes													
c) Improve communications, outreach and awareness processes													
d) Present DSS design to OKACOM and stakeholders for feedback and buy-in													
e) Present basin level assessments from WSS and IRB to national level counterparts													
f) Identify options to access data and information products for resource planning													
g) Present framework to exchange results across decision making levels													
KRA 1.2 More effective services provided by institutions													
1.2.1 Disseminate IWRM decision support model into localities													
a) Conduct training needs assessments with OKACOM and others													
b) Work with OKACOM and others to develop capacity to manage basin activities													

Activities	Jan – Jun 10	July 2011	Aug 2011	Sept 2011	Oct 2011	Nov 2011	Dec 2011	Jan 2012	Feb 2012	Mar 2012	Apr 2012	May 2012	Jun 2012
c) Facilitate development of management systems and processes in BMCs													
d) Work with communication and M&E specialists to present information for decisions													
e) Work with partners to integrate data to provide a multi-level decision support system													
f) Validate data and rule monitoring framework to monitor implementation of PILUPs													
1.2.2 Strengthen capacity of OKACOM and other river basins management authorities													
a) Conduct training needs assessments with OKACOM and others													
b) Work with OKACOM and others to develop capacity to manage basin activities													
KRA 2 - Strengthen Systems to Protect Biodiversity and Ecosystem Services													
KRA 2.1 Threats to biologically important areas identified													
2.1.1. Baseline threat analysis													
a) Review the TDA and other relevant documents													
b) Develop GIS maps of key areas													
c) Conduct threat analysis to define nature, causes and trends of threats													
d) Review conflict and threat mitigation with needs assessment for key areas													
2.1.2. Conduct field studies and monitoring programs													
a) Fill knowledge gaps on targeted areas													
b) Develop monitoring processes relating to biodiversity													
2.1.3. Implement MOMS-based CBNRM system													
a) Identify communities associated with key areas and threats													
b) Correlate communities previously identified with SAREP assessment													
c) Conduct MOMS awareness and outreach program in target communities													
d) Refine natural resource threat assessment at local scale													
e) Train community support organizations on MOMS-based CBNRM system													

Activities	Jan – Jun 10	July 2011	Aug 2011	Sept 2011	Oct 2011	Nov 2011	Dec 2011	Jan 2012	Feb 2012	Mar 2012	Apr 2012	May 2012	Jun 2012
2.1.4. Undertake ecological monitoring in remote biodiversity hotspots													
a) Identify institutions responsible for the management of biodiversity hotspots													
b) Assess capacity building needs to improve management of biodiversity hotspots													
c) Conduct training program to build/strengthen partners management capacity													
2.1.5. Develop GIS-based data management systems to link with MOMS													
a) Identify data gaps and relevant indicators for MOMS-linked GIS systems													
b) Develop partnership with organizations that gather and record the needed data													
c) Enhance current TDA decision support system													
KRA 2.2 Communities participating and engaged in confronting critical threats – improved livelihoods													
2.2.1. Improve welfare of communities in threatened areas													
a) Review the results of the total economic value assessment													
b) Review community appraisals and conduct additional to complete baseline information													
c) Define key ecosystem services from target communities associated													
d) Identify natural resources most valuable or used in target communities													
e) Initiate development of land use suitability maps for key biodiversity hotspots													
f) Identify through CDD approach key initiatives to improve community welfare													
g) Carry out needs assessment and feasibility studies													
h) Develop capacity in communities for enterprise development													
i) Support emerging SMMEs and development activities based on NRs in communities													
j) Support enhancement of Markets for emerging SMMEs to access													
2.2.2. Prepare SAREP environmental mitigation and monitoring plan (EMMP)													
a) Develop SOW for SAREP environmental mitigation and monitoring plan (EMMP)													
b) Develop the environmental mitigation and monitoring plan (EMMP)													
c) Finalize EMMP with active participation of key stakeholder groups													

Activities	Jan – Jun 10	July 2011	Aug 2011	Sept 2011	Oct 2011	Nov 2011	Dec 2011	Jan 2012	Feb 2012	Mar 2012	Apr 2012	May 2012	Jun 2012
2.2.3. Support drive/process to formalize land and NRs receiving PA status													
a) Identify key areas requiring special protection status (community/national level)													
b) Support processes to motivate for designation of PA status													
c) Support formalization activities (i.e. Developing by-laws, legislation, etc.)													
KRA 2.3 Resources leveraged for sustainable management of important biological areas													
9. Leverage resources to maximize program impact and sustainability													
a) Identify international programs and partners for resources leveraging													
b) Establish, maintain, and/or strengthen networks for resource leverage													
c) Set the stage for the development of joint or complementary initiatives													
KRA 3 - Increase Access to Safe Drinking Water and Sanitation													
KRA 3.1. River basin communities have improved access to safe drinking water and sanitation													
3.1.1. Identify institutional responsibility, and strengthen capacity for WSS delivery													
a) Conduct an inventory of the WSS institutions													
b) Undertake an institutional strength and weakness assessment													
c) Develop and implement capacity strengthening program													
d) Conduct first sets of capacity building training workshops													
3.1.2. Water demand and supply assessment and finalize target list of communities													
a) Validate the 10 communities identified by IRBM as WSS priorities													
b) Conduct assessment of requirements for WS services in the target communities													
c) Conduct rapid assessment of potential potable water sources													
d) Assess existing resources and facilities, rehabilitation requirements, and site feasibility													
e) Assess groundwater data gaps													
f) Develop framework for integrated planning and basin-wide groundwater data collection													
g) Work with SADC and OKACOM for the basin-wide ground water assessment													
h) Collaborate with SADC, OKACOM - develop sound protocols and guidelines for the groundwater assessment													

Activities	Jan – Jun 10	July 2011	Aug 2011	Sept 2011	Oct 2011	Nov 2011	Dec 2011	Jan 2012	Feb 2012	Mar 2012	Apr 2012	May 2012	Jun 2012
i) Water quantity data collection													
j) Identify areas of existing water and sanitation services within the basin													
k) Develop GIS maps of areas of supply backlog													
l) Assimilate the data which is relevant to the backlog assessment													
3.1.3. Design and implement safe drinking water projects in pilot communities													
a) Assess drinking water supply options for communities in Angola													
b) Promote low-tech and environmentally-sound solutions to drinking water issues													
c) Develop community training program for water supply operation and management													
d) Conduct community training and ongoing management support													
e) Develop partnerships and leverage funds for WSS facilities and infrastructure													
3.1.4. Design and begin implementation of water supply and sanitation projects													
a) Conduct community assessment and options analysis for sanitation supply													
b) Develop action plan for improving access to sanitation services													
c) Develop/coordinate awareness and extension campaigns for behavior change													
d) Develop partnerships and leverage funds for WSS facilities and infrastructure													
KRA 3.2 Resources leveraged for dissemination of safe drinking water & sanitation													
3.2.1 Leverage resources to maximize program impact and sustainability													
a) Identify international programs and partners - leveraging support for WSS													
b) Establish, maintain, and/or strengthen networks for resource leverage													
c) Set the stage for the development of joint or complementary initiatives													
d) Funds from external sources received and/or applied in support of program activities													

KRA 4 - Strengthen Institutional Capacity for Basin Management in the Context of Global Climate Change												
KRA 4.1 Conflicts over shared resources avoided and mitigated through regional mechanisms												
4.1.1. Establish climate change focal point within OKACOM												
a) Conduct OKACOM capacity and resource assessment												
b) Develop Focal Point TORs												
c) Work to identify funds for Focal Point												
d) Strengthen Focal Point capacity												
4.1.2. Design a climate change dialogue among OKACOM institutions												
a) Identify local champions/key players												
b) Develop climate change forum												
c) Hold forum meetings												
KRA 4.2 Tools, procedures and expertise in place to manage climate change crises												
4.2.1. Design and deliver climate change adaptation measures												
a) Conduct policy review and capacity assessment												
b) Conduct vulnerability assessment												
c) Develop tools and training modules												
KRA 5 - Strengthen and Advance Regional, National, and Local Approaches to Planning to Support SAREP Regional and Program Goals												
KRA 5.1. Investments increased in water supply and sanitation and biodiversity conservation												
5.1.1. Integrate SAREP planning techniques into regional, national, and local planning												
a) Facilitate development of PILUMPs in key communities												
b) Facilitate the integration of community PILUMPs with district- and basin-level plans												
c) Facilitate the integration of community PILUMPs with national-level plans												
KRA 5.2. Development plans measure progress towards Millennium Development Goals 1, 6 and 7												
5.2.1. Targets and indicators incorporated in regional, national, and local development plans												
a) Document community, national and regional targets and approaches												
b) Incorporate targets and plans to prevent HIV/AIDS into SAREP goals												

KRA5.3. More people informed about and have access to HIV/AIDS prevention and treatment													
5.3.1. Assess and implement approaches to preventing and treating HIV/AIDS in TBAs													
a) Identify partners and collaborators in the basin implementing approaches to HIV/AIDS													
b) Develop tools and materials related to disease prevention													
c) Monitor baselines and targets for the nation and region on HIV/AIDS in TBAs													
d) Support the fine tuning of HIV/AIDS data, services and targets monitoring in target areas													
e) Implement integrated HIV/AIDS communications and outreach activities													
f) Introduce MOMS and Dashboard collecting community level HIV/AIDS data evaluating impacts in communities													
Communications and Outreach/Extension													
1. Develop preliminary communication tools prior to communication strategy													
a) Design posters, boards, brochures, and other corporate/promotional merchandise (e.g. bags, t-shirts, stickers, car holders, water bottles, etc.)													
b) Develop posters, boards, brochures, and other corporate/promotional merchandise (e.g. bags, t-shirts, stickers, car holders, water bottles, etc.)													
c) Disseminate posters, boards, brochures, and other corporate/promotional merchandise (e.g. bags, t-shirts, stickers, car holders, water bottles, etc.)													
2. Develop the SAREP communications and outreach/extension strategy													
a) Undertake a stakeholder identification and analysis													
b) Identify the different stakeholder forums through which SAREP interacts/communicates with stakeholders													
c) Develop the communications strategy													
3. Implement the communication strategy													
a) Mobilize stakeholders to participate in the implementation of SAREP													
b) Implement the different aspects of the communication strategy													
c) Development of appropriate training materials for identified and different audience													
d) Training of stakeholders on relevant SAREP issues (WSS, Biodiversity, HIV/AIDS, Tourism and Livelihoods)													
e) Participate in forums (meetings, workshops, conferences) that advance SAREP's agenda													