



Development *Alternatives*, Inc.

**Gaza-Kruger-Gonarezhou Transboundary
Natural Resources Management Initiative
(USAID/ Regional Center Southern Africa)**

Annual Work Plan 2001 – 2002

Supplemental Detailed Plan of Phase II
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In association with:

IMPACTO

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1. Introduction

This document is a supplement to the previously approved Activity Work Plan, describing in more detail tasks the GKG Transboundary Initiative implementation team will implement under the four components of the project. The text descriptions of each component, and strategies for achieving the results expected, are not repeated here. Readers are referred to the approved Activity Work Plan (document 01-002-ADM -002) for a full description. This supplement document covers the Phase II period from October 2001 through September 2002. The tasks are summarized in a table beginning on page 18.

Two over-arching objectives form the foundation for GKG TBNRM Initiative fieldwork by the DAI team during the Phase II period. These were not initially identified at the time of the original Work Plan, but have emerged during extensive consultation and deeper understanding of the ongoing and much broader Great Limpopo Transfrontier Park and Transfrontier Conservation Area effort. The objectives proposed for primary focus of the DAI team are:

A. Formal establishment of the Transfrontier Conservation Area

The TFCA has fallen to a lower priority for the key government agencies involved in the Great Limpopo initiative. They have instead focused their energies on the Transfrontier Park itself, relegating the TFCA to only one clause in the Treaty that is currently tabled in the three cabinets. This phased approach, while sensible from the perspectives of the government agencies involved, has raised considerable alarm among the communities, private sector groups, and other stakeholders concerned that the next phase may never happen.

Following consultation with the SO Team at RCSA, a clear mandate was provided that the GKG TBNRM Initiative was not intended to be a parks and protected areas management assistance effort. Rather, the broader economic development opportunities afforded to communities and local businesses through them being part of the TFCA forms the underpinnings of USAID support. By filling the gap left by the other organizations and institutions involved, the DAI team proposes to move forward on as many fronts as possible in establishing USAID/RCSA as the primary supporter of formally establishing and operating the TFCA within the next year and beyond. We believe that this will contribute significantly and substantively to the Strategic Objective – Increased Regional Cooperation in the Management of Shared Resources.

B. Assistance to the Government of Mozambique in building institutional capacity

The Lead Coordinating Party to the trilateral Agreement of November 2000 is a rotating function, with a two-year term for each party. Mozambique is likely to be the next Coordinating Party after South Africa's term expires in November 2002. The Ministry of Tourism and its National Directorate for Conservation Areas (DNAC) are relatively new institutions with broad mandates that somewhat strain current capacity. Recognizing this, the Ministry has requested (informally to date) that the DAI team assist them in developing a strategic framework and Action Plan that will better prepare them to assume their responsibilities. Because this falls within RCSA's desire to facilitate greater clarity in the institutional frameworks for TBNRM collaboration among the three countries, we propose to begin immediately to respond to the Minister's request with targeted interventions that will build internal capacity at DNAC and MiTur. Increased capacity will benefit not only the Great Limpopo initiative, but the several other TFCAs in which Mozambique is involved.

2. IR 12.1 Viable practices for sustainable management of shared natural resources adopted

The improved NRM practices result consists of four sub-results. These are increased inter-state collaboration in management of protected areas, increased inter-state collaboration in community economic development, increased community participation in natural resource-based enterprises, and improved natural resources management planning. Each sub-result is described below according to the tasks required for achieving the result.

2.1 Increased Inter-State Collaboration in Protected Areas Management

Two tasks contribute to achieving this sub-result. The first is the development of a Joint Management Plan (JMP) for the Great Limpopo Transfrontier Park (GLTP). The second task involves coordination with the KPMG team engaged by the Technical Coordinating Committee to develop an Integrated Tourism Development Plan for the sub-region.

TASK 2.1a: Joint Management Plan Developed

Almost all of the workshops, meetings and other consultation processes necessary to draft a JMP for the GLTP were completed during Phase I of the Work Plan (April-September 2001). Phase II efforts focus on the actual drafting of text, with review by members of the Technical Coordinating Committee and other stakeholders. Recognizing that the initial timeframe with a December deadline was too restrictive, the Technical Committee agreed that a Second Draft for the Technical Committee would be delivered in mid-January, with a final Ministers Draft to be done by 15 February 2002.

Resources required to complete the GLTP JMP include approximately 75% of the time of Dr. Jeremy Anderson, Wildlife and Tourism Specialist, supplemented by one person-month of short-term technical assistance (STTA).

The services of Dr. Salomon Joubert have been engaged for 10 days to provide technical writing on ecosystem descriptions of the Transfrontier Park areas, as well as Mr. Kevan Zuncel for 5 days to provide technical editing of the drafts. It is anticipated that an additional seven days of technical editing STTA may be required to complete final drafts.

Finally, the actual report production and binding, including graphic layout and design, will be necessary to deliver the high quality finished product that the Technical Committee and Ministers expect. The JMP will be completed and delivered by the end of the 1st quarter of 2002.

TASK 2.1b: Coordination with Integrated Regional Tourism Plan

Attendance by the KPMG team members to JMP planning workshops has been completed, as have several other meetings necessary to coordinate efforts between their development of an Integrated Tourism Development Plan and the DAI team's development of the GLTP JMP. During Phase II, continued coordination will be necessary to incorporate preliminary results for the Tourism Plan into the final draft of the JMP. This coordination will be completed within February 2002.

Resources required to complete the coordination include approximately 10% of the time of Dr. Jeremy Anderson, Wildlife and Tourism Specialist. No additional resources will be necessary.

2.2 Increased Inter-State Collaboration in Community Economic Development

Two tasks contribute to achieving this sub-result as well. The first is supporting the formation of a Tri-National Community Committee for the Great Limpopo. The second task involves coordination with the CSIR team engaged by DNAC for a land-use plan of the TFCA area within Mozambique.

TASK 2.2a: Tri-National Community Committee Supported

Attendance at the first meeting of the Joint Community Committee, as well as several follow-up coordinating meetings, has been completed. During Phase II, participation in other workshops and meetings is expected (one held in November; others to be scheduled at quarterly intervals). The Phase II primary focus of support will be to fill strategic gaps not being met by ongoing efforts funded by the Ford Foundation and others. Specific detail of the assistance necessary will result from current discussions with Ford and other stakeholders.

An allocation of five person-months of STTA assistance is proposed for supporting the Tri-National Community Committee. Of this, three person-months (~66 days) will be allocated in Phase II, with the final two months (~44 days) reserved for providing follow-up support in 2003.

TASK 2.2b: Coordination with TFCA Master Planning

Despite a tender award for land-use zoning in the TFCA being expected within the Phase I period, at the end of the first quarter of Phase II, an award has yet to be made. Persistent rumors suggest that CSIR will be given a contract, but absent formal award, this information may not be accurate. The DAI team will continue to monitor the progress. It is unfortunate that no zoning work will have been completed prior to the deadline for the GLTP Joint Management Plan. Coordination of these efforts, similar to that with the Integrated Tourism Development Plan, would have contributed to a better JMP product for the Ministers.

Assuming that the land-use zoning contract is awarded within the Phase II period, DAI will work with the field team to coordinate efforts at establishing a viable and economically vibrant TFCA in the three countries. Once the zoning has been completed, we propose to assume a leading role in development of a detailed master plan for the TFCA. Timing and specific contributions to this effort will be coordinated with those under the Policy component (IR 12.2) toward formal establishment of the TFCA.

An allocation of four person-months of STTA assistance is proposed for supporting TFCA Master Plan development. These will focus on detailed land-use planning in selected locations, as well as broad-scale economic development planning throughout the area, including identification of potential private sector investment opportunities.

2.3 Increased Community Participation in Natural Resource-Based Enterprises

Three tasks during Phase II contribute to achieving this sub-result. The first is establishing a baseline description of the current community socioeconomic profiles in the Great Limpopo TFCA areas. The second task is to support the formation of commercial joint venture enterprises between communities and private sector entities. The third task is to support the field-testing of community enterprise based on natural resources. A fourth task of analysis, reporting, and dissemination of lessons learned will be done in the following project year (2003), beyond the timeframe of this Work Plan.

TASK 2.3a: Community Socioeconomic Profile Baseline Established

Although initially scheduled to begin during Phase I, this task was slightly delayed. The five-person team is currently conducting the data gathering and analysis portion of this task, with their final product expected not later than 31 March 2002.

A total of 102 person-days (4.64 person-months) of STTA have been approved for the five individuals conducting the baseline survey and analysis. The results of their analysis will inform the commercial joint venture promotion task, as well as field testing of natural resource-based community enterprises.

TASK 2.3b: Commercial Joint Ventures with Private Sector Supported

This task, initially called “Investment Opportunity Development” in the original approved Work Plan, has evolved as more detailed knowledge came to light about ongoing efforts by a number of individuals, NGOs, commercial operators, other donor projects, etc. Having been approached by at least six separate entities for assistance in facilitating or brokering commercial joint ventures between community members and private sector interests, the DAI team determined that planned conduct of a survey to identify possible opportunities was not necessary. A greater need was seen in the role of bringing interested parties together, and assisting them in finalizing detailed structures and operating business plans for joint venture proposals already floating.

An indicative example is the proposed game/cattle ranch operation in the Mahel area of northern Maputo province in Mozambique. An FAO-supported project has conducted the studies necessary for tenure award and the preliminary feasibility analyses to determine best options. Given the relatively short time frame of the GKG TBNRM Initiative, and the typically lengthy process

required to get to the point of having security of land tenure formalized, the DAI team proposes to respond positively and substantively to the request from FAO for specific technical assistance in putting together a final business proposal that could be circulated among private sector investors for financing under a joint venture arrangement with the communities.

Because the primary purpose of the sub-component on community economic development is to identify viable models for potential replication, we see the Mahel game/cattle ranch project as very promising. Any lessons extracted from brokering or facilitating this joint venture could be very useful to the Ministries and other institutions in Mozambique who are searching for concrete examples of what may or may not work. A high priority for the Mozambican government, as noted in the full Work Plan (pg 29), is for the GKG TBNRM Initiative to recommend ways that the government may foster private sector investment in the TFCA.

In addition to the Mahel game/cattle ranch project, some other examples of the kinds of commercial joint ventures that may be supported, but which are less well developed at this stage, include the following. While they may not each be successfully completed to operating enterprises, they demonstrate that there is no lack of ideas presently circulating in the TFCA area regarding ways to achieve genuine economic benefit for communities.

- A game abattoir near Phalaborwa (Northern Province, South Africa) sits idle, but boasts a nearly full complement of equipment necessary to renew operation. The facility was closed in the early 1990s due to insufficient demand for game meats in domestic and export markets. Present demand may be enough to justify reopening the facility, with communities supplying both staffing needs and animals for processing.
- A commercial citrus farmer near Hoedspruit (Northern Province, South Africa) approached the DAI team to request assistance in developing an Employee Stock Ownership Program (ESOP) for his staff. As an ESOP itself with several talented individuals on staff who could provide substantive assistance, DAI believes this to be another potentially successful joint venture enterprise.
- An existing but disused sawmill in the Chicualcuala area (Gaza Province, Mozambique) could be refurbished or rebuilt for use by communities in value-added processing of their substantial timber resources. It is expected that increasing the financial returns from volume harvested may contribute to an actual reduction in that volume, thereby reducing resource degradation due to inefficient charcoal making and other inappropriate exploitation.
- Several opportunities related to private game reserve operations that sincerely desire to develop an Empowerment aspect to their business. These include, among others, Letaba Ranch and Thornybush adjoining Kruger National Park to the west, and Nuanedzi concession in Mozambique adjoining Kruger Park to the east (across the border from the Singita Ranch concession in Kruger). Should even one of these reach closure, it may serve as an example to other private reserve operators on how to structure joint ventures with communities that have historically been excluded from achieving genuine benefit from these ecotourism facilities.

An allocation of four months of STTA assistance is proposed for supporting the facilitation of joint venture partnerships between private sector interests and communities. Approximately half of this may be devoted to the Mahel game/cattle ranch due to its high likelihood of success as well as its close proximity to a transboundary situation (unlike the western TFCA portions adjoining Kruger).

TASK 2.3c: Natural Resource-Based Community Development Supported

This task is a direct complement to, and effective mirror image of, the commercial joint venture effort described above. The main differences being (1) beginning with the communities and working toward private sector entities rather than identifying private sector businesses interested in incorporating community elements to their operations, and (2) using a small grants program to NGOs as the means of assistance delivery, rather than direct technical assistance to the organizations involved in a specific enterprise. This bi-directional approach seeks to maximize the potential for

developing successful natural resource-based enterprises with substantive community involvement within the relatively short time frame of the GKG TBNRM Initiative.

The Natural Resource-Based Community Enterprise Development small grants program expects to foster the identification and initiation of grassroots-oriented community enterprises along a spectrum of potential models from wholly-owned and –operated by a community organization (CBO) to employee ownership operations along the lines of an ESOP. As much as possible, enterprises will not be supported if they result in nothing more substantive than unskilled labor jobs for community members. Some level of managerial responsibility and/or ownership stake for community members will be encouraged to the greatest extent possible.

We anticipate making 3-7 small grant awards in the range of \$25,000-\$99,000 each, to NGOs with demonstrated capacity to support grassroots enterprise development based on consumptive or non-consumptive use of natural resources. The Request for Proposals will be developed in January 2002, with Mission approval of the grant making process prior to RFP release in early February. It is expected that all grants will be awarded not later than 31 March 2002. Each grant will operate for 12-15 months. It is likely that at least one grant will be awarded for each of the three GLTP countries.

Approximately seven days of STTA allocation is proposed for developing the final text of the RFP, the process for grant awarding, and a brief grant management manual to guide each grantee through the financial and technical reporting requirements of the grants.

TASK 2.3d: Community NR Enterprise Lessons Analyzed, Reported and Disseminated

This task is expected to commence in 2003 but is mentioned here to demonstrate how the other three tasks will link together prior to the close of the Activity. One person-month of short-term technical assistance will be used to conduct the analysis and report on results for dissemination to a broad spectrum of partners and colleagues.

2.4 Improved Natural Resources Management Planning

Four tasks during Phase II contribute to achieving this sub-result. The first two involve developing protected area management plans for two National Parks in Mozambique that form core elements of the Great Limpopo TFCA area. The third task is to support development of a management plan for the Sengwe Corridor portion of the GLTP itself. The fourth task is to support detailed management planning in selected components of the TFCA, some of which may not be accomplished until 2003, beyond the timeframe of this Work Plan.

TASK 2.4a: Banhine National Park management plan developed

Among the first requests by the government of Mozambique to the DAI team at the start of the GKG TBNRM Initiative was to develop a management plan for both Banhine and Zinave National Parks. These two parks are core elements of the TFCA but are not included in the Transfrontier Park itself. Both are currently “paper parks” with no existing management plans, infrastructure, or other operational requirements to function adequately. Actions during Phase II include compilation of all background data necessary – including maps and satellite imagery, plus fieldwork to conduct resource inventories. Participatory workshops will also be held to assess the management priorities of both the government agency (DNAC) and the communities within the Park. Commencing as soon as rains permit access, estimated to be approximately April 2002, the plan will be completed within 3 months.

Resource requirements for the development of a management plan for Banhine National Park planning include approximately 50% of the time of the LTTA Wildlife and Tourism specialist during the period April-June 2002. An allocation of two and ½ person-months of STTA is proposed to support the fieldwork necessary to complete the Banhine plan. This includes one person-month each for (a) vegetation transects and mapping and (b) community, governmental, and other stakeholder participation. One person-month for GIS support is expected to be split between the Banhine and

Zinave plans. Additional resource needs include approximately three workshops, plus a potential over-flight by light aircraft.

TASK 2.4b: Zinave National Park management plan developed

Originally proposed in the approved Work Plan as a task for 2003, the team now proposes to develop the Zinave National Park management plan beginning in the 3rd quarter of 2002. This new timing will take advantage of the accessibility afforded during dry season, rather than delay the Plan until approximately May 2003 (when the Activity will have only 4-5 months remaining). Actions during Phase II, therefore, include (a) compilation of background data, including maps and satellite imagery, (b) resource inventories, (c) workshops to assess management priorities of DNAC and the communities living in the Park, and (d) drafting and circulating the Plan for comment. Commencing after the Banhine plan is complete, estimated to be approximately July 2002, the Zinave plan will be completed within 3 months (estimated by October 2002).

Resource requirements for the development of a management plan for Zinave National Park planning include approximately 50% of the time of the LTTA Wildlife and Tourism specialist during the period August-October 2002. An allocation of two and ½ person-months of STTA is proposed to support the fieldwork necessary to complete the Zinave plan. This includes one person-month each for (a) vegetation transects and mapping and (b) community, governmental, and other stakeholder participation. One person-month for GIS support is expected to be split between the Banhine and Zinave plans. Additional resource needs include approximately three workshops, plus a potential over-flight by light aircraft.

TASK 2.4c: Sengwe Corridor boundary definition and management plan

This task was not identified in the original approved Work Plan. Subsequent discussions throughout the region, but especially in the southeastern lowveld of Zimbabwe, have highlighted that the Sengwe Corridor portion of the GLTP remains an open question that will potentially delay the full realization of the Transfrontier Park. The government of Zimbabwe, recognizing the complexities and sensitivities involved, has requested to DAI team to facilitate bringing this open question to closure. We propose to engage with all the stakeholders affected by the Corridor to achieve “final” consensus on defining the boundaries of the Corridor – precisely what portion will be included in the Great Limpopo Transfrontier Park vs. the TFCA.

Following this, we propose to develop, with full cooperation of NGOs and others who have been involved with the Sengwe people, a management plan for the Corridor that will integrate it into existing plans for Gona-re-zhou National Park, the Manjinji Pan Sanctuary, and the Malapati Safari Area. These three protected areas are the other Zimbabwean components of the GLTP.

Resource requirements for negotiating final boundaries and developing a management plan for the Sengwe Corridor include approximately 50% of the time of the LTTA Wildlife and Tourism specialist during the period June-August 2002. An allocation of two person-months of STTA is proposed to conduct the participatory workshops and other consultations necessary to complete the negotiations and management plan. Additional resource needs include at least three participatory workshops for communities, government, NGOs, and other stakeholders.

TASK 2.4d: TFCA component management plans developed

This task was originally intended to be a coordination task with the firm awarded the TFCA Land-Use Zoning award by the Government of Mozambique, similar to our role with the Tourism Plan (Task 2.1b). Subsequent consultations with a wide variety of stakeholders and other interested organizations have highlighted the need for more detailed planning of specific portions of the TFCA.

One area, the Kruger-to-Canyons Biosphere Reserve (K2C) recently approved by UNESCO Man and Biosphere Program, particularly presents a unique opportunity to leverage additional resources from

other institutions to magnify impact of the RCSA activity. The K2C Biosphere Reserve covers the central lowveld of Mpumalanga and Northern Province in South Africa, leading from the escarpment to the Mozambican border of Kruger Park.

The DAI team has been requested to supplement IUCN, World Bank Melissa program, and other significant but inadequate resources. Specifically, RCSA support, through the GKG TBNRM Initiative is being requested to assist in development of an overall business plan for the K2C Reserve. The Reserve, encompassing nearly all of the area already designated by South Africa for inclusion in the TFCA, serves as a microcosm of the variety of land uses and natural resource management challenges being faced throughout the TFCA area. For this reason, the DAI team proposes to provide the requested assistance. Following a set of stakeholder consultations in December 2001 and early 2002, a timetable for completing the business plan will be developed.

Ongoing developments in other key components of the TFCA have been conducted ad hoc with little if any coordination within or among agencies involved. Chief among these are the Mapulanguene Ecotourism area south of the Limpopo National Park (formerly Coutada 16) and Chicualacuala District in Gaza province, Mozambique. The DAI team proposes, therefore, to focus some resources on developing detailed management plans for these landscapes, integrating into the plans community priorities, government agency priorities, and private sector interest in investment opportunities. Coordinated planning, involving multiple stakeholders and agencies, may contribute to the longer-term objective of the national and provincial governments to have the TFCA foster meaningful economic development throughout the impoverished TFCA areas. Support for these two management plans may not materialize until 2003, depending on continuing discussions in Maputo.

Resource requirements for conducting management planning in specific TFCA component areas include approximately 25% of the time of the LTTA Wildlife and Tourism specialist during 2003. An allocation of seven person-months of STTA is proposed to conduct the participatory workshops and other consultations necessary to complete the management plans. Additional resource needs include at least seven participatory workshops for communities, government, NGOs, and other stakeholders. The first of these is scheduled for private sector interests in the K2C area in December.

3. IR 12.2 Policies, protocols, and agreements enacted to support TBNRM

The policies, protocols, and agreements result consists of three sub-results. These are: an improved policy environment for management of shared resources, broader stakeholder participation in NRM decision making, and support for establishment of the Great Limpopo Transfrontier Conservation Area. This latter sub-result is a new one, not included in the original Work Plan. It is detailed here for the reasons cited in the Introduction to this Supplemental Work Plan.

3.1 Improved Policy Environment for Management of Shared Resources

Two tasks contribute to achieving this sub-result. The first is a macro-level review and analysis of existing natural resources policies in the three countries. The second task involves facilitating policy harmonization at the operational level of national and regional institutions.

TASK 3.1a: National and Regional NRM policies reviewed and analyzed

Due to several delays, including travel restrictions during September 2001, the initial policy inventory and analysis in the three countries did not begin during Phase I as expected. On the first day (October 1) of Phase II, however, Dr. Candace Buzzard began her fieldwork. Her task was to conduct a thorough review of the relevant SADC Protocols, national policies, and international treaties or other agreements that either affected or promoted transboundary collaboration and cooperation in management of shared resources. Her review was completed in early November 2001 and the final report submitted to RCSA for approval in December. A summary of her findings was presented to the Technical Coordinating Committee at their 20 November meeting in Maputo. No additional work is expected under this task; it is listed here only because it took place during Phase II.

The services of Dr. Candace Buzzard were engaged for 31 days to provide policy review and analysis of SADC Protocols, international conventions and treaties, and national policies in the Water, Wildlife, Environment, and Tourism sectors. The report was edited, reproduced, and distributed to all governmental and other stakeholders within December.

TASK3.1b : Operational NRM policies harmonized

One of the expected outcomes of the policy review and analysis was a listing of national policies and/or legislation that may need to be revised in order to foster inter-state collaboration. The review described above, however, showed that national policies, while not harmonized among the three countries, are not so disharmonious as to prevent cooperation and collaboration. A greater need and higher priority for harmonization are the operational policies within and between the primary implementing agencies. Among the operational policies that currently hinder collaboration, and are therefore in need of harmonization, are the following. These have been identified both through Dr. Buzzard's review and in consultations with national and field level personnel of the implementing agencies.

- GLTP Fencing – all three countries would like to have a consensus on the contentious issue of fences around or between protected areas that form the GLTP. The DAI team has been asked to facilitate achievement of that consensus.
- GLTP Revenue and Cost Allocation – as with fencing, this is a hotly debated issue that will require significant consultation processes before consensus is possible among the three Parties in the GLTP. Again, the DAI team has been requested to assist in facilitating a process that will achieve consensus.
- Wildlife Management – several issues related to disunity of wildlife policies have been highlighted as requiring harmonization. These include, among others, poaching interdiction methods and penalties, permissibility of consumptive uses and related pricing of trophy game, and the manner that CITES Appendix I and II species conservation efforts are implemented.
- CBNRM Support Framework – some fundamental legal and institutional questions must be adequately addressed in order to enable wider adoption of community-based natural resources management practices throughout the TFCA. These have also been highlighted as issues that perhaps would benefit from harmonization across boundaries, although such harmonization would necessarily be constrained by the legislative frameworks in the three countries. These questions relate to land and resource tenure rights and how they are conferred on communities without title to their occupied lands, the optimal organizational structures that communities may form themselves into to gain CBNRM benefits, and the contractual instruments used for entering into joint venture arrangements with private sector entities.

A total of five person-months of STTA effort are proposed for addressing these operational policy issues, leading toward a more enabling environment for cooperation and collaboration across boundaries. In addition, the LTTA Wildlife Management and Tourism Specialist will devote a portion of his time to addressing the poaching, utilization, and CITES-listed species conservation issues. A number of participatory stakeholder workshops also will be necessary to reach operational consensus on these issues.

3.2 Broader Stakeholder Participation in NRM Policy Decision Making

Two tasks are recommended for achieving this sub-result: conducting a participatory process of identifying and removing policy impediments to stakeholder involvement in NRM decisions, and increasing awareness and support for TBNRM among legislators.

TASK 3.2a: Policy impediments to stakeholder participation identified and removed

The scope of work for the macro-level policy review did not include detailed examination of the regulatory framework and policy implementation aspects of participation by communities and

other extra-governmental stakeholders in the overall Great Limpopo Transfrontier initiative. A few examples of the types of regulations that may impede greater participation include the following:

- The level of transparency and openness in tendering processes for outsourcing of concessions, awarding of maintenance contracts, etc. within protected areas or on private game reserves;
- Tenure security instruments and the ability to use them as collateral for raising financial capital to invest in natural resource-based enterprises (applies to all three countries);
- Ownership rights to wildlife, especially in Mozambique where all game are property of the State, as a potential barrier to any sincere investors in game ranches;
- Restrictions on import and export of wildlife between the three countries, potentially limiting the cost-effectiveness of restocking Mozambican protected areas from Zimbabwean sources.

A series of participatory workshops will be used to identify any other policy and/or regulatory issues that inhibit widespread accessibility of communities and other stakeholders to natural resource-based enterprise activities. The workshops will also identify strategies for removing the impediments, including perhaps drafting of alternative regulations that would meet the policy objectives while also fostering sustainable NRM developments.

A total of four person-months of STTA specialists will be allocated to this process of asking those most affected by policy or regulatory impediments to identify the barriers and recommend viable resolution. The process of stakeholder involvement may serve as an example to government agencies, perhaps leading them to use similar methods in other areas of public policy making.

TASK 3.2b: Increased awareness and support for TBNRM initiatives among legislators

This task has also been added since the original Work Plan. The main activity on this will be coordination with the RCSA-supported effort through the SADC Parliamentary Forum to inform relevant legislators (Members of Parliament) on the issues related to TBNRM, and elicit their support for ratification of various SADC Protocols, which lay a sound framework for regional cooperation.

An estimated maximum of 10% of the LTTA time of the COP / Sr. CBNRM Specialist may be required for the coordination efforts necessary to assist the SADC PF activity with RCSA support.

3.3 Establishment of Great Limpopo TFCA Supported

Two tasks are recommended to achieve this sub-result: definition of “final” boundaries of the TFCA, and possibly drafting either a separate Treaty or amending the Transfrontier Park Treaty to establish the TFCA as a formal entity.

TASK 3.3a: Consensus definition of Transfrontier Conservation Area boundaries reached

Many stakeholders representing areas that had hoped to be included in the TFCA have been disappointed to learn that they have been excluded. It is apparent that participation by stakeholders in the process of defining the Conservation Area has been limited. At the request and on behalf of these stakeholders, primarily extra-governmental organizations, the DAI team proposes to actively support a more broadly participatory process of deciding the “final” boundaries of the TFCA. This task will link directly with institutional support to DNAC, MinTur, and other Mozambican government agency stakeholders. Mozambique remains the country most keenly interested in seeing the TFCA realized.

Due to the sensitive nature of negotiations about boundaries, the present consensus among team members is that the LTTA personnel conduct the boundary definition. Therefore, no STTA needs are anticipated. A service contract or other mechanism may be used to support electronic map production once the boundaries have been clearly agreed.

TASK 3.3b: Treaty establishing Transfrontier Conservation Area drafted

Once the boundaries have been defined, either an amendment to the GLTP Treaty, or a new, separate Treaty establishing the TFCA will be necessary. Provided that the Joint Management Board and the three Implementing Agencies concur, the DAI team proposes to undertake the initial drafting of this Treaty or amendment. Modeled on the Treaty establishing the GLTP, the TFCA Treaty will then be submitted to the respective governments for deliberation and action. This is not expected within the time frame of the Supplemental Work plan and is listed here for information purposes only.

Approximately two weeks of STTA allocation within the period October 2002 – September 2003, with actual timing depending on circumstances prevailing during that timeframe.

4. IR 12.3 Organizations and institutions capable of effective regional intervention

The institutional capacity building result also consists of three sub-results. These are: increased sub-regional and national capacity for TBNRM, increased local capacity to provide TBNRM services, and clarified institutional frameworks for TBNRM collaboration.

4.1 Sub-Regional Capacity to Engage in TBNRM Increased

Two tasks contribute to achieving this sub-result. The first is an assessment of each national implementing agency to assess their individual capacity to effectively collaborate. The second task involves facilitating specific capacity building interventions to enhance inter-state level collaboration.

TASK 4.1a: National implementing agency capacity assessed

Originally programmed as a Phase I activity, these institutional capacity assessments were put on hold when it was reported that needs assessments had already been conducted. No reports of these assessments, however, could be provided. This led the DAI team to determine that there remained a need for conducting reviews of the national implementing agencies to determine their effectiveness in meeting their international responsibilities as Great Limpopo Transfrontier initiative partners. Informal or anecdotal assessments are demonstrating both that significant differences exist among the three agencies (DNAC in Mozambique, SAN Parks in South Africa, and DNPWM in Zimbabwe), and that each has its own limitations in terms of capacity to engage effectively in collaborative efforts with counterpart agencies. Internal cooperation within each government also remains below the level required.

Recognizing that the agencies may not always perceive themselves to have shortcomings in their capacity to implement their transboundary collaborative responsibilities, this task is potentially quite sensitive. The DAI team proposes to structure it as an independent, objective review resulting in recommendations to the agency heads and to the Ministerial Committee on ways to enhance inter-state collaboration; e.g., dedicated technical staff assignment may be recommended to ensure timely reporting of progress to senior officials, or recommended budgetary allotments may be presented for increasing staff fluency in English or Portuguese, as appropriate.

An allocation of one and ½ person-months of STTA is proposed to conduct a more structured review of the internal capacity in each key implementing agency and make recommend ways to increase their effectiveness in meeting the roles and responsibilities expected under the GLTP Treaty.

TASK 4.1b: Capacity building interventions facilitated

Following conduct of the institutional assessments described above, specific human resource development or other capacity building interventions may be indicated as necessary for the agencies to more effectively engage in inter-state collaboration and cooperation. Specific training interventions

or other capacity building actions may be undertaken during the next project year (2003) as indicated by the institutional assessments.

4.2 Local Organizational Capacity to Provide TBNRM Services Increased

Two tasks contribute to achieving this sub-result. The first is an assessment of each provincial and/or local government unit (e.g., district) to assess their individual capacity to effectively provide the types of services required for transboundary natural resources management to flourish at the grassroots level (i.e., between and among communities sharing natural resources). The second task is a similar review of the quantity and quality of TBNRM services being provided by extra-governmental organizations such as academic institutions, NGOs, private sector entities, professional associations, and others.

TASK 4.2a: Provincial / local capacity to provide TBNRM services assessed

Somewhat surprisingly, the six provinces that make up the Great Limpopo Transfrontier initiative area have been absent from the discussions. Other than the Rural District Councils (RDCs) in Zimbabwe, municipal or other lower levels of government have also been excluded. This does not appear to be due to a lack of interest on the parts of these local government units. In fact, governors and district or municipal leaders have been dismayed at such exclusion. The DAI team proposes to begin to remedy this situation, recognizing the important role that local governments must play in the ultimate success of transboundary management of shared resources.

One of the critical roles that local governments may be best positioned to undertake is that of providing essential services to communities so that they are better able to contribute to productive and sustainable management of the natural resource base. Examples of these services may include:

- Dissemination of information about the Great Limpopo Transfrontier Park and Conservation Area to constituents,
- Advocacy and public awareness campaigns to generate greater support for the Great Limpopo initiative,
- Cross-visits or field exposure to “best practices” in sustainable management of natural resources,
- Feedback on community needs for policy reform or other experiential data transmittal,
- Community support services such as legal assistance with tenure registration processes, business planning, basic bookkeeping or other financial management services, access to credit financing, joint marketing, conflict resolution, and others

An allocation of one and ½ person-months’ STTA is proposed to conduct a structured review of the internal capacity in each provincial and key local government unit to assess its willingness and ability to provide TBNRM support services or other roles and responsibilities related to the TFCA.

TASK 4.2b: Extra-governmental capacity to provide TBNRM services assessed

To the degree that local governments are unable to provide the support services described above, the role may need to be filled by organizations outside of government. These may include academe, NGOs, private sector entities, professional associations, and others. An assessment of the quantity and quality of support services for TBNRM that these organizations may provide is proposed following that of the local governments. This latter assessment may only occur after the timeframe of this Work Plan Supplement, but is mentioned here to demonstrate that it has not been excluded from the DAI team’s overall planning.

An allocation of one and ½ person-months will be reserved for this extra-governmental assessment during the following project year (2003). Depending on specific needs identified, some capacity building interventions may also be required.

4.3 Institutional Frameworks for TBNRM Collaboration Clarified

Three tasks contribute to achieving this sub-result. The first is strategic planning for the Ministry of Tourism and DNAC in Mozambique. The second is to develop structures and mechanisms for inter- and intra-governmental collaboration. The third task is to develop complementary structures and mechanisms to involve stakeholders from outside the three national governments.

TASK: Strategic planning assistance to DNAC and MiTur provided

As indicated in the Introduction to this Supplemental Work Plan, the government of Mozambique has requested (informally so far) that the GKG TBNRM Initiative assist two relatively new institutions in becoming better able to undertake the responsibilities that have been mandated to them. These institutions are the Ministry of Tourism and its National Directorate for Conservation Areas. Both have been given ambitious agenda but currently lack internal capacity to perform their assigned functions. Specifically, they have not yet had an opportunity to engage in the strategic planning necessary to identify and prioritize institutional, political, budgetary, and human resource needs.

Partially to contribute to the internal strengthening of these two institutions for their national roles, and partially to better prepare them to engage more effectively internationally in the context of the Great Limpopo initiative, the DAI team proposes to provide strategic planning assistance. This will take the form of both a long-range Strategic Plan (e.g., five years) and a short-term Action Plan focused on the possibility that DNAC will become the Lead Coordinating Party by November 2002. Actual assumption of this latter role depends on a Ministerial Committee decision, but is privately thought by many stakeholders to be forthcoming as a recommendation by the Technical Coordinating Committee. Whether this comes to pass may depend in part on the perceived ability of Mozambique to assume this responsibility. Our objective is to help DNAC prepare for that eventuality.

An allocation of one and ½ person-months is proposed to conduct a structured review of internal capacity and work in conjunction with the Ministry and DNAC to prepare both a 5-year Strategic Plan and a 1-year detailed Action Plan related specifically to responsibilities for the TFCA.

TASK 4.3b: Structures and mechanisms for inter- and intra-governmental collaboration developed

One of the key barriers to inter-state collaboration so far in the Great Limpopo initiative has been the very limited participation by personnel and officials from agencies other than the three key implementing agencies. Only in South Africa has there been close coordination by SAN Parks and DEAT officials, often due to the direct involvement of the GLTP Coordinator. With his very recent and very sudden resignation, that coordination may lapse as well. There is urgent need for systematic structures and mechanisms to facilitate cooperation, coordination, and collaboration within each of the three governments, as well as between the three at a staff technical level. This latter interaction will become especially crucial when the Technical Coordinating Committee passes overall responsibility to the Joint Management Board – upon signing of the GLTP Treaty.

Although each country is supposed to have a National Coordinating Committee, in practice these have been composed of one or two key individuals per country. Institutional memory is not being developed in sufficient depth and breadth to ensure continuation of collaboration beyond the tenure of these individuals. In some cases, entire institutions that have a legitimate stake in the Great Limpopo Transfrontier Park and Conservation Area (e.g., the South African Department of Water Affairs and Forestry) have been uninvolved or excluded.

The DAI team proposes to work in close coordination with the key implementing agencies to identify the proper roles and responsibilities of other national, provincial, and local government departments, then design appropriate forums to ensure that each institution is aware of and prepared to fulfill its particular role.

An allocation of one person-month will be required to conduct intra-governmental assessment in each country and recommend to the Technical Coordinating Committee and/or Joint Management

Board appropriate structures and mechanisms for effectively facilitating inter-departmental as well as inter-governmental coordination, cooperation, and collaboration. Some workshops may also be necessary to raise awareness among key personnel in departments that have not yet been involved.

TASK 4.3c: Structures and mechanisms for extra-governmental collaboration developed

A situation even more regrettable than that described above has been the extremely limited participation in the Great Limpopo initiative by stakeholders from outside the government agencies. Other than sincere but insufficient efforts to elicit input from community representatives, there have been almost no outreach activities to involve academe, NGOs, private sector groups, professional societies or other stakeholders who could contribute substantively to successful operation of the Great Limpopo Transfrontier Park and Conservation Area. For example, the tourism industry is widely seen by both government proponents and the industry itself as having a key role in realization of economic development objectives from the transfrontier initiative. Almost no members of this vital sector, however, have been involved at any stage of the establishment effort. Their only source of information about the Great Limpopo Transfrontier Park is news reports.

The DAI team proposes to work in close coordination with the Joint Management Board and implementing agencies to identify the proper roles and responsibilities of extra-governmental stakeholders, then develop appropriate mechanisms to ensure that their contributions and concerns are included in the governmental deliberations. A special focus will be geared toward integrating formal input from the Communities Committee to the Joint Management Board, absent official representation by community leaders on the JMB itself.

An allocation of one and ½ person-months of STTA is recommended to conduct an extra-governmental assessment in each country and recommend to the Joint Management Board appropriate structures and mechanisms for effectively facilitating awareness of potential contributions as well as concerns from these stakeholder groups. Workshops will also be necessary to raise awareness among key stakeholder interests about the Transfrontier initiative and their potential involvement in it.

5. IR 12.4 Ecological monitoring systems for natural resource management decision-making improved

The ecological monitoring systems result also consists of three sub-results. These are: improved Lead Agency monitoring systems, development of an overall JMB monitoring system, and development of a voluntary private sector / community system monitoring ecological, social, and financial indicators.

5.1 Lead Implementing Agency Monitoring Systems Improved

Two tasks contribute to achieving this sub-result. The first is an assessment of each national implementing agency to assess their current monitoring systems. The second task is to facilitate specific interventions to enhance the use of ecological monitoring data in NRM decision-making.

TASK 5.1a: National implementing agency monitoring systems assessed

Already begun informally as a Phase I activity, the monitoring systems assessments have been regarded as somewhat premature given current institutional clarity on the roles and functions of each agency in the GLTP and Transfrontier Conservation Area. On the recommendation of the monitoring specialist, after consultation with the implementing agencies themselves, the DAI team has postponed formal analyses and reporting on the present systems until the institutional frameworks are clarified (see Task 4.3b above). At an appropriate time during Phase II, the formal assessments will be conducted and recommendations provided to each Lead Agency on how it may increase the use of data from its ecological, social and economic monitoring efforts to contribute toward improved resource management as well as inter-state collaboration.

Approximately 50% of the LTТА Ecological Monitoring Specialist’s time will be devoted to these assessments over a three-month period to begin after proper institutional frameworks are clear.

TASK 5.1b: Appropriate interventions to improve implementing agency systems facilitated

This task may not occur until after the timeframe of this Work Plan. At an appropriate time, specific interventions that may improve the national agency monitoring systems will be facilitated, using qualified organizations to conduct the interventions.

Approximately 35% of the LTТА Ecological Monitoring Specialist’s time will be devoted to these interventions at an appropriate time to be determined by the assessments and other events.

5.2 Joint Management Board Monitoring System Developed

Two tasks contribute to achieving this sub-result. The first is identification of appropriate indicators for a JMB monitoring system. The second task is to design and begin operation of a system for the JMB to use in GLTP operational decision-making.

TASK 5.2a: Appropriate JMB monitoring indicators identified

At an appropriate time after they assume responsibility for the operational oversight of the Great Limpopo Transfrontier Park (and perhaps Transfrontier Conservation Area?), it is anticipated that the Joint Management Board will recognize the need for systematically gathering, analyzing, and reporting on data parameters of interest for their role as JMB. The DAI team proposes to stand ready to respond positively to any requests from the JMB or Lead Implementing Agencies for assistance in developing a set of indicators that they may use for this purpose. A broadly participatory process is envisaged that would utilize to the greatest extent possible ongoing data gathering by various governmental or other stakeholders.

Approximately 25% of the LTТА Ecological Monitoring Specialist’s time will be devoted to this indicators definition process at an appropriate time to be determined by the JMB and other events.

TASK 5.2b: Joint Management Board monitoring system designed and tested

This task may not occur until after the timeframe of this Work Plan. At an appropriate time after the definition of indicators, a draft JMB monitoring system will be designed and recommended to the Board. Once approved, initial operation will be tested and necessary revisions made.

Approximately 25% of the LTТА Ecological Monitoring Specialist’s time will be devoted to the design and testing of a JMB monitoring system at an appropriate time in either 2002 or 2003. An allocation of up to three person-months of STТА will be reserved for the eventuality that the JMB requests an online database using geo-referenced information gathering and reporting tools.

5.3 Voluntary TFCA Monitoring System Developed

Several tasks are expected to contribute to achieving this sub-result. These include (1) analysis of current grading systems, (2) community and other stakeholder identification of appropriate indicators of environmental health, social equity, and financial viability, and (3) the design and possible testing of a “green seal” branding/certification or other type of market-based incentive system to distinguish tourism or other natural resource-based enterprises that meet high standards of conduct and operation. Because this is not probable within the timeframe of this Work plan, only a preliminary task description is provided here.

TASK 5.3a: Voluntary TFCA monitoring system developed

This task is not likely to occur until after the timeframe of this Work Plan. Preliminary coordination with RETOSA, SATOUR, DEAT, and the DfID NRI project has been ongoing, related to development of tourism industry grading standards, the Responsible Tourism guidelines, and other efforts. It is considered premature, however, to begin development of a voluntary “branding” or “certification” system for community and/or industry use until these stakeholders have seen a clear role for themselves within the Great Limpopo Transfrontier initiative. DAI believes that voluntary monitoring may gain support once the formal TFCA boundaries are established and institutional structures are in place for extra-governmental stakeholder input.

Approximately 25% of the LTTA Ecological Monitoring Specialist’s time and approximately 15% of the COP / Sr. CBNRM Specialist’s time will be devoted to the development and testing of a voluntary TFCA monitoring system that uses environmental, social and financial criteria to provide market incentives to reward operations that hold themselves to a high set of agreed standards verified by third-party audit. This may occur at an appropriate time in 2003. An allocation of up to three person-months of STTA will be reserved for the eventuality that additional assistance will be needed.

6. Project Management

The internal operations of the Activity will require a relatively small allocation of resources. These tasks were inadvertently not included in the original Work Plan. The entire Work Plan period (April 2001 – September 2002) is covered below to correct this omission.

Three tasks during the timeframe of the Work Plan are expected to require input from DAI or other personnel who are not full-time devoted to the GKG TBNRM Initiative activity. In addition, two tasks prior to contract closeout are also expected to require supplemental STTA from DAI staff. These are also listed below for informational purposes.

TASK 6.1: Computer network installation, set-up, and maintenance

The installation of a Local Area Network was completed in August 2001, utilizing 14 days of an allocation of one person-month in the approved budget. The remaining 8 days are being reserved for any major disruptions in service or other repair or expansion necessary throughout the remainder of the Activity.

TASK 6.2: TAMIS installation, customization, and maintenance

The installation of a Technical & Administrative Management Information System (TAMIS) was completed in August/September 2001, utilizing 12 days of an allocation of 31 person-days in the approved budget. An additional 9 days are programmed for March 2002 to install the Grants Management module and to conduct further training, specifically at RCSA. The remaining 10 days are being reserved for any additional customization, training, maintenance, repair, or expansion necessary throughout the remainder of the Activity.

TASK 6.3: Performance Monitoring Plan development

The drafting and submission for RCSA approval of a GKG TBNRM Initiative performance monitoring plan is scheduled for late January 2002. Approximately 6 days of STTA input are needed to complete this plan, including identification of indicators, data sources, frequency of data collection, and reporting. To conserve travel costs, the same individual drafting the RFP for the community enterprise development grants is proposed to also draft the PMP in back-to-back assignments.

TASK 6.4: Senior Management oversight and field visitation

As a major partner of the USAID and its field Missions, DAI provides senior technical and managerial supervision of field activities undertaken with USG funding support. Often the sharing of experiences is an important component of the learning process resulting in more effective field project implementation.

Typically, DAI holds an Annual Staff Conference in April, attended by Chiefs of Party or other senior field management personnel. In April 2002, the field team of the GKG TBNRM Initiative expects to be overwhelmed with responsibilities related to the formal proclamation of the Great Limpopo Transfrontier Park. This proclamation by the three Heads of State of Mozambique, South Africa, and Zimbabwe will attract significant international media attention and likely be well-attended by Ambassadors, Mission directors and other senior Agency or Government personnel. Therefore, it is unlikely that the COP of the DAI team for GKG TBNRM will be able to attend the Annual Staff Conference to confer with senior corporate management and share experiences with fellow COPs from around the world.

Instead, DAI proposes that the Vice President of the DAI Environment and Natural Resources operating group conduct a field visitation to the project in March 2002, to learn more about the successes and challenges being faced, and provide guidance for improvement as necessary. Approximately 6 days of STTA are proposed for this senior management visitation, to confer with staff, clients (RCSA SO Team and Mission leadership), and governments with which the field team interact.

TASK 6.5 Internal financial audit

One of a contractor's most important responsibilities is the maintenance of a DCAA-verifiable audit trail of all funds expended. Most major Federal contractors, such as DAI, have internal financial control measures to assure compliance with DCAA standards. Part of that compliance is to have independent internal auditing by Home Office of field projects. At the request of the COP, and with approval by RCSA, DAI proposes to conduct an internal audit of the GKG TBNRM Initiative at an appropriate time in 2003. Approximately 6 days of STTA effort are being reserved for this field audit.

TASK 6.6 Final analysis and report

Prior to the closeout of the GKG TBNRM Initiative, DAI will be required to submit for RCSA approval and acceptance a Final Report of the activity. In order that the analysis of accomplishments, problems encountered, overall impact, and other aspects of the implementation team's performance be made through a more objective assessment, DAI proposes (at the request of the COP) to have the final report analysis be conducted by a senior natural resources management specialist at an appropriate time in 2003. Approximately 8 days of STTA effort are being reserved for this analysis and drafting of a final report.

TABLE 1: Supplemental Detailed Tasks for Phase II (October 2001-September 2002)

| <i>Performance Indicator</i> | <i>Activity</i> | <i>Phase II Tasks</i> | <i>Resource Allocations</i> | <i>Approximate Time Frame</i> |
|---|--|--|---|---|
| Intermediate Result: Viable practices for sustainable management of shared natural resources adopted (IR 12.1) | | | | |
| Increased inter-state collaboration in shared resource management | Facilitate inter-state collaboration in protected areas management | GLTP Joint Management Plan (JMP) development: a. Circulate draft JMP for comment to stakeholders; b. Incorporate comments, revise plan for ITCC / Tri-Ministerial Committee approval; c. Design, layout, printing, and binding of final approved Plan | <ul style="list-style-type: none"> • 0.75 FTE of LTTA Wildlife Management / Parks Specialist • 15 person-days STTA for Technical Writing / Ecosystem Description (S. Joubert) • 5 person-days STTA for Tech. Editing / Writing (K. Zunckel) • Design/layout, printing/ binding of Final JMP | <p>October-February</p> <p>November-December</p> <p>December</p> <p>February-March</p> |
| | | GLTP Joint Tourism Plan development: a. Coordinate with KPMG study team on preliminary results b. Integrate results into JMP | <ul style="list-style-type: none"> • 0.10 FTE of LTTA Wildlife Management / Parks Specialist | October-January |
| | Facilitate inter-state collaboration in community economic development | Support of Tri-Nation Joint Community Committee: a. Coordinate with national community committees on specific assistance needs; b. Coordinate with Ford Foundation and GTZ on assistance being provided / gaps yet to be filled; c. Support tri-nation community consultation / workshops | <ul style="list-style-type: none"> • 0.10 FTE of Sr. CBNRM Specialist / COP • 2 person-months STTA for strengthening national process in Mozambique and Zimbabwe • ~3 person-months STTA for addressing specific technical needs to be identified • Workshops (approx. 5) | <p>October-September</p> <p>1st quarter 2002</p> <p>2nd – 3rd quarters 2002</p> <p>1st – 3rd quarters 2002</p> |

| <i>Performance Indicator</i> | <i>Activity</i> | <i>Phase II Tasks</i> | <i>Resource Allocations</i> | <i>Approximate Time Frame</i> |
|--|--|--|--|--|
| | | <p>GLTFCA Master Plan development:</p> <ol style="list-style-type: none"> Coordinate with CSIR study team on land-use zoning of TFCA Detailed land-use planning of TFCA Broad-scale economic development planning throughout TFCA | <ul style="list-style-type: none"> 0.10 FTE of LTTA Wildlife Management / Parks Specialist 2 person-months STTA for land-use planning throughout TFCA 2 person-months STTA for economic development planning | <p>October-January</p> <p>2nd-3rd quarters 2002</p> <p>2nd-3rd quarters 2002</p> |
| Natural resource-based economic activities supported | Foster community participation in natural-resource based enterprises | <p>Document baseline community economic activities:</p> <ol style="list-style-type: none"> Conduct community socio-economic profile survey; Identify potential NR-based joint venture opportunities between communities and private sector; Recommend strategy for joint venture development | <ul style="list-style-type: none"> 10 person-days STTA Survey Director / Micro-enterprise 35 person-days STTA Survey Manager / Socio-economics 13 person-days STTA Health Sector Specialist 15 person-days STTA Ag. & NRM Sector Specialist 18 person-days STTA Data Analyst / Researcher | <p>December-March</p> <p>December-March</p> <p>December-March</p> <p>December-March</p> <p>December-March</p> |
| | | <p>Identify and analyze private investment opportunities / options:</p> <ol style="list-style-type: none"> Identify private sector options for community joint ventures; Analyze potential NR-based joint venture opportunities between communities and private sector; Conduct feasibility studies of specific opportunities | <ul style="list-style-type: none"> 12 person-days STTA Int'l Trade in NRBI 2 person-months STTA to assist Mahel economic & tech. analysis 1.5 person-months STTA to analyze technical and financial feasibility of other possible options | <p>2nd quarter 2002</p> <p>1st quarter 2002</p> <p>1st - 2nd quarters 2002</p> |

| Performance Indicator | Activity | Phase II Tasks | Resource Allocations | Approximate Time Frame |
|--------------------------------------|---|--|--|---|
| | | <p>Initiate field testing of models for joint ventures between communities and private sector:</p> <ol style="list-style-type: none"> a. Develop small grants program manual and RFP for approval; b. Release RFP and assess NGO responses against agreed criteria c. Award 3-7 small grants for field testing of joint venture models (community owned, joint venture equity sharing, full partnership) | <ul style="list-style-type: none"> • 8 person-days STTA to develop grants manual and RFP • 3-7 small grants of \$25,000 to \$95,000 each, with at least one grant each in Mozambique, South Africa, and Zimbabwe to field test various community-private sector joint venture arrangements | <p>1st quarter 2002</p> <p>2nd quarter 2002 ongoing to 2nd quarter 2003</p> |
| Natural resource management planning | Support NRM planning in protected areas | <p>Develop management plan for Banhine National Park:</p> <ol style="list-style-type: none"> a. Collate maps, satellite imagery, other secondary data b. Conduct over-flights for wildlife census and infrastructure mapping c. Conduct vegetation mapping transects through Park d. Conduct participatory planning workshops (estimated 3 needed) e. Write draft plan, revise, submit final for approval by DNAC | <ul style="list-style-type: none"> • 0.50 FTE of LTTA Wildlife Management / Parks Specialist • 1 person-months STTA for conducting vegetation transects and vegetation mapping • ½ person-months STTA for electronic cartography of BNP and surrounding interstitial areas • 1 person-month STTA for data compilation and verification • Over flights of Banhine • Workshops (approx. 3) | <p>2nd – 3rd quarters 2002</p> <p>2nd quarter 2002</p> <p>2nd – 3rd quarters 2002</p> |

| Performance Indicator | Activity | Phase II Tasks | Resource Allocations | Approximate Time Frame |
|-----------------------|----------|---|---|---|
| | | <p>Develop management plan for Zinave National Park:</p> <ol style="list-style-type: none"> a. Collate maps, satellite imagery, other secondary data b. Conduct over-flights for wildlife census and infrastructure mapping c. Conduct vegetation mapping transects through Park d. Conduct participatory planning workshops (estimated 3 needed) e. Write draft plan, revise, submit final for approval by DNAC | <ul style="list-style-type: none"> • 0.50 FTE of LTTA Wildlife Management / Parks Specialist • 1 person-months STTA for conducting vegetation transects and vegetation mapping • ½ person-months STTA for electronic cartography of ZNP and surrounding interstitial areas • 1 person-month STTA for data compilation and verification • Over flights of Zinave • Workshops (approx. 3) | <p>2nd – 3rd quarters 2002</p> <p>2nd quarter 2002</p> <p>2nd – 3rd quarters 2002</p> |
| | | <p>Support negotiations and planning for Sengwe Corridor in Zimbabwe:</p> <ol style="list-style-type: none"> a. Coordinate with CESVI and other stakeholders in SE lowveld to finalize Corridor process; b. Initiate process of land-use plan development to incorporate Corridor into GLTP; c. Conduct community consultation / workshops in Zimbabwe | <ul style="list-style-type: none"> • 0.25 FTE of LTTA Wildlife Management / Parks Specialist • 0.10 FTE of LTTA Sr. CBNRM Specialist / COP • 2 person-months STTA to verify negotiation process and conduct land use planning; • Workshops (approx. 3) | <p>2nd – 3rd quarters 2002</p> <p>2nd – 3rd quarters 2002</p> <p>2nd quarter 2002</p> <p>2nd – 3rd quarters 2002</p> |

| <i>Performance Indicator</i> | <i>Activity</i> | <i>Phase II Tasks</i> | <i>Resource Allocations</i> | <i>Approximate Time Frame</i> |
|--|--|---|---|--|
| | Support NRM planning in TFCA interstitial areas | Support detailed plan development of selected TFCA interstitial components: <ol style="list-style-type: none"> Kruger to Canyons Biosphere Reserve business plan (South Africa); Mapulanguene Ecotourism Area master land-use plan (Mozambique) Chicualacuala district master land-use plan (Mozambique) | <ul style="list-style-type: none"> 0.25 FTE of LTTA Wildlife Management / Parks Specialist 0.15 FTE of LTTA Ecol. Systems Monitoring Specialist 2 person-months STTA for K2C business plan 3 person-months STTA for Mapulanguene land-use plan 2 person-months STTA for Chicualacuala land-use plan Workshops (approx. 7) | 2 nd – 3 rd quarters 2002 2 nd – 3 rd quarters 2002 |
| Intermediate Result: Policies / protocols / agreements enacted to support TBNRM (IR 12.2) | | | | |
| Improved policy environment for management of shared resources | Improved sub-regional and national policy environment for TBNRM | Identify / remove policy impediments to collaboration: <ol style="list-style-type: none"> Conduct review of SADC protocols, national laws / policies; Initiate process of harmonizing operational policies (e.g., fences, wildlife disease mgmt, poaching) Facilitate consensus agreement on harmonized operational policy | <ul style="list-style-type: none"> 31 person-days STTA Sr. NRM Policy Analyst (Buzzard) ~5 person-months STTA for operational policy harmony Policy harmonization workshops (approx. 5) | October-November 2002 1 st – 3 rd quarters 2002 1 st – 3 rd quarters 2002 |
| Broader stakeholder participation in NRM policy decisions | Stakeholder participate in identifying NRM policy impediments and recommend resolution | Identify / remove policy impediments to stakeholder participation: <ol style="list-style-type: none"> Conduct participatory workshops on policy impediment to TBNRM; Initiate process of removing impediments (e.g. tenure, orgn. structures, contracting issues) | <ul style="list-style-type: none"> ~2 person-months STTA to identify policy impediments to community and/or private sector participation in decisions ~2 person-months STTA to remove impediments Policy workshops (approx. 5) | 1 st -3 rd qtr 2002 1 st -3 rd qtr 2002 1 st -3 rd qtr 2002 |

| <i>Performance Indicator</i> | <i>Activity</i> | <i>Phase II Tasks</i> | <i>Resource Allocations</i> | <i>Approximate Time Frame</i> |
|---|---|---|--|---|
| | | Increase awareness and support for TBNRM among legislators: a. Coordinate with SADC Parliamentary Forum activity | <ul style="list-style-type: none"> 0.10 FTE of LTTA COP / Sr. CBNRM Specialist | 1 st -3 rd qtr 2002 |
| TFCA Establishment Supported | Support establishment of TFCA (boundaries and Treaty) | Coordinate with Parties to define boundaries and draft TFCA Treaty a. Conduct participatory workshops on boundaries of TFCA in each country; b. Initiate process of drafting Treaty (new or amendment) formally establishing TFCA | <ul style="list-style-type: none"> 0.15 FTE of LTTA COP / Sr. CBNRM Specialist 0.25 FTE of LTTA Wildlife & Tourism Specialist (SA/Zim) 0.25 FTE of LTTA Ecological Monitoring Specialist (Moz.) ~1/2 person-month STTA to draft Treaty (or amendment to GLTP) Workshops (approx. 5) | 2 nd – 4 th quarters 2002 2 nd – 4 th quarters 2002 2 nd – 4 th quarters 2002 4 th quarter 2002 1 st – 4 th quarters '02 |
| Intermediate Result: Organizations / institutions capable of effective regional intervention (IR 12.3) | | | | |
| Stronger regional institutions promoting sustainable NRM | Increase sub-regional capacity to engage in effective TBNRM | Conduct institutional needs review to identify appropriate support: a. Assess lead implementing agency needs in each country; b. Identify appropriate interventions to build lead agency capacity; c. Facilitate provision of identified interventions by qualified orgns. | <ul style="list-style-type: none"> ~1.5 person-months STTA to assess agencies, identify key interventions, and qualified service providers Training or other interventions (approx. 5) | March-April 2002 2 nd – 3 rd quarters 2002 |

| <i>Performance Indicator</i> | <i>Activity</i> | <i>Phase II Tasks</i> | <i>Resource Allocations</i> | <i>Approximate Time Frame</i> |
|--|---|--|--|--|
| | Local organizations capable of providing TBNRM services | Assess local level needs and capabilities of service providers: <ol style="list-style-type: none"> a. Assess local needs for TBNRM services (e.g. training, business planning, marketing, etc.) b. Conduct inventory of extra-governmental and governmental providers of TBNRM services; c. Facilitate meeting needs by qualified service providers | <ul style="list-style-type: none"> • ~3 person-months STTA to identify local needs, service providers, and funding sources • TNA workshops (approx. 3) | 2 nd - 3 rd quarters 2002 2 nd – 3 rd quarters 2002 |
| | Clarify institutional frameworks for TB collaboration | Assess local level needs and capabilities of service providers: <ol style="list-style-type: none"> a. Propose recommended orgn structure for JMB / lead agencies b. Assist process of strategic planning for DNAC / MinTour; c. Identify structures / mechanisms for other stakeholder involvement | <ul style="list-style-type: none"> • 1 person-months STTA to formulate lead agency / JMB structures for collaboration • 1.5 person-months STTA to develop DNAC strategic plan • 1.5 p-m STTA on stakeholders • Inst. workshops (approx. 5) | 2 nd - 3 rd quarters 2002 1 st quarter 2002 2 nd quarter 2002 1 st -3 rd qtr 2002 |
| Intermediate Result: Ecological monitoring systems for NRM decision making improved (IR 12.4) | | | | |
| Greater use of ecological monitoring systems for NRM decision making | Improved ecological monitoring systems within Lead Agencies | Review existing monitoring systems in Lead Implementing Agencies: <ol style="list-style-type: none"> a. Assess lead implementing agency systems in each country; b. Identify appropriate interventions to build lead agency capacity; c. Facilitate provision of identified interventions by qualified orgns. | <ul style="list-style-type: none"> • 0.50 FTE of LTTA Ecological Monitoring Specialist | Ongoing from 4 th quarter 2001 to 3 rd quarter 2002 |

| <i>Performance Indicator</i> | <i>Activity</i> | <i>Phase II Tasks</i> | <i>Resource Allocations</i> | <i>Approximate Time Frame</i> |
|--|---|---|--|---|
| | Monitoring system developed for Joint Management Board | Initiate process of identifying those indicators of interest to JMB and appropriate structures for gathering, analyzing, and reporting regularly | <ul style="list-style-type: none"> 0.35 FTE of LTТА Ecological Monitoring Specialist | Ongoing from 4 th quarter 2001 to 3 rd quarter 2002 |
| | Voluntary private sector / community monitoring system on ecological, social, economic parameters | Coordinate with RETOSA, SA DEAT, tourism industry, and other grading and standards institutions to identify appropriate models to join and/or adapt for use throughout TBNRMA | <ul style="list-style-type: none"> 0.15 FTE of LTТА Ecological Monitoring Specialist 0.25 FTE of LTТА Sr. CBNRM Specialist / COP | Ongoing from 4 th quarter 2001 to 3 rd quarter 2002 |
| Project Management (DAI contractor) | | | | |
| N/A | N/A | Local Area Network (LAN) installation, set-up, and maintenance | <ul style="list-style-type: none"> 14 days STТА of M. Suarez 8 days STТА for repair if needed | July August 2001 Tbd |
| N/A | N/A | TAMIS installation, customization, and maintenance | <ul style="list-style-type: none"> 12 days STТА of S. Exo 9 days STТА for Grants module, training at RCSA 10 days STТА reserved for needs | August-Sept. 2001 March 2002 tbd |
| N/A | N/A | Performance Monitoring Plan developed | <ul style="list-style-type: none"> 6 days STТА (M. Godfrey proposed) | January 2002 |
| N/A | N/A | Senior Management oversight | <ul style="list-style-type: none"> 6 days STТА (E. Stains, VP ENR) | March 2002 |
| N/A | N/A | Internal financial audit | <ul style="list-style-type: none"> 6 days STТА | 2 nd quarter 2003 |
| N/A | N/A | Final Report analysis and draft | <ul style="list-style-type: none"> 8 days STТА | 3 rd quarter 2003 |