

Integrated Community Based Natural Resource Management (CBNRM) for Economic Impact, Local Governance and Environmental Sustainability

**Living in a Finite Environment Plus (LIFE Plus)
USAID/Namibia Strategic Objective 7**

Project No. 690-A-00-04-00261-00

End of Project Report The Period:

September 1, 2004 – June 30, 2008

Submitted by:

**World Wildlife Fund, Inc.
Namibia Nature Foundation
International Resources Group
Cooperative League of United States of America**

To:

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ACKNOWLEDGEMENTS

The USAID-funded LIFE Project, through the past 15 years, has assisted the Namibia National Community Based Natural Resources Management (CBNRM) Program to earn the reputation of being one of the leading community conservation programs in the world. The LIFE Project played a strong, but not exclusive, contributing role to this process. Thus, it is important at the outset of this report to acknowledge the major CBNRM contributions of other donor supported projects such as the WWF-UK IRDNC CBNRM Kunene/Caprivi Projects and the World Bank funded ICEMA Project, amongst others. The successful state of Namibia's CBNRM Program could not have been achieved without the collaborative teamwork, planning, and co-funding provided by all CBNRM projects working together. Thus, the development of the National CBNRM Program has been a team effort by many donors and support projects.

Additional credit for the success of Namibia's CBNRM Program must be shared with numerous entities and individuals. Credit is especially due to the Namibian partners who had the vision to foresee the potential of CBNRM in Namibia and the commitment to carry out the hard work that has made the vision become a reality. In this regard, the Ministry of Environment and Tourism must be credited with the creation and enactment of the CBNRM policy/legal framework that has placed Namibia at the forefront of CBNRM in the world. Development and implementation of the CBNRM Program in the field would not have been possible without the support and service provision of the NACSO, its Secretariat, and its members, including: the Integrated Rural Development and Nature Conservation (IRDNC), the Namibia Development Trust (NDT), Namibia Nature Foundation (NNF), Rural Institute for Social Empowerment (RISE), Namibia Community-Based Tourism Association (NACOBTA), Legal Assistance Centre (LAC), Nyae Nyae Development Foundation of Namibia (NNDFN), University of Namibia's Multidisciplinary Disciplinary Research Centre (MRC), Rosing Foundation (RF), and Centre for Research Information Africa Action (CRIAA).

Particular mention must be made of the community members themselves, most of who had little historical opportunity to participate in Namibia's economic development. The conservancy legislation has markedly altered Namibia's development context, providing unique incentives for communities to pursue internally-driven environmental development options. Namibia's rural communities have responded in mass, with 52 communities successfully registering their conservancies, while 20 or more communities are still in the formative process of creating conservancies. One should not discount the complex and time-consuming steps the formation of a conservancy entails, and the impressive dedication community members have made to successfully register and run their conservancies.

There are numerous individuals that warrant mention because of their extensive contributions to Namibia's CBNRM movement. Such individuals include: Patricia Skyer, who has gone far beyond the calls of normal duty, serving first as a WWF staff member, then as the NACSO Secretariat for five years, and thereafter, as the USAID CTO to the LIFE Plus Project; Ronnie Dempers, who was an exceptionally good Chairperson for NACSO, and who continues to give CBNRM the NDT's full support; Dr. Chris Brown, who initially spearheaded the passage of the conservancy legislation while working in the MET, and thereafter, has been one of the strongest NACSO supporters as the NNF Director; Maxi Louis, who initially became one of Namibia's best known CBNRM and Community Tourism advocates, as the Director of NACOBTA, but has since become the Secretariat for NACSO; Garth Owen-Smith and Dr. Margaret Jacobsohn (Co-Directors of the IRDNC), whose organization provides dedicated support and assistance to more than 45 of Namibia's registered and emerging conservancies; Brian Jones, who not only was the MET architect behind the CBNRM policy and legislation, but the USAID Project Chief Technical Officer during the final year of LIFE II; and Dr. Malan Lindeque (former MET Permanent Secretary), who successfully institutionalized CBNRM and the communal conservancy movement into the core MET functions. The above are just a small

number of the dedicated people who have made Namibia's CBNRM Program special, though there are many additional, deserving people who also warrant recognition.

Lastly, mention should be made of USAID/Namibia, who has supported and funded Namibia's CBNRM Program for 15 years, which is unprecedented funding support for a development activity in Namibia. In particular, commendations must be made to the quality of USAID staff who assisted the LIFE Project, including Dr. Carol Culler, Brian Jones, Patricia Skyer, and Shereen Pieterse – all of whom have contributed to the success of the LIFE II Project.

EXECUTIVE SUMMARY

This is the End-of-Project (EOP) Report for the third and final phase of the LIFE Project, further known as LIFE Plus. This phase of the LIFE Project commenced on September 1, 2004 and was originally planned to operate through August, 2009, but was closed early on June 30, 2008 due to changes in U.S. foreign assistance priorities. The LIFE Plus phase built upon the initial two phases of the LIFE Project, which operated from May, 1993 – September, 2004.

A primary thrust of the LIFE Project, through its three phases and 15 year duration, was to assist Namibian stakeholders to develop and implement a national community-based natural resources management (CBNRM) program. Key CBNRM stakeholders included the Ministry of Environment and Tourism, local CBNRM support NGOs, the Namibia Association of CBNRM Service Organizations (NACSO), University of Namibia, private sector, and most importantly, the communal area conservancies and their residents.

This LIFE Plus EOP Report is broken into three sections and a series of appendixes that provide detailed information. Part One provides the LIFE Plus overview, its implementation strategy, and describes key inputs into the operation of LIFE Plus and the overall LIFE Project. Part Two highlights Project impacts, captures lessons learned, and offers recommendations for future CBNRM activities. Part Three illustrates LIFE Plus Project progress against project indicators and targets, and discusses areas of exceptional performance and provides explanations why some targets were not fully met. The four Appendixes provide details on grants awarded, consultancies undertaken, training/networking/planning activities supported, and the project performance monitoring matrixes.

Following are brief summaries of the above-described sections:

LIFE PLUS PROJECT INPUTS AND ACTIVITIES:

LIFE Plus was implemented under Cooperative Agreement No. 690-A-00-04-00261-00 between USAID/Namibia and WWF. The LIFE Plus support team was composed of a range of expatriate advisors and Namibian staff, which jointly supported project implementation activities with 259.3 person months of Expatriate support and 409.3 person months of Namibian staff support. The support team was supplemented by 38 consultancies, which incorporated an additional 64.9 person months of technical support effort.

The LIFE Plus Project was funded in the amount of US\$12,649,262 with the United States Agency for International Development (USAID) providing US\$7,830,000 and the World Wildlife Fund (WWF) and partners providing a match contribution of US\$4,819,262.

A total of 10 CBNRM grants were provided to eight CBNRM services organizations, while 19 conservancies received seed grants and 11 conservancies and one community forest received development grants. Grant funds allocated amounted to US\$1,312,017, or the equivalent of 17% of the USAID portion of the LIFE Plus CA budget.

IMPROVED CBNRM SUPPORT CAPACITY

The grants to CBNRM service organizations were complemented by extensive training, networking and planning efforts. LIFE Plus partners organized and/or participated in 302

training events from Project start-up to closure, through which 6,949 participants received 26,598 person days of training. In addition, LIFE Plus partners organized or participated in a total of 144 exchange and networking events, through which 5,271 participants took part in 13,067 days of networking activities. Lastly, the LIFE Project and its partners funded and/or organized 232 planning events in which 5,903 people participated in 12,500 days of planning over the duration of LIFE Plus. The combined number of participants in the above training, networking, and planning activities were composed of 68% community members, 14% NGO, and 13% MET staff. Women composed 36% of all participants. These activities were funded by a number of participating donors, but coordinated through the NACSO support structure.

IMPROVED NATIONAL CBNRM FRAMEWORK

The emergence of NACSO during the LIFE Project represents a significant impact. This 14-member organization now effectively represents the NGO service providers of the National CBNRM Program. Further, NACSO's quarterly update and planning meetings have proven valuable towards the acquisition of coordinated national level and thematic planning and implementation approaches.

The establishment of a CBNRM diploma and B Tech degree at the Polytechnic of Namibia was also a major accomplishment. The incorporation of formal CBNRM degrees in Namibia's tertiary education institutes demonstrates the degree to which CBNRM has been accepted in Namibia and truly institutionalizes CBNRM as a development approach.

In addition to the above, LIFE Plus assisted the Namibia CBNRM Program to create stronger relationships with other key ministries (i.e., Ministry of Lands and Resettlement; Ministry of Agriculture, Water and Forestry; Ministry of Fisheries and Marine Resources; and the National Planning Commission) through support and engagement of these sister ministries on a range of cross-cutting coordination, planning, and training support.

CONSERVANCY PROGRAM IMPACTS

By the closure of LIFE Plus, a total of 52 conservancies, covering 12,231,800 hectares, had been formally recognized and gazetted by the Government of Namibia, representing approximately 14.7% of the Namibia surface area. These conservancies are occupied by more than 223,000 people, while thousands more people are engaged in the formation of an additional 20 plus conservancies. Thus, it is conceivable that 1 out of every 7 Namibians will soon be resident to a communal area conservancy.

The high number of people participating in the conservancy movement reflects a massive shift in the attitudes of communal area residents towards wildlife. In the early 1990s there was widespread hostility and animosity towards wildlife, as wildlife was a state-owned asset from which local people received no benefits. In contrast, the strong embracement of the conservancy movement demonstrates a willingness and demand to incorporate wildlife into rural societies, as wildlife are now viewed as an asset to livelihoods.

IMPACTS ON THE NATURAL RESOURCE BASE

The formation of conservancies and attendant attitudinal change of conservancy members has significantly altered the land-use landscape of Namibia. Notably, 30 of the 50 registered conservancies occur immediately adjacent to or in corridors between national parks or game reserves. This provides an additive 59% of landmass (67,253 km²) of compatible land-use to Namibia's existing protected area network of (114,080 km²). This is particularly significant to the biodiversity health of Namibia's park system, where low and sporadic rainfall frequently requires extensive seasonal movements between parks and adjacent communal lands.

Conservancies have also been adept at the development of local land-use plans that rationalize traditional subsistence land-uses (i.e., dryland cropping, livestock grazing, and settlement areas) with new opportunities offered by wildlife and tourism. Consequently, many conservancies have now set aside large, dedicated core wildlife areas where consumptive and/or non-consumptive uses of wildlife are the main land-use.

As a result of changed attitudes, reduced poaching, and innovative land-use planning processes, wildlife numbers in conservancies have demonstrated remarkable recoveries. Such recoveries are widespread, with increasing documentation and evidence of change. Northwest Namibia now boasts the largest free-roaming population of black rhino in the world, while its famous desert elephant population continues to expand its range. Nyae Nyae Conservancy, which has benefited from extensive game translocations and the development of wildlife waterpoints, has increased its game populations by more than six-fold since 1995. Extensive wildlife recoveries have been documented in Caprivi parks and conservancies, where seasonal migrations of game between Botswana and Namibia recommenced in 1998 for the first time since the early 1970s. Lastly, game numbers increased significantly in the northcentral conservancy of Uukwaluudhi, assisting residents of other northcentral conservancies to understand the value of wildlife and tourism.

CBNRM BENEFITS TO LOCAL COMMUNITIES

The recovering wildlife populations were precipitated by the passage of the Conservancy legislation of 1996, which gives conservancy members rights over the benefits gained from wildlife and tourism activities taking place within the boundaries of a conservancy. Conservancies have been quick to respond and CBNRM programmatic benefits have shown impressive growth, rising from N\$1,151,776 in 1998 to N\$39,127,982 by the end of calendar year 2007. Community benefits have come in the form of cash, employment wages, payments for natural plant products, and in-kind benefits such as meat from cropped game or harvested trophies.

Cash income to conservancies has been bolstered by conservancy partnerships with the private sector. By the end of LIFE Plus, a total of 180 enterprises were operating under the auspices of the National CBNRM Program. Amongst others, these enterprises included 44 joint ventures (composed of 18 joint venture lodges and 26 trophy hunting concessions); 18 community campsites; 16 shoot-and-sale agreements; 29 income-generation activities linked to the harvesting of natural plant products, conservation farming, fish/poultry production; and 23 CBNRM enterprises taking place outside conservancies. A total of 37 conservancies, plus the Kyramacan Association, were receiving cash income, with the average annual cash income to these CBOs amounting to N\$309,352. Significantly, 15 of these conservancies were fully self-

financing, seven were paying between 50-99% of their operating expenses, and 15 were paying between 1-49% of their costs.

CBNRM Program created jobs were documented at 946 full-time jobs and 6,239 part-time jobs.

ALTERNATIVE LIVELIHOODS BEYOND WILDLIFE AND TOURISM

Significant progress was made at expanding alternative livelihood enterprises beyond wildlife and tourism during LIFE Plus. A range of new enterprises (i.e., Conservation agriculture, chili pepper production, fish farming, cooperative maize sales, poultry production, natural plant products, forestry products, and rural credit unions) were initiated and integrated into the support framework of conservancies. Though still in its infancy, these enterprises have served to broaden conservancy benefits to the common conservancy member and enhance the credibility and effectiveness of conservancies as rural development institutions.

BENEFITS TO DISADVANTAGED NAMIBIANS AND WOMEN

The CBNRM Program has successfully engaged historically disadvantaged Namibians and women, placing both in better positions to proactively drive the program and the benefit thereof. At the commencement of the LIFE Project, there were no black-led service organizations or managers involved with the CBNRM movement. In contrast, now the NACSO Secretariat and seven of the NACSO member institutions are black-led, while three MET Directorates are headed by previously disadvantaged Namibians. Further, several LIFE trained participants are in key influential positions (i.e., NACSO Secretariat, Governor of Kunene Region, Regional Counselor Otjiwarongo Region, Deputy Director MET Tourism Directorate, etc.).

Women have been significantly advanced by the CBNRM movement. It is estimated that women are recipients of at least 3,000 of the part-time jobs (thatching grass harvesting and handicrafts production), and more than 50% of the full-time jobs created (lodge staff, conservancy staff, etc.). Women have also been empowered to influence decision-making, as conservancy committees are composed of 37% women members, while the vast majority of conservancy treasurers have come from the female gender and three conservancies are chaired by women. Lastly, more than 50% of the conservancy members are women, meaning that women receive an equal or greater share than their men counterparts when a conservancy distributes membership dividends.

USAID CBNRM INVESTMENT IMPACT

The USAID CBNRM investment in Namibia (between LIFE I, II, and Plus) has been significant in terms of funding and time. WWF Cooperative Agreements have received USAID funds in the amount of US\$34,398,945 over a 15 year period. In total, USAID/Namibia has invested US\$39,934,006 in the CBNRM Program. The majority of these funds flowed through WWF cooperative agreements, while US\$2,842,476 was managed through a USAID cooperative agreement with the Namibia Nature Foundation during the latter parts of LIFE II. The remaining funds were allocated to the USAID/Namibia programmatic management costs. The total level of funding to WWF LIFE Cooperative Agreements (USAID and WWF match) during

the three LIFE phases amounted to \$45,743,628. The large funding amount and long duration of support reflected a strong commitment to the Namibia CBNRM movement.

The impacts of the USAID investment are substantial for a number of reasons. First, the success of the investment leveraged greater than 200% additional funds from other donors to support this CBNRM movement. Secondly, the long-term nature of this investment allowed wildlife populations to recover and for the income-generating aspects of the CBNRM Program to mature and blossom in tandem with recovering wildlife populations. And, thirdly, while cumulative donor funding to the CBNRM program peaked during 2003, the growth of the CBNRM contributions to Namibia's Net National Income (NNI) are continuing to rapidly escalate and will continue to escalate for the foreseeable future as wildlife numbers throughout conservancies continue to rebound.

The CBNRM Program reached an equilibrium point in 2003 when its total annual capitalization costs equaled annual programmatic returns. By the end of 2007, the cumulative NNI (from 1990-2007) generated from the CBNRM Program amounted to an estimated N\$945 million. This figure can be contrasted to a total combined investment of N\$802 million by donors and government in the CBNRM Program since 1990. The overall economic internal rate of return from all CBNRM investments is calculated at 13%. Significantly, the annual economic contributions have been escalating rapidly, with contributions to the Net National Income (NNI) for 2007 alone being estimated at N\$223,000,000 (US\$32,319,000). The gap between programmatic returns and investments continues to widen annually and is projected to do so for many years to come. Hence, the USAID CBNRM investment in Namibia has been exceptionally productive and one which all development activities should strive to emulate.

BEFORE AND AFTER THE LIFE PROJECT

The LIFE Project has facilitated a number of striking changes to conservation and development in Namibia during its 15 year timeframe. Following is a brief summary of some of the more notable changes.

In 1993: there was no legal basis for rural Namibian communities to benefit from wildlife or tourism activities;

After LIFE: the rights of community members to benefit from wildlife and tourism are entrenched by the conservancy legislation, numerous MET policies, and further recognized through legislation passed by the Ministry of Agriculture, Water and Forestry; and the Ministry of Lands and Resettlement.

Before LIFE: Rural communities perceived wildlife as a detriment to their livelihoods, with the best use of wildlife being as poached meat for the pot. As a result, wildlife numbers in communal areas were at historic lows;

In 1993: Wildlife is valued and managed as an immense asset, with wildlife and tourism being integrated into rural livelihood strategies that complement traditional livelihood approaches. As a result, wildlife numbers in communal conservancies are on an amazing rebound that cannot be matched elsewhere in Africa, if not the world.

In 1993: There were two field-based conservation NGOs working in communal areas, and one Directorate of the then Ministry of Wildlife, Conservation and Tourism;

After LIFE: There are 11 NGOs that support conservancies, the University of Namibia, and an umbrella organization known as NACSO, that coordinates them, while all Directorates of the MET support Conservancies as one of its priority programmes, and five emerging conservancy association exists.

In 1993: Conservation and tourism was not perceived as a national development priority;

After LIFE: Conservancies and tourism are built into such national planning doctrines as: NDP II / III, Vision 2030, and the National Poverty Alleviation Strategy, and were highlighted during the MCC consultative process as one of the three highest development priorities in the country.

In 1993: Rural communities were still under the after effects of an apartheid policy which had robbed them of their ability and confidence to determine their own development destinies;

After LIFE: A total of 52 rural communities have been empowered through conservancies with rights, knowledge, skills, confidence, and self-generated resources to guide and control their own development destinies.

In 1993: Almost no benefits or income were received from wildlife resources and tourism activities in communal areas;

After LIFE: CBNRM and conservancy activities have become a major source of income, employment, and benefits for rural communities. Since 1998, National CBNRM Programme benefits have increased by an average of 51.1% per year, with these benefits exceeding more than N\$39.1 million during 2007 alone. Continued annual growth of these benefits – even at a reduced growth rate of 20% per year for the next five years --- will generate annual benefits of N\$97 million, while an extrapolated growth rate of 35% per year would yield community benefits of more than N\$138 million/year!

In 1993: Conservancies were only an idea;

After LIFE: Conservancies are widely recognized as one of the foremost community conservation initiatives in the world, with CBNRM stakeholders receiving no less than 19 national and international level conservation and development awards.

The above achievements and impacts are remarkable, and reflect the commitment and years of hard work of solid working partnerships between NGOs, government, communities, and private sector. USAID has been a critical component of this process, investing almost US\$40 million over a continuous 15 year period. Without this investment and continuity of support, the CBNRM Programme would not be where it is today. Thus, this End-of-Project is a strong tribute to USAID and the revolutionizing changes made through its support to the Government of the Republic of Namibia.

PART ONE

1.0 LIFE PLUS PROJECT OVERVIEW AND STRATEGY:

1.1 INTRODUCTION:

The following is the World Wildlife Fund (WWF) End-of-Project Report for the third and final phase (LIFE Plus) of the Namibia Living In A Finite Environment (LIFE) Project. As this final phase built upon the 11-year foundation laid by the first two phases of the LIFE Project, this report, where pertinent, also provides background information, narrative, and results that allow the reader to capture the full impact of the USAID investment in the three combined phases of the LIFE Project.

All phases of the LIFE Project were funded by the Ministry of Environment and Tourism (MET), the U.S. Agency for International Development (USAID), World Wildlife Fund (WWF) and other sources of matching contributions. Project activities were implemented by the MET, local non-governmental organizations (NGOs), other Namibian institutions, and conservancies. Through USAID Cooperative Agreement No.s 690-A-00-99-00227-00 and 690-A-00-04-00261-00 WWF provided the lead in managing the LIFE Project, with Rössing Foundation (initially) and the Namibia Nature Foundation (for LIFE Plus) as local partner CA consortium members.

The over-arching mandate of the LIFE Project was to assist Namibian stakeholders to develop and implement a National CBNRM Program. In this regard, all phases of the LIFE Project contributed significantly towards this mandate, assisting with the production of what is today a National CBNRM Program that is co-funded by multiple donor-assisted projects.

During the initial two phases of the LIFE Project, guidance to the implementation of LIFE activities was provided by a collaborative steering committee of CBNRM stakeholders; including the MET, NGOs, and the University of Namibia. Eventually, this collaborative body transformed into the Namibia Association of CBNRM Service Organizations (NACSO), which has since become recognized as a national coordination forum for non-governmental CBNRM service organizations. During the LIFE Plus Phase, a specific LIFE Plus Steering Committee was created to guide project implementation, being composed of a range of CBNRM sectoral representatives, including: MET (Chair), NACSO, USAID, FENATA, WWF and NNF, with the ICEMA Project and the IRDNC being advisory members.

The LIFE Project's three phases operated over a 15 year period, necessitating change and adaption of the project's planning framework as the National CBNRM Program grew and evolved. The initial phase of the LIFE Project began in May, 1993 and operated through June 30, 2000. Concomitant with the last nine months of Phase I, Phase II of the LIFE Program was begun on August 12, 1999, and operated through September 30, 2004. The final phase, LIFE Plus, commenced in September, 2004 and concluded on June 30, 2008.

Phase I of the LIFE Project was characterized as a foundation-building period for the National CBNRM Programme, during which a number of accomplishments were made, including: 1) major CBNRM policy/ legislative reform was undertaken; 2) extensive efforts were made towards creating awareness of emerging CBNRM development opportunities among communal area residents; 3) community members were mobilized and organized into conservancies; 4) major progress was made towards realizing significant programmatic income and the return of benefits to community

participants; and 5) numerous Namibian organizations were able to significantly increase their CBNRM support capacity.

Phase II built further upon the solid foundation laid by Phase I, but focused on a number of emerging aspects of the evolving National CBNRM Programme. In particular, emphasis was placed on assisting conservancies to become effective and self-sustaining managers of their natural resources; thus assisting conservancies to develop the ability, skills and enforcement capacity to manage and regulate their own natural resources. Similarly, support was provided to conservancies to develop income-generating opportunities, with a longer-term objective of positioning conservancies to become self-financing and ultimately in a position to cover their own operational costs. Lastly, increased emphasis was placed on developing and rolling out support systems (i.e., event book monitoring system, conservancy administrative systems, etc.) that were aimed at enhancing the management and monitoring capabilities of conservancies and their resident memberships.

The LIFE Plus Project continued to build upon the earlier efforts of LIFE I and II, but expanded its scope to assist the Namibia CBNRM Program to transcend to *second generation CBNRM*. This is described as conservancies being: *democratically directed*, from the bottom-up, by an active and well-informed membership; *business driven*, with income-generating enterprises reflecting diversification beyond wildlife and tourism; and *multiple-resource oriented*, with conservancies being given the legal authority to manage and benefit from an *expanded number of natural resources* in an *integrated* manner. This successful transition is leading to: strengthened conservancies as rural, democratic institutions; livelihood enhancement of conservancy members through increased tangible (cash, meat, employment, etc.) and in-kind (improved environment, improved skills, empowerment, etc.) benefits; and an expansion of the range of natural resources that conservancies are managing in an integrated fashion.

The LIFE Project goal and purpose statements remained consistent between Phases I and II. However, the planning framework was altered for the LIFE Plus Project, being replaced by the USAID/Namibia's Strategic Object No. 7 and four corresponding Intermediate Results (IRs), as follows:

**USAID/Namibia
Strategic Objective**

No. 7: *“Improved rural livelihoods through sustainable integrated natural resource management”*

**Intermediate
Results:**

- IR-1: Strengthened Institutional Capacity
- IR-2: Increased Economic Growth
- IR-3: Improved Governance
- IR-4: Enhanced Recovery & Sustainability of Natural Resources

The LIFE Project strategy was to support local organizations in their efforts toward the project outputs by providing technical assistance, training, and funding through grants. During Phases I and II, all LIFE Project grant funds were to have been either: a) implemented in one of the target areas of East Caprivi, West Caprivi, Otjozondjupa, and southern Kunene or the Erongo Regions; or b) implemented in direct or indirect support of Community-Based Natural Resource Management (CBNRM) in these areas. The exception to these target areas was the Uukwaluudhi area of Omusati, which was deemed

an area of opportunity because of its high political profile. During LIFE Plus, the geographic scope of grant interventions was expanded to all communal areas of the country, thereby allowing new institutions and conservancies in southern and east central Namibia to benefit from USAID support.

A key aspect of this strategy was the promotion of affirmative action through strengthening the role of disadvantaged Namibians, including women. In this regard, all activities pursued by LIFE fell within the WWF/LIFE plan for strengthening the role of disadvantaged Namibians.

1.2 LIFE PROJECT DEVELOPMENT HYPOTHESIS:

The LIFE Project was based upon the underlying development hypothesis behind CBNRM, which is that communities will manage natural resources when they can see value in doing so. Common resources which are not contributing to community welfare will be seen, at best, irrelevant and, at worst, something to eliminate. An underlying assumption to Namibia CBNRM promotion has been that by changing the conditions of State control to allow local people to manage and benefit from natural resources (initially, wildlife), that communities will be able to improve their livelihoods, and in the process, acquire incentives to sustainably manage their resources.

In Namibia, this CBNRM hypothesis has been operationalized through the conservancy concept, using the MET's willingness to devolve rights to wildlife benefits to rural communities as an incentive for communities to better manage wildlife.

1.3 LIFE Plus PROJECT CHRONOLOGY OF COST AMENDMENTS:

The LIFE Plus Project was authorized on September 1, 2004, as CA No. 690-A-00-04-00261-00 in the amount of \$9,800,000 to operate through August 31, 2009. On February 15, 2008, the CA was amended to: 1) partially terminate the CA for the convenience of the US Government, thereby changing the completion date from August 31, 2009 to June 30, 2008; 2) reduce the total CA amount from \$9,800,000 to \$7,830,000; 3) provide incremental funding of \$430,000 to fully fund the CA; and 4) incorporate the supplemental program description. This amendment effectively curtailed the implementation duration of the LIFE Plus Project by 16 months, resulting in the conclusion of all project implementation activities by April 15, 2008.

1.4 LIFE PROJECT EXPENDITURES AND BUDGET:

The final LIFE Plus Project expenditures were US\$12,649,262. The USAID provided \$7,830,000 of these funds, while WWF and its grantees provided the remaining \$4,819,262 in various forms of match contribution. In comparison, the joint expenditure for LIFE I & II amounted to US\$33,094,366, comprised of \$26,568,945 from USAID and \$6,525,423 from WWF and partners' match. Thus total expenditure between all three phases of the LIFE Project amounted to \$45,743,463 of which \$34,398,943 was provided by USAID and \$11,344,685 (33%) was acquired through WWF Match. Table 1 provides details, by line item, on the final expenditures of three phases of the LIFE Project.

It is significant to note the high percentage (42.30%) of the budget that was applied to the sub-grant line item (31.93%) and directly to Namibian organizations (Rossing Foundation – 3.70%) and the Namibia Nature Foundation (6.67%). The direct funding support to Namibian partner organizations, combined with funding to technical staff, consultants, workshops & training, travel & per diem, sub-partner field costs, and Other Direct Costs / Equipment for operating the WWF/LIFE support office reflects that close to 82% of the LIFE budget allocation was spent directly in support of building the capacity of Namibian CBNRM organizations. In contrast, Indirect Costs (10.17%)

and Benefits and Allowances to out-posted staff (8.07%) were very low, thereby optimizing investments into the project's target audiences.

Table 1. Budget Summary for LIFE Phase I (CA No. 623-A-00-93-00135-00) and Phase II (CA No. 690-A-00-99-002227-00)

Line Item Category	Phase I	Phase II	LIFE Plus	Total LIFE Expenditure	Percent of Total USAID Budget
	05/07/93 – 06/30/00	12/08/99 – 09/30/04	09/01/04 – 06/30/08		
1. Staff Salaries	1,211,411	1,576,622	1,255,969	4,044,002	11.76%
2. Benefits & Allowances	998,794	891,924	884,725	2,775,443	8.07%
3. Consultant Fees/ Expenses	517,813	746,469	120,529	1,384,811	4.03%
4. Workshops & Training	299,748	363,134	45,672	708,554	2.06%
5. Travel & Per Diem	250,966	257,971	179,175	688,112	2.00%
6. Subgrants	5,795,828	5,189,050	-	10,984,878	31.93%
7. Equipment	201,314	145,901	138,068	485,283	1.41%
8. Other Direct Costs	768,731	705,838	647,280	2,121,849	6.17%
9. Indirect Costs	913,476	1,746,871	836,727	3,497,074	10.17%
10. Subagreements:					
World Learning (AE04)	1,115,077	109,065		1,224,142	3.56%
MSI (AE30)	1,114,816	375,538		1,490,354	4.33%
Rossing (AE21)	592,533	680,053		1,272,586	3.70%
CLUSA (AX33)			836,852	836,852	2.43%
NNF (AL52)			2,295,145	2,295,145	6.67%
IRG (AX35)			589,858	589,858	1.71%
Total Subagreements:	2,822,426	1,164,656	3,721,855	7,708,937	22.41%
11. Total USAID	13,780,507	12,788,438	7,830,000	34,398,943	100.00%
12. WWF Match	3,065,320	3,460,103	4,819,262	11,344,685	32.98%
Total Funding:	\$16,845,827	\$16,248,539	\$12,649,262	\$45,743,628	

1.5 LIFE Project Economic Investment Conditions:

The Namibia Dollar is part of the Southern Africa Monetary Union and is directly linked to and on par with the South African Rand. Until 2002, the LIFE Project benefited from a devaluating SA Rand, greatly enhancing the Project's purchasing power. Thus for the first nine years of the LIFE Project, the Dollar appreciation against provided the Project with continually accruing exchange rate savings to pay for grants, equipment, and general Project operating costs. Thereafter, the Namibian / US dollar relationship has been on a roller-coaster ride. From 2002-2006, the value of the US Dollar eroded significantly, creating a situation in which the value of project funds were compromised. This produced an especially challenging situation for the LIFE Plus Project, as the design of final phase of the LIFE Project was premised upon a reduced funding level, but did not give recognition to the rapidly devaluating Dollar and the concomitant rapid growth of the CBNRM Program. From 2005-2008, the Rand gradually reversed its appreciation trend against the dollar (see Figure 1).

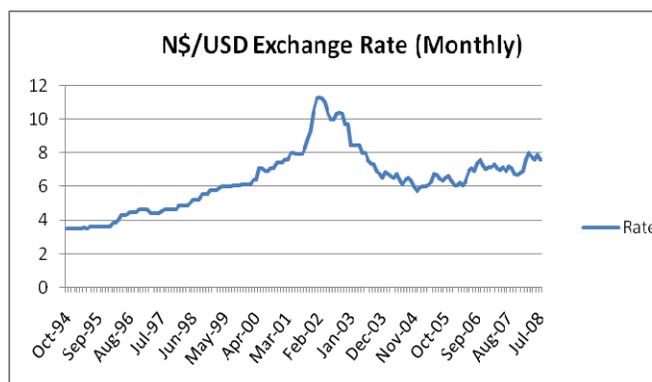


Figure 1. Namibian Dollar/US Dollar Exchange Rate During The LIFE Project (1994 – 2008) – Source: LIFE Project exchange rate reconciliation records

1.6 LIFE Plus PROJECT SUPPORT TEAM AND CONSULTANTS:

1.6.1 LIFE Plus Project Support Team:

The LIFE Plus Project support team was established with the intent of assisting conservancies to transcend into *second generation* CBNRM. This approach was aimed at promoting better business approaches, integrating a broader suite of natural resources into the conservancy management portfolio, strengthened governance, and expansion of wildlife related enterprise to a wider range of livelihood enterprises. This approach was supported through the award of targeted grants to implementing partners and supplemented with high quality technical assistance.

Given the above, significant changes were made between the LIFE II contractual partners and the staff and partners used to undertake LIFE Plus. The WWF LIFE Plus technical team was initially composed of three Technical Advisory positions, three Namibian technical professional staff, and three administrative support staff. The Technical Advisory positions included: 1) Chief of Party; 2) Natural Resources Planner; 3) and MET CBNRM Advisor. The Namibian positions included: 1) Natural Resources Technician; 2) Community Business Tourism Specialist; 3) Accountant; 4) Secretary Receptionist; 5) Office Administrator; and 6) Financial Manager.

LIFE Plus support team organizations included the Namibia Nature Foundation (NNF), International Resources Group (IRG), and the Cooperative League of the United States of America (CLUSA), with each partner intended to make a complementary contribution towards implementation of the LIFE Plus Project. In this regard, IRG hosted the Institutional Development Specialist, while CLUSA provided the Business / Enterprise Development Specialist. The NNF, as the designated LIFE Plus grants manager and M/E partner, allocated six staff, including: 1) Senior CBNRM Coordinator; 2) Senior Grants Coordinator; 3) Conservancy Grants Coordinator; 4) Accountant; 5) Administrative Assistant; and 6) M&E Specialist.

As the CBNRM Program evolved, so too did the need to adjust staff composition. In this regard, when the MET CBNRM Advisor contract expired, his position was concluded, and he was replaced with the Northeast Community Advisor position.

A key strategy of the LIFE Project (all Phases) was to build the base of previously disadvantaged Namibians participating in the Namibia conservation sector. At the start of the LIFE Project, the CBNRM program was largely driven by white Namibians, with no previously disadvantaged Namibians being in either middle- or senior-management level positions. As a consequence, it was WWF employment policy to hire only previously disadvantaged Namibians or women for its full-time Namibian staff positions. It was also policy for WWF to put extensive effort into training such staff, so these staff would eventually move into meaningful positions in key Namibian CBNRM support institutions.

During LIFE Plus a total of eight different expatriate technical advisors and 13 local staff were employed (see Table Two for details). The total level of Expatriate employment months amounted to 259.3, while local Namibian specialists were employed for a total of 409.3 months. Thus the total level of person months of effort accorded to the LIFE Plus Project by the four consortium partners amounted to 668.60.

Table 2. LIFE Plus Project staff positions, employees, employment start-up date, level of effort and current status.

POSITION	NAME	EMPLOYER	EMPLOYMENT DATE	LEVEL OF EFFORT	CURRENT STATUS
Technical Advisory Positions:					
Chief of Party	L. Chris Weaver	WWF	09/01/04	46	Employed by WWF in Namibia
Natural Resource Planner	Greg Stuart-Hill	WWF	09/01/04	44.5	Employed by WWF in Namibia
Tourism Business Advisor	Andee Davidson	WWF	09/01/04	44.5	Employed by WWF in Namibia
MET CBNRM Advisor	John Hazam	WWF	10/01/04	25.3	Consultant in Namibia
Northeast Business Advisor	Richard Diggle	WWF/IRDNC	09/01/04	25.5	Employed by WWF / IRDNC in Namibia
Institutional Dev. Specialist	Ronwyn Brereton-Stiles	IRG	09/01/04	8	Self-employed in Kenya
Institutional Dev. Specialist	Beauty Jiji	IRG	01/01/05	29.5	Self-employed in Namibia
LIFE Business / Enterprise Development Advisor	Ron Phillips	CLUSA	09/23/04	36	Self-employed in Canada and Namibia
Subtotal				259.30	
Namibian Specialist Positions:					
Financial Manager	Marque Morkel		09/01/04	46	Employed by WWF in Namibia
Secretary/Receptionist	Sherlin Francis	WWF	09/01/04	39	Employed as Executive Secretary Air Namibia
Accountant	Vanessa Groenewald	WWF	09/01/04	35	Employed by SPAN Project as Managing Accountant
Administrative Officer	Denive Beukes	WWF	09/01/04	46	Employed by WWF in Namibia
Natural Resource Management Technician	Raymond Peters	WWF	09/01/04	44.5	Employed by LIFE Plus
Game Utilization Specialist	Theunis Petersen	WWF	09/01/04	43.8	Employed part-time by WWF in Namibia and part-time by Classic Safaris
M & E Specialist	Anna Davis	NNF	09/01/04	29	Self employed in Namibia
CBNRM Coordinator	Rachel Malone	NNF	10/01/05	32	Employed by NNF (CBNRM Unit)
CBNRM Coordinator	Uda Nakamhela	NNF	10/01/05	2	Self employed Lawyer
Grants Coordinator	Hendrika Apollus	NNF	10/01/05	22	Self employed in Namibia
Grants Coordinator	Benedict Libanda	NNF	07/01/07	8	Employed by the UN in Namibia
Administrative Assistant	Erold Poderwiltz	NNF	02/01/07	12	Employed by the NNF
Administrative Assistant	Kenneth Uiseb	NNF	06/01/07	4	Self employed in Namibia
Accountant	Isoldah Hijamutiti	NNF	01/01/06	29	Employed by Legal Assistance Centre
Accounting & Admin Assistant	Selma Kagogo	NNF	03/01/05	9	Employed by Old Mutual Insurance company
Accounting & Admin Assistant	Martha Uuyuni	NNF	09/01/06	8	Employed by the Office of the President
Subtotal				409.30	
TOTAL LEVEL OF EFFORT				668.60	

1.6.2 LIFE Plus Consultants:

During the 46-month duration of LIFE Plus, WWF employed 38 consultants and utilized US\$368,079 in support of the consultants. Consultancy costs covered by USAID funds amounted to US\$120,174, while WWF funds from, WWF-US, SARPO and the Netherlands covered the bulk of the costs (\$247,905). Consultants were contracted with the strategy of: 1) using Namibian consultants, whenever possible, thereby building Namibian capacity in the process; 2) using regional consultants if Namibian expertise was not available, thereby building regional capacity; and 3) using international consultants, when neither Namibian nor regional consultants were available. Out of the 38 consultancies contracted, 31 were given to Namibian consultants/organizations and 6 consultants were from the region. Of the 38 consultancies, 11 consultants were women, 22 were male consultants, and 5 were institutional contracts. Appendix One provides full details on consultants employed and their respective tasks for the LIFE Plus Project.

1.7 LIFE PROJECT IMPLEMENTATION STRATEGIES:

The LIFE Project employed a number of implementation strategies that fostered the building of institutional capacity and creation of an enabling environment for CBNRM activities to be effective. In this regard, the following strategies are discussed:

1.7.1 Project Management:

Management of the LIFE Project was complex in that it entailed dealing with a large number of institutional partners and participants, ranging from donors, government, NGOs, CBOs, and private sector. Project management was initially guided by a LIFE Steering Committee (SC) (and thereafter NACSO), then once again by a SC for LIFE Plus. All SCs retained the right of approval over large procurements, hire of staff, and workplans. Thus, in contrast to many USAID contracted projects, the implementing institution and donor were accountable to the Project participants. Further, the SC was composed of many of the LIFE Project's grantees (except under LIFE Plus), thereby making the LIFE team accountable to its grantees.

The above management structure was challenging to project management, as much of the control for key aspects of the project was vested in the hands of the SC members. However, the above arrangement proved to be constructive towards fostering a strong team approach to project management and implementation. Successful application of this model required extensive consultation between the LIFE staff, its SC members, and its grantees, and ensured that project management was a participatory and dynamic process. It also created a unique situation in which accountability, both up and down, was strengthened between all project participants.

The above approach also strengthened information flow and communication throughout the Project implementation process. An example being that all new staff brought onto the LIFE team were known of well in advance of their arrival, as LIFE SC members had to review such individuals' CVs and approve of their hiring before WWF could contract them. Thus, new staff members were more readily accepted by LIFE partners and quickly integrated into Project implementation activities. This degree of approval autonomy was also empowering to the SC (NACSO) members, giving them more project management responsibility, and instilling a greater sense of ownership.

During LIFE Plus, the effectiveness of the LIFE SC dropped significantly. The appointment of representative, influential SC members proved to have its drawbacks. Most noticeably, many SC members were so busy with other demands that it was difficult to attain their participation in LIFE Plus SC meetings. Further, communication between the LIFE Management team and the NACSO members dropped noticeably, as NACSO was only represented by its Secretariat and information flow from the Secretariat back to NACSO members was not optimal.

The LIFE Project contractual mechanism was a cooperative agreement (CA), as opposed to a contract or grant. The CA mechanism is premised upon a project being jointly undertaken by the CA institution and the donor. Thus, in the case of the LIFE Project, WWF and USAID were joint partners in funding and implementing the Project. This is in sharp contrast to USAID's contractual approach of implementing a project, whereby the contractor is implementation arm of USAID and legally obliged to follow the directives of USAID managers during project implementation.

The CA arrangement provided WWF and its Consortium partners with a strong sense of institutional autonomy when implementing the LIFE Project, and the ability to discuss project implementation issues from a partnership basis.

As mentioned above, the continuity of project design and flow was a major strength of the first two phases of the LIFE Project. However, the design of the LIFE Plus Project was much less participatory, as the planned competitive award of the LIFE Plus CA precluded both WWF and NNF staff from being part of the design process. As a result, the project design was over-ambitious, attempting to move the entire CBNRM Program too far too fast and Namibian stakeholders were not fully aware of the implications of the proposed design (i.e., the design did not include grants to CBNRM service providers). The requested, increased emphasis of expanding enterprises beyond wildlife, integrating a wider suite of natural resources, and proposed reduction of implementation through NGOs was not conducive to a much needed consolidation of the conservancy movement. In addition, the planned program expansions came in tandem with burgeoning numbers of newly registered conservancies, increasing numbers of emerging conservancies, and new threats to conservancies from land reform and weak conservancy governance. In retrospect, it was unrealistic to expect achievement of all of the intended outputs with a significantly reduced budget, which was further compounded by the unforeseen devaluation of the US Dollar against the Namibian Dollar.

A factor that worked on behalf of LIFE Project was the long-term continuity and management style of Project and USAID/Namibia staff. The LIFE Chief of Party (COP) and the initial USAID/Namibia Project Manager were both present for the full duration of Phase I, participated in a collaborative manner for the design of LIFE II, and jointly supported LIFE II implementation for all but its last year, when the USAID Project Manager departed for another posting in Mozambique. The LIFE COP remained through the duration of LIFE Plus, thereby assisting the LIFE Plus Project to operate with continuity and minimal change to project direction – a situation which frequently suffers when new managers bring new perspectives. Similarly, the initial USAID/Namibia Project Manager and her permanent successors all employed facilitative management styles, rather than directive approaches. This management approach was conducive of an excellent working relationship between USAID/Namibia and the WWF Team. WWF is highly appreciative of the excellent communication and strong support role provided by his USAID counterpart project managers for the duration of the LIFE Project.

Lessons Learned:

- A good project design can strengthen communication and accountability between all project participants;
- Project designs are most effective when all stakeholders are included in the design process in a transparent and participatory fashion – in contrast, weak involvement of participants in project design can lead to confusion and conflict;
- Facilitative management styles create a stronger sense of project “ownership”, better communication, and can foster a strong team approach to project implementation;
- USAID's use of a cooperative agreement contracting mechanism instills a greater sense of ownership in project development and management, and allows the

- implementing institution to perform as a true partner in the implementation and management of a project;
- The LIFE I and II SCs, being composed of vested project stakeholders, were highly conducive to increased sectoral coordination and programmatic accountability – in contrast, the use of non-project stakeholders for LIFE Plus, was less conducive to sectoral coordination and programmatic accountability; and
- Continuity of key management staff is optimal for project management efforts and minimizes disruptions to project implementation and management as a consequence of changes introduced by new management staff.

1.7.2 Grants Making:

The award and implementation of grants was the pillar around which implementation of LIFE Project activities were conducted, with only Namibian organizations being eligible to receive LIFE grants. During Phases I and II, large institutional support grants were provided to organizations (i.e., national support NGOs, government, and University) to build their capacity to facilitate key elements of the CBNRM sector; while implementation grants were provided to field-based institutions to allow activities to be carried out at the field level. These latter grants were implementation oriented, but also included elements of capacity-building. Travel grants were given to individuals to allow travel to participate in training events or networking visits. Lastly, the addition of the RCSA Transboundary funds allowed the award of a number of grants to support TBNRM activities during LIFE II.

In contrast, during LIFE Plus, the reduced budget prevented the continuance of large institutional support grants. Grants were more equitably given in an effort to minimize the disruptive impacts of reduced funding levels to grantees. Such grants tended to be much smaller (approximately 20-30% of the size of the LIFE I and II grants), less effective towards implementation of field activities, and less effective in generating meaningful outputs. The small grant sizes during LIFE Plus ultimately contributed to the loss of a number of highly qualified NGO staff, and a gradual erosion of the CBNRM Program's overall capacity. Thus, it is likely that the overall CBNRM capacity of Namibian NGOs was lower at the conclusion of LIFE Plus than at the conclusion of LIFE II. On a more positive note, the reduced grant size did provide a graduated, reduced level of USAID funding support to grantees over the final four years of the LIFE Project, creating an urgent need for grantees to seek other sources of funding as the LIFE Plus Project closed out.

Grants were central to building Namibian capacity to perform CBNRM activities, and in this respect, it was the intent of the original LIFE project designers to ensure that Namibian participants would implement the LIFE Project. This project design was sound and resulted with a significantly higher likelihood of project investments being maintained following conclusion of 15-year investment through LIFE Project support.

The use of grants provided great flexibility in overcoming weaknesses and for the Project to adaptively manage and expand as opportunities arose. In this respect, obligations of all grant funds were not made at the onset of any phase of the Project. Instead, substantial amounts of grant funds were withheld for application as needs were identified. Thus, grant funds were strategically used to bring new organizations into the CBNRM Program and to shore up weaknesses that were not foreseen during project design, creating an effective adaptive management mechanism. During LIFE Plus, the NNF set aside a special allocation of grant funds to catalytically assist conservancies through seed grants and development grants as appropriate opportunities arose.

During the first two phases of the LIFE Project, grant management was largely done by WWF technical staff, who were well-positioned to work at the sides of grantees in the field. This approach

proved highly effective in promoting good communication and a strong implementation partnership between technical staff and NGOs, which also increased the effectiveness of grant implementation. In contrast, during LIFE Plus, grant management was sub-contracted to the NNF who provided effective administrative management of the grants, but was not able to provide the accompanying field-based technical support. Consequently, the effectiveness of grants during LIFE Plus was reduced by a combination of: a) reduced budget size; and b) reduced, direct technical support to grantees.

In total, an amount of US\$1,312,017 was awarded in LIFE Plus subgrants. A total of 10 CBNRM grants were implemented in support of 8 different organizations, while 19 conservancies received seed grants, and 11 conservancies and one community forest received development grants. Details of grants awarded, the amounts and the purposes of the grants are provided in Appendix Two.

Lessons Learned:

- Grants are empowering, as they increase the self-autonomy of organizations;
- Grants create a strong sense of “ownership” over project activities, thereby contributing to increased commitment;
- The award of grants to host-country institutions builds in-country, implementation capacity, thereby promoting the sustainability of donor-funded activities;
- Grant funds allow a project to be highly flexible and responsive to the changing needs of a program;
- Grant management is more effective if accompanied by field-level technical assistance; and
- Care should be taken to ensure that grantees do not become overly dependent on one donor’s funds, as this may create longer-term sustainability problems.

1.7.3 Technical Assistance:

In contrast to many donor-funded projects, LIFE Project technical assistance staff were not intended to take the direct lead in the implementation of project field activities. Instead, LIFE technical assistance staff provided assistance and support to LIFE Project grantees in carrying out their activities, and in the process, exposed grantee staff to new ideas and methodologies and provided appropriate training and skills development. In effect, Project technical staff applied a modified “trainer of trainers” approach. This was done in two ways: first, by training grantee staff; and secondly, by training the Namibia staff members of the LIFE Project, so they could, in turn, provide professional support to the grantees and their clients. This approach produced a multiplier effect, by promoting learning to large numbers of grantee staff members and the community organizations the grantees were supporting.

LIFE Project technical assistance was provided in a number of key areas, but the focus of technical assistance changed as the CBNRM Program evolved. Initially (during LIFE I), LIFE staff provided substantial technical assistance in such areas as: principles of institutional development and management; proposal writing; project planning and report writing; basic CBNRM technical skills; community awareness and extension approaches; financial viability assessments of various market sectors and natural resource enterprises; economic assessments of alternative land uses, development options, and their policy implications; etc. During LIFE II, more emphasis was placed upon such technical support areas as: natural resource inventories and mapping; natural resource monitoring systems (i.e., introduction of the Event and Incident Book Monitoring Systems); wildlife management plans; institutional development at the CBO level (i.e., financial management systems, communication systems, group leadership, development of the conservancy management framework, etc.); development of income-generating opportunities (i.e., marketing and management of trophy

hunting concessions; identification, tendering, and negotiation of joint venture lodge developments; market demand surveys; and development of enterprise operation and management skills). With the advent of LIFE Plus, the evolutionary needs of the program required adjustments of technical assistance towards the development of non-wildlife-related enterprises, expansion of resource management and monitoring needs beyond wildlife (i.e., forest resources, veldt resources, fisheries, etc.), increased emphasis on the long-term business needs of conservancies as social enterprises, and the long-term sustainability of both conservancies and the entire service provision system which must be in place to permanently support conservancies.

As NACSO evolved, a conscious decision was made to form technical working groups around a number of themes, including: strategic planning, natural resource management, business and enterprise development, institutional development, legal issues and conflict resolution, research, CBNRM training, and programmatic M&E. These working groups served a useful function of providing an appropriate cross-cutting target group of technicians for the transfer of technical assistance and development of cutting-edge methodologies and systems. The NRM working group proved to be particularly successful, establishing solid nodes of regional support in NE and NW Namibia with both NGO and MET members. During LIFE II and Plus, technical advisors were assigned to work with each of the three pillar (natural resource management; business enterprises and livelihoods, and institutional support).

Lessons Learned:

- The focus of technical assistance must change as project support activities evolve;
- Technical assistance staff have the greatest programmatic impact when they can be strategically utilized to transfer their knowledge and skills through a “trainer of trainers” approach; and
- It is ultimately more sustainable for project activities to be directly implemented by host country staff, rather than by technical assistance staff - even if it means project activities proceed more slowly.

1.7.4 Training:

At the onset of the LIFE I Project, very few Namibians were knowledgeable and skilled as trainers in the CBNRM sector. Additional constraints encountered at Project start-up were the shortage of knowledgeable and skilled CBNRM staff in Namibia, the shortage of participating support institutions, and the almost total absence of women involvement in the CBNRM sector. As a result, training was a major project focus for LIFE technical assistance staff for Phase I and II.

Consequently, there were a number of strategies employed with regards to training. At the onset of the Project extensive training was provided to LIFE grantees, thereby building the grantees’ capacities to assist client communities. Concomitantly, assistance was provided to grantees in the training of local community staff and institutions. This was done as part of the LIFE Project technical assistance role, by working as a co-trainer with grantee staff. Thirdly, emphasis was placed on building the longer-term need of building CBNRM training capacity in key CBNRM support organizations.

In contrast to many USAID-funded projects, little emphasis was placed on long-term, formal training. In this regard, only three Namibians were assisted to receive Masters Degrees through the entire duration of the LIFE Project and none were funded to a Bachelors level. Alternatively, extensive effort was placed on providing custom-developed short courses, ranging anywhere from 1-10 days in duration. Such courses were developed at the cutting edge of CBNRM Program development, leading the way for growth of the Program as it entered new developmental stages.

Training was most effectively performed when repeated follow-up training events were designed to build upon previous training courses. The development and introduction of the Event Book Natural Resources Monitoring System to 42 conservancies demonstrates that communities can undertake complex monitoring activities and produce highly credible data. However, the introduction of the Event Book would not have been possible if a systematic, reinforced training approach had not been applied to the recipient conservancies.

The reduced project funding level and shorter timeframe of LIFE Plus resulted with a significantly reduced training effort compared to the training achieved during the first two phases of the LIFE Project. Training records maintained by LIFE Project participants reflect that a total of 6,949 participants (4,336 male and 2,613 female) received 26,598 person days of training through 302 training events during LIFE Plus. In contrast, LIFE II partners organized and/or participated in 753 training events from Project start-up to closure, through which 13,929 participants received 43,350 person days of training. LIFE Plus training participants amounted to 68% community members and staff, 14% NGO staff, 13% government staff, and 5% other. Thirty-eight percent of the participants were women. Details of all documented training events, their objectives and participant details are provided in Appendix Three.

Lessons Learned:

- Training courses are most effective when they are custom-developed to meet the current needs of the program;
- Training is most effective when it is offered through a repeated systematic, training approach that introduces knowledge and requisite competencies in a reinforcing manner;
- Programmatic training capacity can be compounded by training partner organizations as trainers through a “trainer of trainers” approach; and
- Training is a dynamic process, with training needs and skills changing, as the CBNRM program evolves.

1.7.5 Networking:

Phase I of the LIFE Project was created as the Namibia component of the USAID-funded Southern Africa Regional Program (SARP) Natural Resources Project (690-0251). The other countries funded by this activity included Botswana, Malawi, Zambia, and Zimbabwe. A major function of the SARP was to promote the regional transfer of knowledge and lessons learned between the five countries. As such, Namibia was well positioned to benefit from the learning experiences of more advanced programs in Zimbabwe (CAMPFIRE), Zambia (ADMADE), and Botswana (NRM Project).

This situation changed markedly during the LIFE II and Plus phases, as Namibia’s National CBNRM Program matured and became internationally recognized for its accomplishments, impacts, and best practice replication potential. In addition, shortly after commencement of LIFE II, the USAID Regional Center for Southern Africa (RCSA) initiated several Transboundary Natural Resource Management (TBNRM) projects, inclusive of funding (\$1,800,000) to the LIFE II CA for support to TBNRM activities emerging from LIFE supported CBNRM activities in Caprivi. These two factors provided the impetus for large numbers of CBNRM visitations from SADC regional countries (and further afield) and the resources and a mandate for LIFE II to host and facilitate such visits. Similarly, as Namibia’s conservancy movement became better internationally known, study tour participants from such distant venues as Cambodia, Mongolia, and the United States began making visits and forming relationships with the Namibia CBNRM Program during LIFE Plus.

The networking and exchange visits have proven to be highly effective mechanisms for promoting information sharing and lessons learned. In particular, visits or thematic workshops attended by peer groups facilitate regional coordination and synergy around technical issues; while, visitations by high-level decision-makers may produce substantial gain in the CBNRM policy arena. Examples of such latter visitations hosted by LIFE include:

- A four-day visit by a Tanzanian delegation composed of the Permanent Secretary, Director of Wildlife, and Policy Coordinator for the Tanzania Ministry of Natural Resources, Tourism and Wildlife Division;
- A nine-day visit by senior officials and representatives from the Zambia Wildlife Authorities;
- A two-day visit by an Angolan governor to observe the role and functions of CBNRM in the Caprivi region;
- A ten-day visit by high NGO and governmental officials from Nebraska and the Nebraska Grasslands Foundation to assist the WWF Great Plains Program to learn from Namibia natural resource management policies and approaches; and
- A four-day visit by the Minister, Permanent Secretary, and three Directors of the Mozambique Ministry of Tourism.

During LIFE Plus, CBNRM participants either organized or participated in 144 exchange and networking events. A total of 5,271 participants took part in 13,067 days of events from or in 18 different countries, including Angola, Botswana, Cambodia, Germany, Kenya, Malawi, Mongolia, Netherlands, Norway, Russia, Serbia, South Africa, Sweden, Tanzania, United Kingdom, United States, Zambia, and Zimbabwe. In addition to the above countries, networking participants had previously been hosted in Namibia (during LIFE II) from Cameroon, Ghana, Ethiopia, Jordan, Mozambique, and Uganda, meaning the Namibia CBNRM Program has directly influenced practitioners from 24 different countries. Participants in LIFE Plus networking events included 51% community members and staff, 20% NGO staff, 11% MET staff, and 18% other, with 32% of the participants being women. Details of all networking activities are provided in Appendix Three.

Lessons Learned:

- Maximum gains can be gained from exchange visits by having well-organized itineraries and site arrangements made well in advance of the visit;
- Exchange visit require strong facilitation and daily review sessions to ensure relevant information is absorbed in an effective manner;
- Exchange visits should be fun, but they are also a responsibility – each exchange visit participant should be required to provide report back sessions following the visit;
- Exchange visits between peer groups are an excellent means of building regional comradery, coordination, and synergy; and
- Targeted exchange visits by senior level governmental officials may reap substantial gains in the policy and legal frameworks of neighboring countries.

1.7.6 Sectoral Planning:

The LIFE Project was not designed with the intent of having a major national CBNRM planning function. However, the effectiveness of the design and composition of the LIFE Steering Committee (SC) was such that NGO SC members eventually evolved into NACSO, which has since become the recognized NGO coordination forum for CBNRM in Namibia. NACSO has played and continues to plan an instrumental role in national level planning and coordination for CBNRM. However, the

formal withdrawal of the MET¹ from NACSO in 2002 somewhat disjointed this coordination, as the full engagement of government staff is not seen at NACSO meetings.

In addition to NACSO, the LIFE Project, its grantees, and partners played a large role in the organization of numerous planning workshops related to program development and implementation, policy development and review, and resolution of key issues or conflicts. During the LIFE Plus phase, LIFE and its partners funded, organized or participated in 232 planning events in which 5,903 people participated in 12,500 days of planning (see Appendix Three for details).

A particular strategy of planning efforts was to integrate different types of stakeholders into participatory planning processes, thereby ensuring higher senses of ownership and commitment to achievement of planned activities. Whenever possible, the LIFE Project strove to attain participation in planning events from government, NGO, community staff, private sector, and in the case of government, from a range of government institutions.

Lessons Learned:

- Participatory planning promotes group ownership over activities and increases the likelihood of planned activities being completed;
- When large numbers of institutions are involved in a program’s implementation it is necessary to coordinate and plan well in advance (3 months in the LIFE Project’s case) to ensure the participation of everyone; and
- The involvement of a wide range of stakeholders in planning efforts adds realities to the implementation of plans and promotes integrated approaches to implementation.

Table 3 summarizes the level of effort related to Sectoral Planning, Networking, and Training for the duration of the LIFE Plus Project from September, 2004 – June, 2008.

Table 3. Summary of Training, Networking, and Sectoral Planning Levels of Effort Conducted by LIFE Partners During The LIFE Plus Project.

Level of Effort	Training	Planning	Networking	Totals
Number of participants	6,949	5,903	5,271	18,123
Total Person Days	26,598	12,500	13,067	52,164
Percent Community Participants	68%	53%	51%	71%
Percent NGO Participants	14%	26%	20%	14%
Percent MET Participants	13%	9%	11%	6%
Other Participants	5%	8%	18%	
Percent Female Participants	38%	32%	32%	36%

¹ The MET withdrawal from NACSO was based upon government’s position that it could not be part of an NGO forum. However, this should not be interpreted as a lack of government support to NACSO, as the MET still attended NACSO meetings and constructively uses the NACSO Secretariat to communicate and coordinate with the broader CBNRM – NGO community.

Table 4, below, summarizes the level of effort of Sectoral Planning, Networking and Training that was documented during the entirety of all three LIFE Project phases. During the period 1993-2008, LIFE Project partner organizations and projects assisted a total of 22,717 participants to receive 80,547 person days of training; 13,047 participants took part in 29,553 person days of planning; and 9,561 participants were engaged in 25,563 person days of networking. This has been a significant investment towards capacity-building supported by a range of CBNRM partners and partner projects made possible by: 1) the knowledge and skills gained by CBNRM service organizations during the first two phases of the LIFE Project increased the ability of service providers to provide training; 2) the increased number of donors (especially WWF-UK IRDNC and World Bank ICEMA Projects) supporting the CBNRM program who provided increased funds to undertake these activities; and 3) the increased numbers of conservancies and CBT enterprises created, which in turn, increased demands for training, networking, and planning.

Table 4. Documented Number Of Participants And Levels Of Effort For Training, Planning, And Networking Provided To CBNRM Stakeholders From 1993-2008.

Level of Effort	Training			Planning			Networking			Totals		
	I	II	+	I	II	+	I	II	+	TR	PL	NE
Number of participants	1,839	13,929	6,949	1,693	5,451	5,903	408	3,972	5,271	22,717	13,047	9,561
Total Person Days	10,599	43,350	26,598	3,821	13,232	12,500	2,066	10,430	13,067	80,547	29,553	25,563
Percent Community Participants	73%	81%	68%	56%	64%	53%	67%	69%	51%	74%	58%	62%
Percent NGO Participants	18%	10%	14%	20%	19%	26%	25%	15%	20%	14%	22%	22%
Percent MET Participants	8%	7%	13%	19%	6%	9%	7%	6%	11%	9%	11%	8%
Other Participants	1%	1%	5%	5%	11%	8%	1%	10%	18%	2%	8%	10%
Percent Female Participants	31%	37%	38%	23%	31%	32%	32%	39%	32%	35%	28%	34%

1.7.7 Policy/Legislative Reform:

Namibia's highly acclaimed Conservancy legislation was passed in late 1996, as Act No. 5 of 1996: Nature Conservation Amendment Act, 1996. This legislation provides massive incentives for communities to manage and benefit from their wildlife, resulting with the approval of 52 registered conservancies by the closure of the third and final phase of the LIFE Project.

A recognized shortcoming of the Conservancy legislation was its narrow focus, with its devolution of rights being largely limited to wildlife, and to an even lesser extent, tourism. Thus, an element of LIFE II and Plus was to assist the National CBNRM Program to influence other sectors (i.e., forestry, rangelands, water, land, fisheries, etc.) to recognize conservancies and create enabling legislation to empower conservancies to management their natural resources in an integrated fashion.

At the same time, Namibian government staff were highly sensitive to expatriate or NGO involvement in the national policy or legislation arena. As a consequence, it was not strategic for project staff to have direct inputs into policy or legislation. Rather, the LIFE Project opted to play a facilitative and supportive role in policy development. This was done by: 1) supporting economic assessments of proposed policies; 2) funding and organizing workshops around policy issues; 3) feeding the results of field activities into policy development; 4) organizing major awareness events for senior-level decision-makers around key policy issues; and 5) supporting a CBNRM public relations campaign, that effectively placed CBNRM matters into the press and media on almost a weekly basis. This approach was non-threatening to government officials, much appreciated, and

effective, resulting with a number revolutionary policies and supportive pieces of legislation (see Table 5, below).

Table 5. Natural Resource Policies and Legislation Changes Made During The Timeframe of The LIFE Project That Empower Local Communities.

Policy/Legislation Changes/Inputs During LIFE I	Policy/Legislation Changes/Inputs During LIFE II	Policy/Legislation Changes/Inputs During LIFE Plus
Community-Based Tourism Policy of 1995: This policy indicates the desire of the MET to award conservancies the exclusive rights to commercial tourism and lays out the intent to develop tourism in communal areas for the benefit of communal area residents	Forestry Policy/Legislation of 2001: Provides for the establishment of community forests, and recognizes that conservancies can be a management body for such forests. Provides extensive rights to community forest bodies over a wide range of forest and veld products.	NDP III: Provides the basis for broad governmental planning in Namibia for the five-year period 2007-12. CBNRM has been widely integrated into several chapters as a recognized improved livelihood and/or conservation strategy.
Act No. 5 of 1996: Nature Conservation Amendment Act, 1996: This act provides the legal basis of communal area conservancies and grants conservancy members right to consumptive and non-consumptive uses of wildlife	MET Tourism Policy: Extensive inputs were made into this policy in 2001, but the emergent policy was recognized as not appropriate. Efforts are required to re-affirm and strengthen the commercial tourism rights to conservancies – still pending	MET Parks and Wildlife Act: Continued inputs were made into this important pending draft legislation that will replace the Nature Conservation Ordinance as Namibia's umbrella conservation framework. Will strengthen the rights of conservancies over a more inclusive range of wildlife uses.
MET Parks & Neighbors Policy of 1996: This policy documents the MET's intent to promote the involvement of community residents and/or conservancies in the process of managing and benefiting from the use of natural resources in protected areas located in communal areas – still pending	Communal Land Reform Act of 2002: Provides authority for communal land boards to award land leases on communal lands, but gives recognition for to the need to consult conservancy management plans before leases are awarded and includes a conservancy representative on each regional land board.	MET Tourism Policy of 2008: The policy provides guidance on the role of tourism in Namibia and the manner in which it should be developed. The policy is will be incorporated as part of the overall Tourism legislation.
Game Products Trust Fund: This fund was established in 1998, but not activated until 2000. It allows the proceeds from the sale of wildlife and wildlife products to be placed in a special conservation fund through which conservancies can make application to better wildlife management practices	Fresh Waters Fisheries Legislation of April, 2003: Provides legal basis for appropriate community institutions to manage fishery resources in defined areas, as approved by the Minister of MFMR.	MET Human / Wildlife Conflict Policy: A case study on Human/Wildlife Conflict was funded to document H/W conflict in conservancies and as a contributor to the pending H/W Conflict policy.
Environmental Protection Act of 1999: Establishes the need to undertake environmental impact assessments before large development activities can be funded. Formal approval of this act is still pending.	MET Tourism Concession Policy of 2003: The policy provides guidance on communal area tourism concessions, increasing the rights of conservancies to control and regulate tourism access. The policy will be incorporated as part of the overall Tourism legislation.	MET Five-Year Strategic Plan: The MET developed its new vision and strategic plan, elevating communal conservancies to one of four priority programmatic areas of support.
MET Policy for Wildlife Production & Utilization in Support of Biodiversity Conservation: This policy provides for the legal recognition of freehold conservancies and strives to provide increase utilization rights to all conservancies following the implementation of viable conservancy management plans.	MET Parks and Wildlife Act: Pending draft legislation that will replace the Nature Conservation Ordinance of 1975 as Namibia's umbrella conservation framework. Will strengthen the rights of conservancies over a more inclusive range of wildlife use options.	
	Vision 2030: Provides the basis of joint, sectoral planning effort for Namibia Government, based upon achievement of targeted outputs by 2030. Extensive mention of conservancies and community-based tourism as mechanisms for development and alleviation of rural poverty.	
	NDP II: Provides the basis for broad governmental planning in Namibia for the five-year period 2002-2006. CBNRM has been widely integrated into 8 chapters as a recognized improved livelihood and/or conservation strategy.	

Lessons Learned:

- Policy and legislation development processes have the most ownership and are most effective when the host country government take responsibility for their development – as was the case with the Namibia conservancy legislation;
- External project resources can be very effectively used to *facilitate* policy and legislative developments by assisting with the organization and funding of key events;
- Policy development is most effective when it is driven from bottom-up field experiences;
- Incentive-based policies are highly effective towards the engagement of large numbers of stakeholders; and
- National planning processes (NDP II/III, Vision 2030, National Poverty Alleviation Strategy, etc.) can be strategically applied to enhance the wide-spread awareness and acceptance of CBNRM in Namibia.

1.7.8 Project Monitoring & Evaluation:

Given the various target levels of the LIFE Project, monitoring and evaluation (M & E) was a complex process. Following are specific discussions on Monitoring versus Evaluations for LIFE.

Monitoring:

The LIFE Project collected monitoring and information data at a number of implementation levels, including;

- *at the conservancy level*, to assess conservancy management capabilities (in the areas of natural resources management, governance, organizational management, financial self-sustainability and benefit distribution), to assess the effectiveness of grant assistance, and to plan appropriate technical assistance support;
- *from CBNRM enterprises*, to determine their financial viability and the ability of participants to operate and manage the enterprises;
- *on the status of the natural resources*, to allow monitoring of ecosystem changes, or wildlife numbers, as a result of introduced management interventions;
- *from implementing institutions*, including government and NGOs, to allow monitoring of institutional growth and to identify priority management and development needs; and
- *to capture program impact*, for use in understanding and reporting the overall effectiveness of the LIFE Program.

In keeping in line with the LIFE philosophy, the LIFE Project M & E system was designed to maximize participation in M & E efforts. Community members and enterprise operators were involved in monitoring and evaluation efforts; thereby, promoting a better understanding of the strengths, weaknesses and operational procedures of their activities. This was complemented by participation from NGO field staff and CBO members, who were focusing primarily on the capture of information to facilitate improved management of project activities.

During LIFE I and the majority of LIFE II, collection of the above information was facilitated by the development and implementation of specific monitoring and evaluation tools, including:

- Conservancy Management Profiles (CMPs);
- Annual Conservancy Progress Reports and Audits;
- Institutional Development Profiles (IDPs);
- Event Book System; and
- Special Studies

However, as the CBNRM Program expanded and increased its scale, programmatic monitoring was adjusted to capture CBNRM results and impacts through the development of an Annual State of Conservancy Report (SOC). The SOC report applied a bottom-up approach of data gathering, using information from individual conservancies and CBNRM enterprises around the country as building blocks for the generation of a big-picture, annual snapshot of Namibia CBNRM progress. The LIFE Project monitoring system and database formed the basis of national level data collection, with the NNF (NACSO appointed monitoring institution) and WWF playing the central roles in annually collecting, summarizing and presenting the data in a glossy report.

The first SOC Report was produced in 2003 as an 80-page bound book. In the alternating years of 2004 and 2006, the size of the book was reduced to a pamphlet to reduce costs and effort. Full-size SOC Reports were then also generated in 2005 and 2007, with the 2007 version having grown to 120 pages in length.

At the onset of the LIFE Project, there was a strong resistance to developing and implementing M&E activities. Initially, such activities were felt to be donor-driven, bureaucratic, and of little use to the grantees. However, this attitude shifted significantly as participants began to realize the value of the data and how it could be used to promote CBNRM and conservancies. In particular, the CBNRM Program monitoring information has been built into a number of national planning doctrines such as the National Development Plans II and III, Vision 2030, and the National Poverty Alleviation Strategy. The portrayal of the data in the SOC reports, and the dissemination of these reports at strategic events have generated much positive publicity for the CBNRM program. For example, the 2007 SOC report was launched at a very high profile event and handed directly into the hands of the President of Namibia.

Environmental Compliance Issues:

All LIFE grants underwent environmental screening procedures in accordance with USAID Handbook 3, 22 CFR Part 216. As such grant activities were screened to determine whether there was a possibility of adverse environmental impacts as a consequence of project activities. In instances where there was a need or desire to mitigate environmental consequences, steps were undertaken to perform an environmental assessment (EA), or in the cases of JV lodge developments, to jointly fund (with the private sector) environmental management plans (EMPs). The joint funding of the EAs was greatly appreciated by the private sector, but more importantly, ensured that a proper scope of work for the EA was prepared and that appropriately qualified specialists carried out the work.

Evaluations:

The truncated nature of the LIFE Plus Project precluded the undertaking of a final LIFE Plus Project evaluation. Alternatively, USAID carried out an external review of the LIFE Project. The Review was conducted under the Biodiversity Assessment and Technical Support (BATS) Program via EPIC IQC: EPP-I-00-03-00014-00, Task Order 02. The Review was not aimed exclusively at the LIFE Plus phase, but was intended to document the impacts of the full duration of all three phases of the LIFE Project from 1993-2008.

Lessons Learned:

- Monitoring approaches are most effective when participants can apply the findings directly to the improvement of their implementation activities;

- Recurrent collection of meaningful monitoring data at a large scale can assist CBNRM to be recognized as a competitive and viable national level development strategy;
- Participatory approaches to monitoring and evaluation increase ownership over findings and a greater likelihood that recommendations emanating from such activities will be accepted and implemented; and
- Presentation of monitoring data and programmatic impacts in annual glossy reports can increase program profile and support from national level policy makers.

PART TWO:

LIFE PROJECT IMPACTS, LESSONS LEARNED, AND RECOMMENDATIONS

LIFE PROJECT IMPACTS, LESSONS LEARNED, AND RECOMMENDATIONS:

1.0 PART TWO INTRODUCTION:

This portion of the End-of-Project Report assesses project impacts, applicable lessons learned and recommendations. It revolves around the following key aspects of the LIFE Plus Project:

- The impacts of USAID/Namibia's Investments in The Namibia CBNRM Program;
- Development of CBNRM Institutional Support Capacity;
- Creation of A Stronger National CBNRM Support Framework;
- Development of the National Conservancy Program; and
- Alternative Livelihoods Beyond Wildlife and Tourism

Subsections of this part of the report are discussed in relation to the LIFE Project's mandate and activities, the impact the Project has made, Lessons Learned and recommendations for future consideration.

2.0 USAID/NAMIBIA INVESTMENTS IN THE NAMIBIA CBNRM PROGRAM:

2.1 MANDATE AND ACTIVITIES:

As discussed earlier in Section 1.4, USAID investment in the three WWF CAs for LIFE I, II and Plus has amounted to US\$34,398,943. The purpose of these investments was to initiate and develop a sustainable national CBNRM program in Namibia. The USAID funding leveraged an additional US\$11,344,685 in funding support from WWF and its partners, bringing the total direct value of the LIFE CAs to US\$45,743,628.

2.2 IMPACTS:

The impacts of this investment have been significant, as the initial USAID/Namibia investment has also leveraged close to an additional 100% of funding support from a range of other major donors, including: DFID, WWF-UK, SIDA, Netherlands, EU, World Bank, etc. An analysis of total CBNRM funding support (1990-2007) versus its contribution to net national income was undertaken by the a natural resource economist in early 2008. The analysis used a deflator index for all previous years to adjust income and expenditures to constant 2003 Namibian Dollars. Application of this index shows that LIFE Project (USAID) funding (in 2003 constant Nambian Dollars) to the CBNRM Program amounted to N\$237,988,565, or approximately 30% of the total funding support received (N\$801,563,915) by the CBNRM Program since 1990. Consequently, USAID funding effectively leveraged approximately N\$563,575,350 in support of the Namibia CBNRM Program over the past 16 years.

Similarly, total annual income from the National CBNRM Program was analyzed to determine its contribution to net national income (NNI), which can be defined as the value of the goods and services the CBNRM economic activities make available to the nation. During 2007, the CBNRM NNI contribution was estimated at N\$223 million, and the total cumulative NNI (in 2003 constant N\$) over the years from 1990-2007 amounted to approximately N\$945 million. Further analysis and adjustment of the CBNRM contribution to the NNI was done to incorporate the economic

benefit of stock appreciation in conservancies. This is the accumulated capital value of the increasing wildlife numbers, which many people conclude to be a direct consequence of CBNRM activities. The animals' values were taken as their monetary value "on the hoof" (i.e., the value they could receive if they were sold or harvested commercially). The analysis found the cumulative stock value for Namibia conservancies from 1990-2008 increased by an estimated N\$245 million.

Perhaps the most impressive aspect of the CBNRM development and funding cycle is the economic return trend noted over the past five years of the program versus the donor investment trend. As noted in Figure 2, donor funding appears to have peaked in 2002, while economic returns are continuing to rapidly climb. The recovering wildlife resource base in conservancies across Namibia, combined with anticipated escalation of financial returns from new tourism opportunities (lodges, hunting concessions, etc.) bodes well for further expansion of the gap between future economic returns versus programmatic capitalization costs.

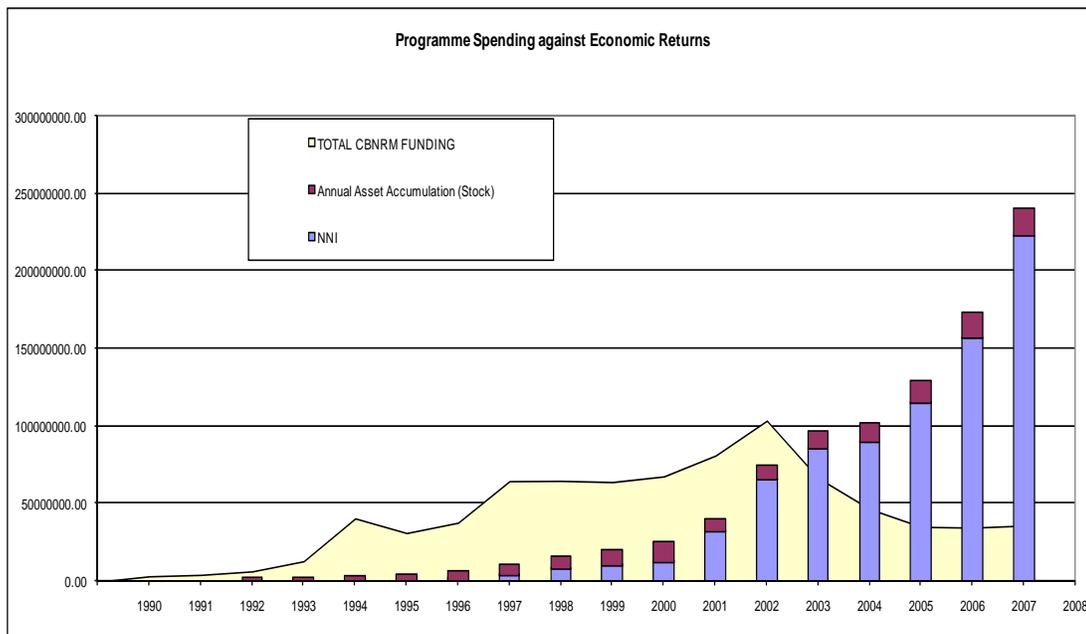


Figure 2. Total Namibia CBNRM Program Funding Support Versus CBNRM Contributions To The Net National Income (NNI) Through CBNRM Enterprises And Growth of The Wildlife Resource Base (Source – 2007 State of Conservancy Report)

3.0 DEVELOPMENT OF CBNRM INSTITUTIONAL CAPACITY:

One of WWF's major functions under the LIFE Project was to build the institutional capacity of project partners to provide CBNRM services to conservancies and emerging CBT enterprises. During LIFE Plus, grants were awarded to eight different institutions (see Appendix Two for details). In addition, the NNF received a Cooperative Agreement as a LIFE Plus Consortium member with the intent of further fostering the NNF's overall CBNRM sectoral capacity.

The LIFE Project used a combination of approaches to enhance CBNRM support capacity. Technical assistance was used to foster new methodologies, design appropriate management and monitoring systems, and provide custom-tailored training; and, grants to an assortment of governmental bodies, NGOs, and CBOs were used as a means of providing resources to partner

institutions to implement CBNRM activities and as a mechanism to channel technical assistance and training. The following is the list of the organizations that received grant funds or institutional support under the LIFE Plus Project.

NGOs:

- **Namibian Nature Foundation (NNF):** Manages donor funds for the MET's Directorate of Resource Management, Special Support Services, and Directorate of Environmental Affairs, the MFMR, and a range of grants related to national environmental issues. The NNF assumed the LIFE Plus role of managing grants, national CBNRM program monitoring, and HIV/AIDs support to CBNRM partners.
- **The Namibian Community Based Tourism Association (NACOBTA):** This is a membership association that was commenced in 1995 to provide training, networking and technical assistance to the community-based tourism sector. Under LIFE Plus, NACOBTA received funding to facilitate and broker joint venture lodge agreements.
- **The Nyae Nyae Development Foundation of Namibia (NNDFN):** A regional NGO that provides development support to the Nyae Nyae Conservancy in the eastern Otjizondjupa Region.
- **The Rossing Foundation:** A national development NGO that initially was focused on agriculture and enterprise (including handicrafts) developments at the onset of the LIFE Project. Under LIFE Plus, funding was provided to the RF to support CBNRM training, and conservancy facilitation in the northcentral conservancies.
- **Rural Institute For Social Empowerment (RISE):** A development NGO that was integrated into the National CBNRM Program to provide conservancy support services for the Erongo Region.
- **Namibia Development Trust (NDT):** A development NGO that was integrated into the National CBNRM Program to provide conservancy and CBNRM support services to the communal areas of southern Namibia and eastern Otjizondjupa.
- **Centre for Research Information Action Africa:** An NGO that specializes in the development and marketing of natural plant products that received funding under LIFE Plus to assist conservancies to develop natural plant product opportunities.

Government:

- **The Ministry of Environment & Tourism (MET):** The ministry who is responsible for wildlife, tourism, transboundary conservation, and environmental management in Namibia. The MET is critical to the operation and sustainment of the communal area conservancy program.
- **The Ministry of Fisheries and Marine Resources (MFMR):** The MFMR is responsible for regulating freshwater fisheries in Namibia, to ensure sustainable management of fishery stocks for the welfare of community residents. Given the fact that most perennial rivers in Namibia are found along international borders, the MFMR also facilitates dialogue with neighboring countries in pursuit of coordinated management of international waters.

- The **Ministry of Agriculture, Water, and Forestry (MAWF)**: The Ministry who is in charge of agricultural support, livestock production, rangeland management, and community forests. Close ties were established with the MAWF on the integration of community forests with communal conservancies.
- The **Ministry of Lands and Resettlement (MLWR)**: The ministry in charge of regulating land rights and leaseholds for communal lands via the communal land boards and the powers of the Minister.

National Institutions:

- The **Namibia Association of CBNRM Services Organizations (NACSO)**: NACSO provides a national CBNRM coordination forum for Namibia CBNRM service organizations. NACSO facilitates national level strategic planning, coordinated service delivery, networking, and advocacy in support of the CBNRM sector.
- The **University of Namibia (UNAM)**: The UNAM Multidisciplinary Research Center may provide a critical neutral role in the carrying out of applied research related to the socio and economic impacts of conservancies.

The LIFE Project used its grant management process as a mechanism for strengthening the capability of partner institutions. LIFE Project staff assisted grantees to clarify strategies, objectives, and performance monitoring and reporting systems in a participatory process that helped ensure there was a clear, and mutually agreed-upon set of expectations for what would be accomplished through the grants.

The LIFE Plus Plus grants built upon 16 grants that were awarded to Namibian institutions during LIFE II, including major grants to the Integrated Rural Development & Nature Conservation (IRDNC) and the University of Namibia Social Science Division.

2.2 IMPACTS:

The development of institutional capacity in the CBNRM sector has been a major accomplishment and impact of the LIFE Project. At the onset of the LIFE Project, only two NGOs (IRDNC and NNDFN) and one directorate (DEA) of the MET were actively engaged in the CBNRM sector. However, by closure of LIFE, the number of CBNRM support institutions had expanded to nine (IRDNC, NNDFN, NACOBTA, RF, NNF, Legal Assistance Centre, RISE, Namibia Development Trust, and Desert Research Foundation of Namibia), while the number of MET directorates had risen to four (DEA, DPW, DSS, and Forestry). In addition, the University of Namibia's SSD had begun to provide increased socio-economic assistance to the National CBNRM Program. Lastly, the Namibia Association of CBNRM Support Organizations had been formed and had become the primary NGO coordination entity for the CBNRM sector.

Thus, the total number of CBNRM support institutions at the outset of LIFE rose from 3 in 1993 to 13 by the closure of LIFE Plus. The substantial increase in the number of CBNRM support organizations has significantly bolstered the conservancy support capacity of the National CBNRM Program, but still falls short of the demands being placed upon the program by the rapidly escalating number of emerging conservancies.

Another major impact of this effort includes a major philosophical shift of the CBNRM Program. In the early 1990s, the CBNRM effort was narrowly focused around acquiring the support of traditional

authorities and the reduction of poaching through a community game guard (CGG) program. Over the past 15 years the CBNRM Program has developed a pro-active common property management mechanism (conservancies) and shifted its target audience to representative community institutions (i.e., conservancy management committees). This has been accompanied by increased emphasis on an integrated approach to natural resource management and the recognition of the imperative need to involve women in conservation initiatives. More recently, the CBNRM program has embarked upon a path to assist conservancies to manage a bouquet of natural resources (wildlife, tourism, forest products, fisheries, rangelands, and land). Lastly, there is a growing awareness and emphasis for conservancies to employ more business-related planning and management approaches to their operations, while the National CBNRM Program has shifted its horizons to planning for its long-term sustainability through the development of long-term conservation finance plans

The philosophical evolution of the CBNRM Program has been accompanied by the development of a wide range of skills that were not present in CBNRM support institutions prior to the LIFE Project, including: community mobilization and organization, institutional development, enterprise development and management, natural resource and/or product marketing, financial management and planning, proposal writing, natural resource inventories and monitoring methodologies, business development, negotiation processes with the private sector, conservation finance, etc.

Table 6 provides a brief summary of the impacts of LIFE Project grants on each of the grantee institutions supported by the LIFE Project. Given the close link between LIFE II and LIFE Plus, grantees that received grants from either phase of the LIFE Project are included in this table.

In addition to the above grantee institutions, the LIFE project was a catalyst towards acquiring the involvement of several other CBNRM support institutions. The Legal Assistance Centre (LAC) entered the CBNRM Program as a legal representative on the LIFE SC. Since then it has played a major role in the CBNRM Program with respect to: conflict resolution, joint venture negotiations, conservancy constitution development and registration, policy and legislative review, drafting of contracts, and programmatic support against human rights violations. The legal support the LAC brings to the CBNRM Program is a strong asset that is unique to any other CBNRM movement in Africa.

In addition to the above organizations, the LIFE Project assisted the National CBNRM Program to develop the curricula for diploma and B Tech degree programs at the Polytech of Namibia. The institutionalization of CBNRM at the formal tertiary educational level is highly significant in two regards. First, it demonstrates that government has truly accepted CBNRM as a legitimate development approach. Secondly, it provides entry-level government technicians into a cross-cutting range of ministries (MET, Lands, and Agriculture) with a standardized understanding of CBNRM approaches and philosophies. This is particularly important in the absence of systematic CBNRM training approaches within government and a strong additional component of the national CBNRM framework.

Table 6. Impacts of the LIFE Project on the institutional capacity and CBNRM focus of LIFE II and Plus grantees.

GRANTEE	BEFORE LIFE GRANT	AFTER LIFE GRANT	IMPACTS
Namibia Nature Foundation	During LIFE I, the NNF was primarily used as a MET conduit to manage donor funds that could not be directly received through government channels. There was no administrative or cost-recovery charge levied against managing these funds and the projects affiliated with them. As a consequence, the NNF was basically bankrupt in September, 1993.	The LIFE Project assisted the NNF to review its institutional mandate and focus on key support areas. A fundamental outcome of the grant was to put in place a cost-recovery scheme for the NNF's services. The LIFE II Project greatly strengthened the NNF's capacity, assisting with the introduction of a cost-recovery management fee and a large institutional support grant. LIFE Plus built upon LIFE II, devolving all LIFE Project grants to the NNF for management purposes. Today, the NNF operates the largest conservation budget of any NGO in Namibia. It is on firm financial footing and a major partner in the National CBNRM Program.	Impact score: 10 The initial LIFE grant saved the NNF from bankruptcy and allowed it to develop into a major conservation player. The NNF has been given several key roles in the National CBNRM Program, including: CBNRM grants manager, fund raising, monitoring & evaluation of the National Program's effective-ness, and preparation of the "Annual State of The Conservancy Report".
Integrated Rural Development & Nature Conservation CBNRM grant.	The IRDNC was the originator of Namibia's CBNRM program. It commenced CBNRM activities in the mid-1980s in Damaraland and moved into the Caprivi in the early 1990s. During this time the IRDNC was very successful in introducing conservation efforts through traditional authorities and an innovative community game guard program.	LIFE Caprivi grants to IRDNC, combined with major CBNRM policy developments, facilitated significant change and growth in the IRDNC CBNRM support philosophy. The IRDNC moved from a secular CGG approach, to an institutional development approach through which the formation of representative conservancy committees was supported. The IRDNC also initiated the process of involving women as key stakeholders in the CBNRM movement, and conceived of the concept of women Community Resource Monitors to assist with the mobilization of women resource users. IRDNC has also been on the cutting edge of developing community-based tourism enterprises, community natural resource monitoring systems, negotiations with private sector partners for hunting and lodge developments, and management plans. IRDNC received no direct LIFE Plus grant support, but was able to acquire major sources of funding from WWF-UK on its own. IRDNC, through its work in Caprivi and Kunene, is the largest field-based support NGO of conservancies, providing support to more than 40 registered or emerging conservancies.	Impact score: 7 The IRDNC has grown into Namibia's largest field-based CBNRM NGO. It supports the development and operation of more than 40 conservancies in Caprivi and northwestern Namibia. It is doubtful that Namibia's conservancy program would have developed without the solid field operations of the IRDNC. The impact score of 7 is not a reflection of the impact of the IRDNC in the conservancy program (as this would be much higher), but is a subjective assessment of how beneficial the LIFE grants have been to the growth and development of IRDNC's capacity through the Caprivi grants.
Nyae Nyae Conservancy / Nyae Nyae Development Foundation of Namibia	At the onset of the LIFE Project LIFE I supported the Nyae Nyae Farmers Cooperative (NNFC) through the Nyae Naye Development Foundation of	LIFE II emphasized further building the NNC natural resource management capability, its institutional capacity to plan and implement its mgt plan, its financial management skills, the rebuilding of its wildlife resource base, and its ability to	Impact score: 9 LIFE support had major impacts on the NNC, as the NNC has now been implementing its mgt plan for more than five

GRANTEE	BEFORE LIFE GRANT	AFTER LIFE GRANT	IMPACTS
	<p>Namibia (NNDNFN). However, due to the weakening of the NNDNFN, phase II support was provided more directly to the NNC, using the NNDNFN for assistance in financially backstopping the NNC. The flat societal structure of the Ju/'Hoansi people, accompanied by extremely low literacy levels, has made the Nyae Nyae community one of the most challenging in Namibia to provide developmental assistance to.</p>	<p>generate additional income towards financial self-dependence. Natural resource management has become the major focus of the conservancy, and considerable progress has been made in the re-introduction of more than 2,000 game animals and development of permanent wildlife watering points. LIFE Plus gave recognition to the financial independence of the Nyae Nyae Conservancy, but continued indirect support to the conservancy through the NNDNFN. During this timeframe the NNDNFN acquired strong leadership, and has since proven to be efficient at raising adequate funds to both maintain the NNDNFN and support strategic interventions into the conservancy. The NNC has grown into one of the most successful conservancies in Namibia and generated almost N\$1.5 million in benefits during 2007.</p>	<p>years, leading to vastly increased wildlife numbers, income of more than N\$1.5 million/ year, a capacity to manage its own water supplies, and financial self-sufficiency. The establishment of the NNC has for the first time empowered the Ju'Hoansi people with the resources, knowledge, and skills to control their own development destiny. Though this impact score is high, it should be noted that NNC still remains institutionally fragile and vulnerable due to the cultural environment in which the NNC operates. The revitalization of the NNDNFN has proven to be one of the highlights of the LIFE Plus Project.</p>
<p>Namibia Community-Based Tourism Association</p>	<p>NACOBTA did not exist at the onset of LIFE, but was a product of two LIFE funded community-based tourism workshops in 1995. The initial LIFE grant supported NACOBTA's early organizational development, and provided funding for NACOBTA's first staff member. NACOBTA's preliminary work focused on interaction with founding members, and the design of training courses to meet the needs of nascent community-based tourism enterprises.</p>	<p>By the end of the LIFE II Project, NACOBTA had become a major contributor to the CBNRM Program. However, changes in leadership, internal conflicts, and severely reduced funding have resulted with a significant retrenchment of organizational capacity and influence.</p>	<p>Impact score: 5 At the commencement of the LIFE Project there were three known CBT enterprises in operation. When NACOBTA was formed, this number had increased to 16. Today, NACOBTA has more than 60 members. NACOBTA has had a major impact in advocating upon the behalf of CBT enterprises, networking between these enterprises, awareness creation about CBT, and CBT training. NACOBTA has been instrumental in putting CBT on the development agenda of government. However, the past four years has seen a steady erosion of NACOBTA's capacity and influence.</p>
<p>Rossing Foundation</p>	<p>At the onset of LIFE the Rossing Foundation did not have a CBNRM support program. Alternatively, it supported agricultural developments, small enterprise formation, and handicrafts production.</p>	<p>During LIFE I & II, the RF significantly altered its programmatic focus. The agricultural development program was closed and replaced by a CBNRM support initiative. This initiative has evolved from playing a minor facilitation role with the Uukwaluudhi Conservancy and communities in the north central areas, to becoming the key CBNRM player in the north central region. During LIFE Plus, the RF continued to support the CBNRM program in n/c Namibia, and in the process, have assisted with the registration of four politically</p>	<p>Impact score: 6 The revitalize uranium value has assisted the RF to secure substantial development funds. The RF has indicated it will continue to commit itself to supporting conservancies in n/c Namibia and parts of the Erongo Region, where it can play an increasingly valuable role for the National CBNRM Program.</p>

GRANTEE	BEFORE LIFE GRANT	AFTER LIFE GRANT	IMPACTS
Rural Institute for Social Empowerment (RISE)	RISE has a long history in Namibia as a development NGO, and prior to LIFE II, worked predominantly in the north central regions of Namibia.	important conservancies. The LIFE II and Plus grants assisted RISE to become integrated into the national CBNRM Program, gaining new supportive knowledge, skills, and resources in the process. RISE established a field office in Uis during LIFE II, from where its support staff assist the Tsiseb, Sorris Sorris, Otjimboyo, and Doro !Nawas Conservancies. However, this office was closed during LIFE Plus, and by the conclusion of LIFE Plus, all RISE support to the Erongo conservancies had been withdrawn.	Impact score: 2 The addition of RISE to the CBNRM movement extended conservancy support capacity to the Erongo and southern Kunene regions. Unfortunately, this was a temporary benefit, as RISE has failed to raise funds to maintain support to these conservancies post the LIFE Project
Namibia Development Trust (NDT)	NDT is one of the longest standing development NGOs in Namibia, with its origin preceding independence. NDT has historically worked in southern and north central Namibia.	LIFE II and Plus funds provided means of engaging NDT into the national CBNRM Program. Though funding support from LIFE was limited, the NDT has played a prominent role in conservancy formation in southern Namibia and in the Otjizondjupa Region, where they jointly support approximately 9 conservancies.	Impact score: 6 The small amount of LIFE II funds made available to NDT had limited impact on its institutional capacity. However, NDT has displayed by organizational and national level leadership in support of the CBNRM Program, putting conservancies on the map in the south and playing a strong national level advocacy role.
Social Sciences Division of the University of Namibia	Prior to the LIFE Project, the SSD of UNAM had not been engaged in any CBNRM activities. It's existence was largely premised upon undertaking a range of social and economic studies related to the national level economy.	By the closure of Phase I, a CBNRM staff member of the SSD was providing extensive support to the CBNRM Program through the undertaking of conservancy socio-economic studies and conservancy management profiles. LIFE support to the SSD resulted with CBNRM being incorporated into the University curricula. UNAM now funds two full-time CBNRM support staff, and undertakes a range of supportive research activities. The SSD is playing a growing role as a neutral party in assessing conservancy performance and impacts through the implementation of numerous conservancy management profiles. As a result of LIFE Plus support, UNAM is now entering into two sister university relationships with the University of Florida and University of Montana, respectively. These growing relationships are aimed at further building UNAM's CBNRM research capacity, and look promising for the future.	Impact score: 5 The SSD has become a more engaged CBNRM partner, providing useful neutral CBNRM assessment. UNAM has demonstrated a strong commitment to CBNRM by funding two full-time CBNRM researchers and incorporating CBNRM into curricula. UNAM is also now leveraging in high-quality researchers from universities around the world and playing a lead role in coordinating CBNRM research.
Ministry of Environment & Tourism	At the onset of LIFE, only the DEA was supportive of CBNRM. The DRM was highly skeptical about involving communities with conservation initiatives and there was strong	By closure of the LIFE Project, more than 12 different MET policies or legislation gave strong recognition to CBNRM and conservancies. Conservancies received recognition by all MET directorates, and a CBNRM support unit was funded. MET policy implementation & support has improved considerably,	Impact scores: Policy/legislation: 9 Implementation: 5 The MET's CBNRM policies & legislation have laid a very strong legal foundation for

GRANTEE	BEFORE LIFE GRANT	AFTER LIFE GRANT	IMPACTS
	resistance to the CBNRM movement within many sectors of the MET.	and the MET has spearheaded broader governmental recognition of conservancies in other ministries (i.e., MLRR, MAWF, MLRGH, etc.) and through national planning processes (i.e., NDPII/III and Vision 2030). MET has made conservancy support one of its primary mandates, and conservation attitudes across Namibia have improved markedly.	CBNRM & conservancies. This has resulted with a major change in attitudes in communal area residents, with more than 220,000 people participating in conservancy formation. Conservancies are recognized nationwide as effective conservation/development CBOs.
Namibia Association of CBNRM Service Organizations (NACSO)	NACSO did not develop until after commencement of LIFE II, as the previous LIFE SC contributed strongly to the processes of national level CBNRM coordination and planning.	NACSO has become recognized as the national coordination forum for NGO CBNRM service providers. NACSO has taken over the coordination, planning, and grant approval role that had been previously provided by the LIFE SC. NACSO meets on a quarterly basis with fellow members and liaises closely with MET to support conservancies and CBT across the communal areas of Namibia. NACSO continues to operate post-LIFE, but would benefit if its limited interventions were more focused on strategic national levels, rather than on the many other issues that crop up on a daily basis.	Impact score: 7 A Namibia national NGO coordination and planning forum now exists in Namibia. This ensures coordination of CBNRM support from both a geographic and thematic perspective, contributing greatly to a cohesive and synergetic national CBNRM Program.
CRIAA	CRIAA worked loosely across many communal areas of Namibia, but lacked an on-the-ground organizational structure to effectively mobilize large numbers of communities into cooperative natural plant product harvesting and marketing entities.	Funding and support (though not large) from LIFE Plus assisted CRIAA to integrate effectively into the broader CBNRM Program and with direct interventions at the conservancy level. This relationship, though still emergent, has the potential to generate lucrative benefits to conservancy members across the country.	Impact score: 7 The LIFE Plus grant to CRIAA may lead to profound benefits to the broader conservancy movement. Promising benefits (more than N\$1 million) have already been generated from organic certification of Kalahari melon seed and group harvesting of devil's claw and commiphora resin.
NACSO Natural Resources Working Group	The natural resources management WG did not exist before the LIFE Project, being formed during LIFE II.	The NRM WG has become a highly organized and efficient service provider to conservancies across the country. The WG was responsible for the wide-spread roll-out of the event and incident book monitoring systems, guidance to conservancy quota setting, conservancy management oriented monitoring (MOMS), game translocation decision-support tool, and conservancy management plans. The NRM WG continues to function post LIFE and is slowly increasing its capacity to support the growing number of conservancies.	Impact score: 9 The NRM WG has revolutionized community NR management and monitoring methodologies. Its contribution to the design and set-up of CONINFO has created a model for other s. African countries to emulate. Information gathered from its various wildlife census approaches have greatly empowered conservancy committees and provided much needed information on the status and trend of wildlife populations across Namibia.
Ministry of Fisheries and Marine Resources (MFMR) (through the NNF)	A Fresh Water Fishery policy and legislative white paper existed prior to LIFE II support, but there was no on-the-ground support to communities in	The Fresh Water Fisheries Act was approved, providing strong recognition of the need to involve local communities in fishery management activities. The grant precipitated the establishment of an MFMR office in Katima Mulilo and the	Impact score: 5 There is now a full-time presence of the MFMR in Caprivi, and recognition of the need to involve communities in fishery

GRANTEE	BEFORE LIFE GRANT	AFTER LIFE GRANT	IMPACTS
	the Caprivi region by MFMR staff.	placement of three permanent fishery support staff in Caprivi. Assistance was given to a number of joint research activities with neighbouring Zambia and Botswana stakeholders, also giving rise to the signing of a transboundary fishery protocol that provides the basis for common fishery legislation, policy, and management approaches on transboundary stretches of the Zambezi and Chobe Rivers. Extensive collaborative research has been undertaken between Namibia, Zambia and Botswana on fish stocks, biology of select fish species, seasonal fish catch data, market surveys, and community dependence on the fishery resource. The above work has been maintained and built upon during the LIFE Plus Project. However, the commitment of the MFMR to fresh water fisheries appears to have significantly regressed.	management is reflected in the new Fresh Water Fisheries Act. However, this Act is not being implemented proactively or in a manner conducive to community empowerment or creation of incentives for communities to better manage their fishery stocks. The LIFE II grant was highly effective in promoting a MFMR office in Caprivi. However, it appears the capacity of this office and headquarters support staff is dropping rather than improving.
NACSO HIV/AIDS	No HIV/AIDS awareness program or policies existed in CBNRM service organizations or conservancies	A total of 11 NGO CBNRM service providers and numerous conservancies now have on-going HIV/AIDS awareness programs and policies. HIV/AIDS awareness and mitigation has been strongly integrated into Caprivi conservancy operations and introduced in other conservancies to varying degrees.	Grant Impact: 7 Though the LIFE Plus HIV/AIDS grant was limited in time, it was very catalytic in assisting support organizations and conservancies to promote HIV/AIDS awareness and develop policies. The grant led to the formation of a CBNRM HIV/AIDS unit that is still operating, providing excellent linkages between conservancies and HIV/AIDS service providers.

2.3 LESSONS LEARNED:

- Guided institutional development support is a critical service that has been provided to NGO grantees by the LIFE Project. This effort has made a substantial contribution to the development of strong and effective Namibian NGOs, which now have the capability to deliver essential development services on behalf of the CBNRM Program. Support provided by the LIFE Project has included conducting institutional assessments and following-up these assessments with recommended support services, and by providing NGO partners with strategic planning assistance.
- The ability of key NGO partners to develop the capability to assume major leadership and implementation roles within the CBNRM program has been assisted by the LIFE Project's clear and consistent vision as to what the overall program intended to accomplish, and how it would evolve. The CBNRM program's focus, and its clarity in defining long-term objectives, created a clear road map to guide the development of partner NGOs – they could see the responsibilities they needed to assume, structure their staff and programs accordingly, and step-by step, over several years, develop service capabilities central to the needs of CBNRM in Namibia. The LIFE Project's continuity in leadership aided this process.
- Strengthening of the CBNRM institutional capacity and associated framework requires working beyond the narrow confines of one ministry's legislation and responsibility. The provision of support to other ministries (MFMR, MLR, and MAWF) has served to create increased awareness of the conservancy program and broader overall governmental support to CBNRM.
- The incorporation of CBNRM philosophies and training approaches into country tertiary training institutions can provide an effective means of bringing entry-level government technical staff with a standardized understanding of CBNRM doctrines. This will ultimately translate to better inter-ministerial coordination on CBNRM, as a critical mass of trained CBNRM technicians enter into the different ministries and move into middle- and higher-level management positions.

2.4 RECOMMENDATIONS:

- Institutional development services should continue to be made available to partner NGOs and conservancy grantees. When grants are provided time should be taken to ensure that clear and measurable objectives are developed. Workplans, budgets and performance monitoring/reporting systems should be based on the development of strategic plans. NNF, as the CBNRM program's principal grant-making organization, should seek to provide strategic and institutional development assistance to grantees as a component of its grant management service.

3.0 CREATION OF A STRONGER NATIONAL CBNRM SUPPORT FRAMEWORK:

3.1 MANDATE AND ACTIVITIES:

During LIFE I, national level CBNRM planning and coordination gradually was assumed by the LIFE SC. However, it was recognized that the LIFE Project would eventually close and that there was a need to develop a Namibian CBNRM coordination and planning forum. At the outset of LIFE II, a planning grant

was provided to the National CBNRM Program to establish a CBNRM Secretariat. The Secretariat evolved into the Namibia Association of CBNRM Service Organizations (NACSO), which has since become the coordination forum for CBNRM NGOs in Namibia..

NACSO provides a number of services (i.e., training, planning/coordination, advocacy and policy development, grant-making, natural resource management advice, fund raising, research, conflict resolution, business advice, and M&E) to conservancies and NACSO members (see Figure 3, below).

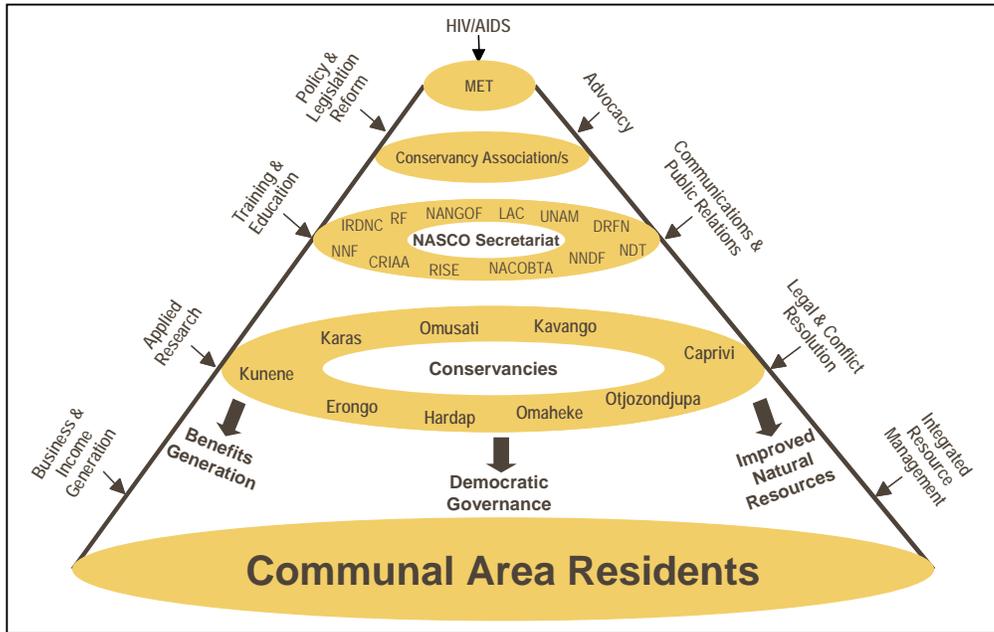


Figure 3: NACSO in relation to the Namibia National CBNRM Program and its strategies to support communal conservancies and conservancy association(s) in regions where conservancies have formed.

An objective of the LIFE Plus Project was to strengthen the national CBNRM support framework by broadening the suite of natural resources which conservancies could benefit from and be responsible for. In this regard, the LIFE Project, in combination with the MET and the ICEMA Project, collaborated to create a National CBNRM Forum composed of a set of CBNRM stakeholders beyond wildlife (i.e., agriculture, natural plant products, forestry, fresh water fisheries, and land). The forum held one national level meeting at the onset of the LIFE Plus project, but did not receive the organizational impetus to hold a second national meeting. However, the process of creating the forum created increased awareness of the need for the CBNRM program to interact and seek to influence a much broader group of governmental agencies. Consequently, during LIFE Plus, extensive effort was made into: 1) working with the MAWF to better integrate community forests and communal conservancies into more streamlined and complementary management organizations; 2) strengthening the communal land boards administratively and to enhance their and the MLR understanding of the importance of conservancies; and 3) promoting stronger relationships between the MFMR Fresh Waters Fishery Program with communal conservancies as potential stewards and benefactors of fresh water fisheries.

A second key objective of LIFE Plus was to assist the CBNRM Program to consider the longer-term issues and needs for permanently sustaining the CBNRM Program. A major workshop was held in 2007 to bring CBNRM stakeholders together to formulate a CBNRM Sustainability Vision and Plan. This successful workshop precipitated the development of a National CBNRM Sustainability Plan, which seeks to identify and cost the critical long-term support services of the nationwide conservancy movement. A portion of the strategy entails the development of a conservation finance strategy and plan, and eventually the establishment of sustainable self-financing conservation funding mechanisms to assist the Namibia CBNRM Program to permanently maintain itself.

3.2 IMPACTS:

- The establishment of NACSO increased the Namibian ownership of National CBNRM coordination, planning, and decision-making processes. The transition from the LIFE SC to NACSO also broadened the base of CBNRM participants from a project level to a national level, thereby escalating NACSO into a better position for supporting national level CBNRM interests. NACSO has proven effective in mobilizing and coordinating NGO sectoral support to conservancies. As such, NACSO creates a sectoral support synergy that is unique to CBNRM programs elsewhere in Africa.
- The strategic expansion of programmatic support to other key ministries (i.e., MAWF, MLR, and MFMR) has served to broaden the awareness in these ministries of the contributions of communal conservancies to rural livelihoods and the integration of conservancy operations into the mandates of sister ministries. The annual production of the Annual State of Conservancy Report has further increased awareness of government of the valuable contributions of conservancies.
- The increased emphasis on developing a long-term CBNRM sustainability strategy and finance plan has increased awareness of national level funding opportunities that did not exist previously, placing the CBNRM Program in a potentially advantageous position for long-term, permanent sustainment.

3.3 RECOMMENDATIONS:

- NACSO should continue to coordinate NGO sectoral coordination and planning. However, there is a need to bridge the gap between NACSO and the MET to ensure planning between the government and NGO support organizations is coordinated and synergetic. Similarly, there is a need to determine how NACSO can most effectively link with emerging conservancy associations in the provision of support services to them and member conservancies.
- Continued interaction and support with other ministries, especially the MLR, are essential to ensure an optimal supportive CBNRM framework.
- The CBNRM Sustainability Strategy and Conservation Finance Plans are high priorities which should be completed as soon as possible.

4.0 ENHANCED INVOLVEMENT OF THE PREVIOUSLY DISADVANTAGED SECTOR:

4.1 MANDATE AND ACTIVITIES:

Prior to Namibia's independence it was governed by the apartheid policies of the Republic of South Africa. As such, the country was dominated by the minority white sector of the country and its

suppressive policies, creating a disadvantaged majority population. The historical colonial approach to managing wildlife was “protection” oriented and further alienated communal area residents from conservation practices. As a consequence, at the onset of the LIFE Project there was an imperative need to address this major problem.

The CBNRM Program and LIFE Project initiated a number of strategies to counter this situation, including:

- Revision of policies and legislation – These revisions created rights of access to rural area residents to benefit from wildlife and tourism activities. The new policies and legislation also created extensive incentives for communities to manage their wildlife resources;
- Recruitment and training of previously disadvantaged Namibians – There was a noticeable absence of previously disadvantaged Namibians in the CBNRM movement at the onset of the LIFE Project. A key function of the LIFE Project and its grantees was to recruit capable and enthusiastic previously disadvantaged Namibians into the program and provide them with training to move into middle and upper management roles;
- Recruitment and building of capacity in additional CBNRM support institutions – At the onset of LIFE all CBNRM support NGOs and MET support directorates were white-led. There were no institutions headed by previously disadvantaged Namibians involved in the CBNRM movement, and this required serious addressing.

4.2 IMPACTS:

The conservancy legislation redressed past discrimination by giving black communal farmers the same rights over wildlife as white, freehold farmers. However, white farmers had business and game management skills, access to capital, good infrastructure, and links to markets. The LIFE Project helped to enable communal farmers to gain access to funding to kick-start their businesses, facilitated links to markets, developed business and game management skills, and opened up channels of communication to government and other agencies. LIFE helped to redress the imbalance of power and capacity that existed between white and black farmers at the time of independence.

There have been several other major positive changes in the CBNRM Program since the outset of LIFE. A major change has been in the attitudes of rural community residents towards wildlife and conservation. At project outset, community members in some areas displayed open hostility to wildlife and conservation staff. However, with passage of the conservancy legislation and expansion of the CBNRM effort, this attitude has undergone a complete reversal to stewardship and pride over the presence of wildlife.

Through the duration of the LIFE Project an extensive effort has been made to recruit and train disadvantaged Namibians into the CBNRM Program. In this regard, numerous junior community staff (i.e., CGGs and Resource Monitors) have moved into Field Officer positions and now supervise large numbers of community staff members for the IRDNC.

The contributions of previously disadvantaged staff who have been supported with extensive LIFE training have been widely recognized through awards. Such individuals include: IRDNC’s Janet Matota – Namibia’s first community resource monitor, who received the NNF Conservationist of the Year Award in 1999; and Prince George Mutwa – the first chairman of the Salambala Conservancy, who received the NNF Conservationist of the Year Award in 2000; Benie Roman, NAPHA

Conservationist of the Year in 2001; Patricia Skyer, WWF Woman Conservationist of the Year and Conde Naste Traveller Magazine's Environmentalist of the Year during 2003; Beavan Munali, NNF Conservationist of the Year 2006; etc.

Perhaps the biggest impact area is at the institutional support level. At the commencement of the LIFE Project all support institutions (MET/DEA, IRDNC, NNF, LAC, RF, SSD, and NNDF) were white-led. This situation has changed markedly, with 7 of the NACSO member institutions, the NACSO Secretariat, and three MET Directorates now being headed by previously disadvantaged Namibians. The transition continues to gain momentum and bodes well for the long-term sustainability of the National CBNRM Program.

4.3 LESSONS LEARNED:

- The resolution of the apartheid policies of the past will take a long time to overcome, and it will require a continuous effort to address racial imbalances and inequities.
- The most constructive approach to building CBNRM sector capacity is not to replace skilled white staff and white-led institutions, but to build upon these foundations with skilled and dedicated previously disadvantaged staff and institutions.
- It is easy to lose sight of who the ultimate customer is in the sometimes racially tense environment of Namibia. Frequently donors and government focus their frustrations and desires for rapid change on white-led support institutions without considering the immense benefits these institutions are providing to the true beneficiaries of the CBNRM Program, the thousands of rural community residents.

4.4 RECOMMENDATIONS:

- There is a need to continue efforts to redress the racial imbalances of the past. However, this can be most constructively accomplished by rewarding CBNRM program employees who demonstrate an aptitude and the appropriate knowledge to advance into management positions.
- There is a need to involve a larger number of previously disadvantaged managers and institutions in the CBNRM Program, through building their capacity to provide quality services and support.

5.0 COMMUNAL AREA CONSERVANCIES:

5.1 MANDATE AND ACTIVITIES:

In June 1996 the Namibian Parliament amended the country's Nature Ordinance to allow rural communities to benefit from sustainable wildlife utilization, pending compliance with certain conditions. These conditions stipulated that communities could organize themselves into conservancies, which requires a community to complete the following tasks: map the conservancy's boundaries, and make sure neighboring communities agree to the boundary demarcations; complete a registry of members; form an elected and representative management committee; develop a community-approved constitution; and develop a benefit distribution plan, which should provide guidance on how financial and non-financial benefits will be shared among a conservancy's members. Once a conservancy becomes registered (which has generally required a two to three year effort), it then gains authority to sustainably utilize and benefit from the area's wildlife. One of the most

important rights that conservancy provides is the right to acquire a sustainable wildlife off-take quota, of which portions can then be tendered to safari companies as trophy animals, sold as live game, or used for local consumptive purposes. In addition, the conservancy also gains tourism rights and, as a legal entity, has the authority to enter into contracts with private sector tourism operators.

Conservancy support activities and impacts will be discussed at three levels: at the national level; natural resource level; institutional; and around benefits generation.

5.2.1 National Level:

By the end of LIFE Project, there were 52 registered communal conservancies in Namibia, and another estimated 20 more emerging conservancies (see Figure 4). The 52 registered conservancies cover approximately 12,231,800 hectares of land in five different biomes. Of this total, 10 were registered during the LIFE I timeframe, an additional 21 during LIFE II, and the remaining 21 during LIFE Plus (see Table 7).

The establishment of communal conservancies is making significant contributions to the maintenance of improvement of biodiversity. This is particularly so for large mega fauna whose seasonal movement patterns require extensive tracts of land in Namibia's arid to semi-arid habitats. Notably, 30 of the registered conservancies occur immediately adjacent to or in key corridors between national parks or game reserves. These 30 conservancies provide an additive 67,326 km² of compatible land-uses to the existing protected area network of 114,080 km², thereby increasing land available to wildlife by 59% beyond the existing protected area system.

5.2.2 Natural Resources:

The LIFE Project provided significant support to the development and management of conservancy natural resources. Assistance was rendered towards: participatory land-use planning efforts; development and extension of community natural resource monitoring systems through Management Oriented Monitoring Systems (MOMS); development and implementation of a range of wildlife census methodologies; development and management of wildlife waters; and strategic introductions of wildlife to conservancies with low game densities, but high potential.

Conservancy Land-Use Planning:

Conservancies have proven to be successful mechanisms for the promotion of local-level, participatory land-use planning. The recognition of wildlife as a valuable resource has stimulated communities to rationalize competitive land-uses. Consequently, many conservancies have now allocated dedicated lands to wildlife and tourism purposes, thereby reducing conflict between wildlife, livestock, and people and optimizing the recovery of wildlife stocks.

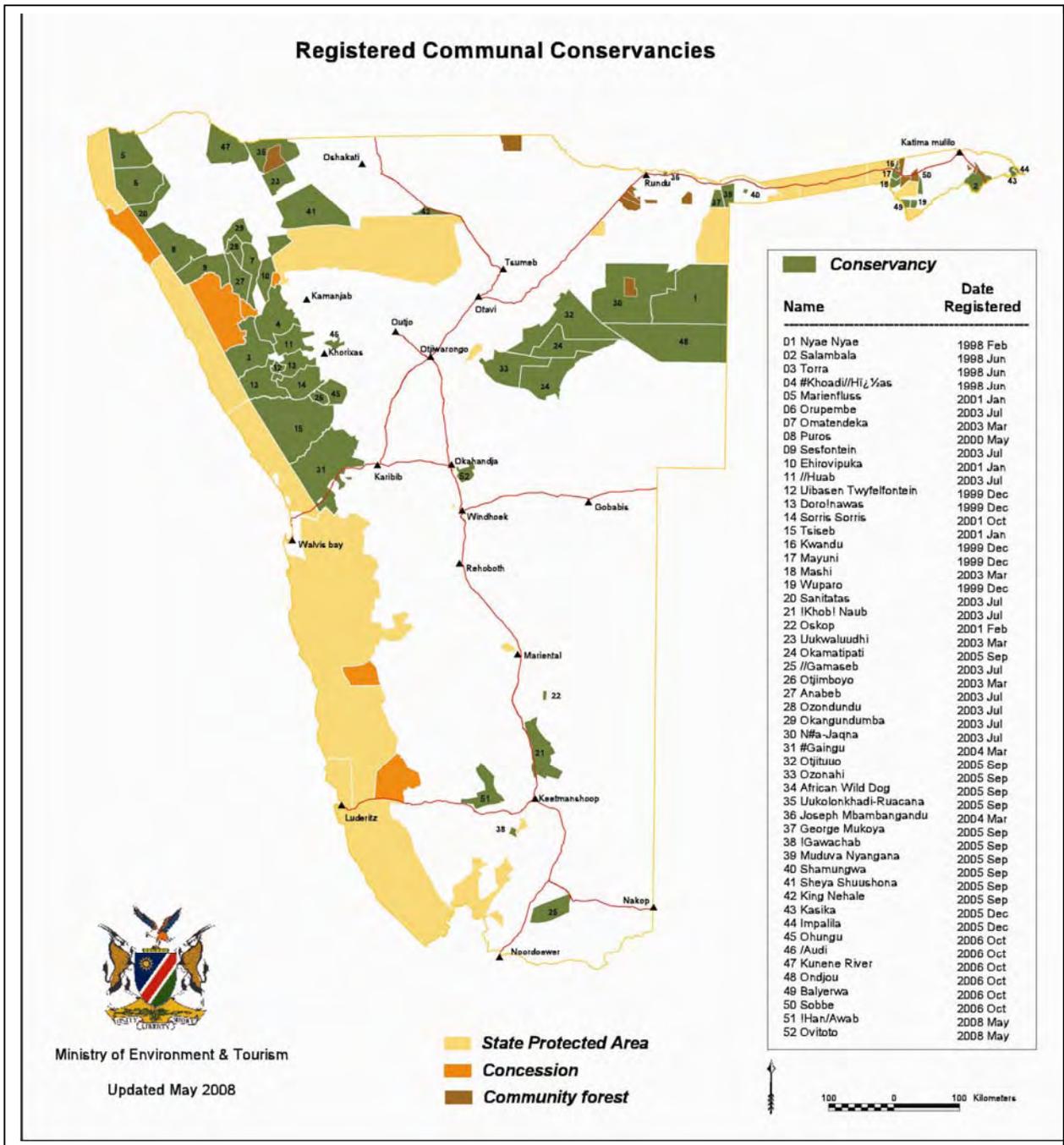


Figure 4. Registered and select emerging communal area conservancies as of the closure date of the LIFE Plus Project – source MET.

Table 7. Registered communal conservancies by region, biome, timeframe, and size.

	Conservancy Name	Region	Biome	LIFE I Timeframe	LIFE II Timeframe	LIFE Plus Timeframe	Size km ²
1	Nyae Nyae	Otjozondjupa	Woodland	Feb 1998			9,003
2	Salambala	Caprivi	Woodland	June 1998			930
3	Torra	Kunene	Desert	June 1998			3,522
4	#Khoadi //Hòas	Kunene	Desert/Savanna	June 1998			3,366
5	Uibasen-Twyfelfontein	Kunene	Desert/Savanna	Dec 1999			286
6	Doro !Nawas	Kunene	Desert/Savanna	Dec 1999			4,073
7	Kwandu	Caprivi	Woodland	Dec 1999			190
8	Mayuni	Caprivi	Woodland	Dec 1999			151
9	Wuparo	Caprivi	Woodland	Dec 1999			148
10	Puros	Kunene	Desert	May 2000			3,568
11	Tsiseb	Erongo	Desert		Jan 2001		8,083
12	Ehi-Rovipuka	Kunene	Savanna/Woodland		Jan 2001		1,975
13	Marienfluss	Kunene	Desert		Jan 2001		3,034
14	Oskop	Hardap	Shrub Savanna		Feb 2001		95
15	Sorris Sorris	Kunene	Desert/Savanna		Oct 2001		2,290
16	Mashi	Caprivi	Woodland		Mar 2003		297
17	Omatendeka	Kunene	Desert/Savanna		Mar 2003		1,619
18	Otjimboyo	Erongo	Desert/Savanna		Mar 2003		448
19	Uukwaluudhi	Omusati	Savanna		Mar 2003		1,437
20	!Khub !Naub	Karas	Shrub Savanna		July 2003		2,747
21	//Gamaseb	Karas	Shrub Savanna		July 2003		1,748
22	//Huab	Kunene	Desert/Savanna		July 2003		1,817
23	Orupembe	Kunene	Desert		July 2003		3,565
24	Sanitatas	Kunene	Desert		July 2003		1,446
25	Anabeb	Kunene	Savanna		July 2003		1,570
26	Sesfontein	Kunene	Savanna		July 2003		2,591
27	Okangundumba	Kunene	Desert/Savanna		July 2003		1,131
28	N#a Jagna	Otjozondjupa	Woodland		July 2003		9,120
29	Ozondundu	Kunene	Savanna		July 2003		745
30	#Gainingu	Erongo	Desert-Savanna		Mar 2004		7,677
31	Joseph Mbambangandu	Okavango	Woodland/Savanna		Mar 2004		36
32	Otjituuo	Otjizondjupa	Thornveld Savanna			Sep 2005	6,132
33	Ozonahi	Otjizondjupa	Thornveld Savanna			Sep 2005	3,204
34	African Wild Dog	Otjizondjupa	Thornveld Savanna			Sep 2005	3,824
35	Uukolonkhadi-Ruacana	Omusati	Woodland-Savanna			Sep 2005	2,993
36	Okamatapati	Otjozondjupa	Savanna			Sep 2005	3,096
37	George Mukoya	Kavango	Woodland			Sep 2005	486
38	!Gawachab	Karas	Shrub Savanna			Sep 2005	132
39	Muduva Nyangana	Kavango	Woodland			Sep 2005	615
40	Shamungwa	Kavango	Woodland			Sep 2005	53
41	Sheya Shuushona	Omusati	Woodland/Savanna			Sep 2005	6,133
42	King Nehale	Omusati	Savanna			Sep 2005	508
43	Kasika	Caprivi	Floodplains			Dec 2005	147
44	Impalila	Caprivi	Woodland/floodplain			Dec 2005	73
45	Ohungu	Erongo	Desert/Savanna			Oct 2006	1,211
46	//Audi	Kunene	Woodland/Savanna			Oct 2006	335
47	Kunene River	Kunene	Woodland/Savanna			Oct 2006	2,764
48	Ondjou	Otjozondjupa	Thornveld Savanna			Oct 2006	8,729
49	Balyerwa	Caprivi	Woodland			Oct 2006	223
50	Sobbe	Caprivi	Woodland			Oct 2006	404
51	!Han/Awab	Karas	Shrub Savanna			May 2008	1923
52	Ovitoto	Otjozondjupa	Savanna			May 2008	625
TOTALS							122,318

Management-Oriented Monitoring Systems (MOMS):

The Event Book and Incident Book are local names for Management Orientated Monitoring Systems (MOMS). The essence of these systems is that they are specifically designed to support local level adaptive management. Local managers (Conservancy committees or Park managers) decide on what needs to be managed and technical service providers assist them with the design of materials for local level data collection, analysis and reporting. The analytical and reporting tools are intuitive and paper based which means that once established, the monitoring systems do not require the services of computers or experts. The Event Book and Incident Book systems are distinct from traditional monitoring systems where experts design the systems, local field workers collect the data and then hand these to the experts for data capture and analysis. A reasonably sophisticated facilitation process has been developed to assist communities or park managers to develop MOMS for their areas. The result is a unique monitoring system for each management area but all are based on common principles. The last feature makes regional data aggregation feasible. In Namibia an Event Book Database has been developed and contains data copied from all the conservancies during the annual conservancy audits.

The Project assisted with the introduction of the Event Book into 42 conservancies; all under varying stages of implementation (Figure 6). Additionally, a MOMS approach was introduced to six national parks in the form of the Incident Book System. As a consequence, there is for the first time harmonization of data being collected between conservancies and park managers, thereby promoting use of standardized data for management purposes.

The application of the Event Book Monitoring System allows local communities to effectively collect monitoring data, perform self-analysis of the data, and apply the monitoring information to management activities. In particular, data is being used to assist conservancies to request game utilization quotas and to monitor conflict with animals. Both of these activities are important to the long-term welfare of conservancies. Quotas are important as: 1) a large quota means more animals to be trophy hunted, hunted for “own-use”, or captured as live animals – all of which mean increased income to the conservancy and benefits to conservancy members; and 2) offtake must be sustainable in the long-run, so quotas must be conservatively set and managed. The monitoring of human/animal conflict is important, as it allows conservancy committees to quantify causes and losses from conflict, assess means of compensating members for losses, and/or putting in place mitigating approaches to reducing animal conflicts. This information is becoming increasingly more important as game populations in conservancies recover.

The Event Book Monitoring capability has been an empowering process, particularly when contrasted to previous monitoring approaches that were dependent upon sending the data to an external expert for analysis. This latter approach broke the linkage between data collection, analysis and management, and frequently resulted with the data being deposited in a distant computer and never finding its way back to the community. Similarly, the introduction of the Event Book System has resulted with a substantial increase in the quality of data being collected, as: a) the data is now being applied for local management purposes; and b) the data collection process is being managed locally.

The integrity of Event Book data and the importance of data collection is reinforced through annual audits of conservancies facilitated by the NRM WG members. As the number of conservancies using the system have grown, so too have the number of annual audits performed (Figure 7).

EVENT BOOK SYSTEM IMPLEMENTATION PROGRESS																				
CONSERVANCY	Date started	Year 1			Year 2			Year 3		Year 4		Year 5	Year 6	Year 7						
		Field workers are appointed	Field workers have basic skills	Event book practice begins	Job description poster delivered	Proper data collection begins	Monthly reporting begins	Filing box system implemented	Committee exposed to system	First years data cards archived	Mid year audit (Year 1)	First annual audit completed	Mid year audit (year 2)	Second annual audit completed	Mid year audit (year 3)	Third annual audit completed	Mid-year audit (year4)	Fourth annual audit complete	Mid year audit (year 5)	Fifth annual audit (year 5)
CAPRIVI REGION:																				
Kwando***	Jan-01																			
Mayuni***	Jan-01																			
Mashi***	Jan-01																			
Wuparo***	Jan-01																			
Salambala***	Jan-01																			
Impaila***	Jan-02																			
Kasika***	Jan-02																			
Dzoti	Jan-03																			
Balyerwa	Jan-03																			
Lusese	Jan-03																			
Nakabotelwa	Jan-04																			
Bwabwata	Jan-03																			
Mbara	Jan-04																			
Bumunu	Jan-04																			
Sobbe	Jan-06																			
Linyanti	Jan-06																			
Kabulabula	Jan-06																			
Sikanga	Jan-06																			
Mulisi	Jan-06																			
ERONGO REGION:																				
Tsiseb***	Jan-01																			
Otjimboyo***	Apr-02																			
#Gaingu	Not started																			
KUNENE REGION:																				
Torra***	Jan-02																			
Khoadi Hoas***	Jan-01																			
Anabeb ***	Jan-03																			
Okangundumba ***	Jan-03																			
Orupupa	Jan-03																			
Ozondundu ***	Jan-03																			
Ehirivopuka***	Aug-02																			
Dorro !Nawas***	Jan-01																			
Sorris Sorris***	Jan-03																			
Purros***	Oct-02																			
Sesfontein ***	Jun-03																			
Omatedeka ***	Aug-02																			
Marienfluss ***	Aug-04																			
Orupembe ***	Aug-04																			
Sanitatas ***	Aug-04																			
Uibasen***Twyfelfontein	May-07																			
Huab ***	May-07																			
NORTH CENTR REGIONS:																				
Uukwaluudhi***	Apr-02																			
King Nahale ***	Oct-06																			
Sheya Shuushona ***	Oct-06																			
OTJOZONDJUPA:																				
Nyae Nyae***	Sep-04																			
N=a-jaqna***	Oct-07																			
HARDAP REGION:																				
Oskop***	Jun-04																			
KARAS REGION:																				
Gamaseb***	Jun-04																			
!khob !Nuah***	Jun-04																			

Note: *** REGISTERED CONSERVANCIES
Pre-latest Jul-07 Latest Jan-08

Figure 6. Status of introducing the Event Book System in 42 conservancies.

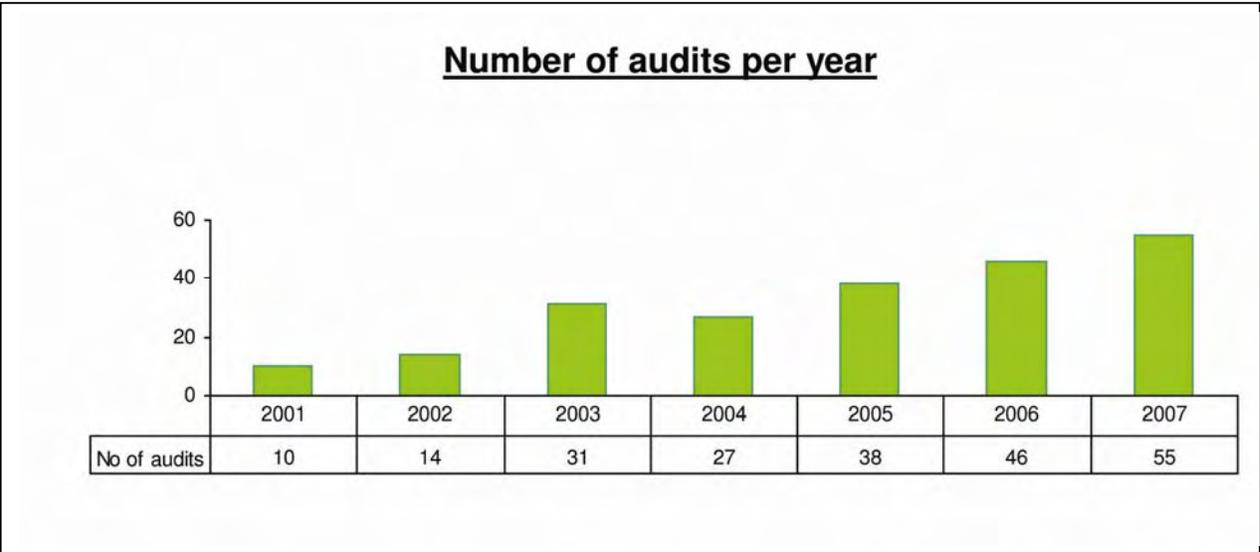


Figure 7. Number of Conservancy Event Book Audits conducted from 2001-2007.

Development and Implementation of Appropriate Game Census Methodologies:

The LIFE Project assisted Namibian partners to develop a number of game census methodologies and apply them on a systematic basis. Such methodologies include: the NW Vehicle-Based Road Counts, the moonlight counts for the Nyae Nyae Conservancy, systematic foot transect counts in Caprivi conservancies. In addition, assistance has been rendered to the MET in carrying out aerial censuses in Caprivi, Kaudom National Park, and Nyae Nyae Conservancy. Following are some highlights of the NW Vehicle-Based Road Count process, which is believed to be the biggest, systematic ground-based game count being undertaken anywhere in the world.

Northwest Game Census Design and Results:

The operational challenges of designing a game census method in the extremely remote and rugged area of the arid-north west regions of Namibia were daunting. The area is extremely large (some 6.5 million hectares) and the count method needed to:

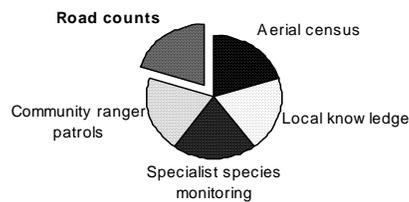
- be cost effective, sustainable and repeatable;
- meet the objectives of individual conservancies, but still account for the important regional picture; and
- provide a balance between local ownership and scientific accuracy.

The method had to meet three distinct objectives:

- estimate population numbers
- establish wildlife distributions and changes in distribution over time
- establish wildlife population trends over time

A vehicle-based road count method was selected because it is relatively inexpensive and used technology that would allow ordinary community members to participate. It was understood from the outset that this type of method would work well for common plains game, but would not give good results for all species (smaller secretive species, nocturnal species, and species that use mountains where there are no roads). It was specifically intended that the road counts would work synergistically with other monitoring methods

(e.g. aerial census, foot patrols, specialist species monitoring). Also, it was recognized that local knowledge was also important and needed to be included.



The road counts add value rather than replace the other methods

The survey method was developed and piloted during 2000 on a one by one basis in seven conservancies. Thereafter, (from 2001-2008) the entire area was counted as a single event, over approximately two weeks in June of each year. The counts generally involve approx 25 community organisations, Government, support NGOs and the private sector. Well in excess of 200 individuals take part and a total of 123 routes, with a combined length of about 7,000 km are counted.

Analyses of collected data is performed immediately after each count at the conservancy level, with conservancy representatives assessing such factors as:

- Distribution and numbers seen during the count, with additive insights being provided through local knowledge in the area;
- Population estimates, using correction factors and local knowledge; and
- Trend graphs were completed by hand and remain with the conservancy. Actual numbers sighted per 100km driven are used and thus are uninfluenced by correction factors.

For regional-level analysis, data for common species are subjected to DISTANCE analysis, including:

- Technical support people from the wider NRWG discuss population estimates for each conservancy. Individuals with local knowledge in each count area take the lead;
- The group agrees upon population estimates for the region and compiles a report in poster format which is completed and printed at the workshop;
- Regional population trends are produced on the basis of actual number of animals seen per 100km driven; and
- Distribution maps and distribution change maps were generated by GIS.

The results of the 2001-2008 NW game counts are reflected in Figure 8.

Game Translocations:

Game translocations were used to support an accelerated recovery of wildlife populations in conservancies with high potential habitat, but low densities of game. In this regard, LIFE I and II focused on three anchor conservancies to promote the reintroduction/recovery of game various regions of the country. These three conservancies include: a) the Salambala Conservancy for the eastern floodplains of Caprivi; b) the Uukwaluudhi Conservancy for north central Namibia; and c) the Nyae Nyae Conservancy for the Nyae Nyae/Kaudom National Park combined complex. In addition, smaller translocations were supported for strategic regions in newly registered conservancies elsewhere in the country (i.e., Oskop in the south, Tsiseb Conservancy in the Erongo Region, etc.).

The LIFE Programme worked closely with the MET, private sector, and donors (World Bank, New Zealand High Commission, EU, etc.) to support and sponsor the translocations. The LIFE II phase provided funds to prepare for translocations (i.e., fencing, water development, bomas, etc.), capture costs, and in some instances to pay for game. The MET often donated game and the equipment to move the captured game (i.e., initial Nyae Nyae translocations and Uukwaluudhi Conservancy), while many donations were made by private sector if LIFE paid for the capture and transport. Between 1999-2005, the LIFE Project worked with the MET and partners to facilitate the capture and translocation of 3,289 animals, comprised of a mix of 12 species (see Table 8).

Table 8. LIFE Supported Game Introductions in Communal Conservancies.

Species	Number of Animals Translocated By Year							Total No. Translocated
	1999	2000	2001	2002	2003	2004	2005	
Nyae Nyae Conservancy								
Red Hartebeest	42	43	230	226	0	0	0	541
Gemsbok	48	81	48	97	0	0	0	274
Blue Wildebeest	33	0	0	53	0	30	0	116
Springbok	89	92	0	209	243	0	0	633
Eland	0	83	0	0	150	0	36	269
Kudu	0	215	0	88	0	0	57	360
Subtotal								2,193
Salambala Conservancy								
Impala	80	0	90	0	69	0	0	239
Blue Wildebeest	0	0	0	0	46	0	0	46
Subtotal								285
Uukwaluudhi Conservancy								
Gemsbok	0	0	0	37	0	0	0	37
Zebra	0	0	0	31	0	0	0	31
Hartebeest	0	0	0	28	0	0	0	28
Eland	0	0	0	43	0	0	0	43
B. F. Impala	0	0	0	31	0	0	0	31
Springbok	0	0	0	98	0	0	0	98
Kudu	0	0	0	18	0	0	0	18
Giraffe	0	0	0	10	0	0	0	10
Black Rhino	0	0	0	0	0	4	0	4
Subtotal								300
#Khoadi //Hoas Conservancy								
Gemsbok	0	0	0	50	0	0	0	50
Subtotal								50
Oskop Conservancy								
Gemsbok	0	0	0	37	0	0	0	37
Ostrich	0	0	0	11	0	0	0	11
Subtotal								48
Tsiseb Conservancy								
Gemsbok	0	0	0	30	0	0	0	30
Subtotal								30
Seeis Conservancy								
Springbok	0	0	35	441	0	0	0	476
Subtotal								476
Total Animals Reintroduced								3,382

At the onset of LIFE Plus, the communal conservancy game translocation effort was absorbed by the MET, with the support of the ICEMA Project. LIFE technical staff assisted this process through a number of means, including: 1) assistance to the MET and stakeholders in the design and development of the game translocation planning tool; 2) development of a large funding proposal to the EU Rural Development Project to assist the MET to capture and translocate game to conservancies; 3) sitting on a communal conservancy advisory committee to plan and support annual capture and translocation efforts to conservancies; and 4) assisting the MET to draft a proposal to the MCC for future sources of funding to support game capture and translocation to conservancies in coming years.

The MET's institutionalization of the conservancy game translocation program resulted with a substantial scaling-up of the conservancy game translocations. In particular, with the advent of the EU funding support, the MET was able to move close to 2,500 head of game to 21 conservancies in a single capture season.

Table 9. Game Translocated to Communal Conservancies from 1999-2008.

Species	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	Total
Burchell's Zebra	1			31					50		82
Eland		83		44	150		36		113	175	604
Gemsbok	48	81	48	251						535	963
Giraffe				10				22	26	50	88
Red Hartebeest	42	43	230	254						279	848
Hartmann Zebra								197		300	497
BF-Impala				31				47	115		193
Common Impala	80		109		70				68		327
Kudu		215		107			57			275	654
Ostrich				11							11
Black Rhino						4		2	7		13
Sable									37		37
Springbok	89	92		306	236					880	1603
Blue Wildebeest	33			53	49	19		116			270
Totals	293	514	387	1098	505	23	93	384	416	2494	6207

Conservation Information Knowledge Mangement System:

CONINFO (Conservation or Conservancy Information) is a data management tool for storing and managing data related to the Namibian CBNRM programme and associated Conservation areas.

At the heart of CONINFO is a formalized directory structure that can be placed on a network server or copied onto individual PC's. This directory structure contains five main information types: 1) Databases and spread sheets (hard data); 2) GIS data (maps); 3) Satellite imagery and aerial photography; 4) Documentation; and 5) software. Each type of conservation area (e.g. conservancy, concession, national park, community forest, private reserve, etc) has folders for each data-type within which all relevant data are stored.

In addition to the directory structure is a user interface which helps users find the data or information they are looking for. This consists of a number of search engines based on key words as well as

customized entry points for specific data or for specific areas in the country. The user interface also enables users to access maps or to make their own using either *Arcview*© or a freeware GIS.

The following is a synopsis of the main data/information contents of CONINFO.

GIS

- Boundaries & data for conservancies, parks, concessions, community forests, private reserves
- National layers – infrastructure, climate, resources, grids, diversity & endemism, environmental
- Distribution shapefiles for birds, mammals, reptiles, amphibians, trees & high value plants
- Default Arcview projects for conservation areas (depicting main GIS layers)
- Digital elevation grid data for Namibia and individually for each conservancy

Documents

- Management plans
- Fact sheets
- Field data collection sheets
- Census & surveys - reports and summaries
- Maps
- Manuals
- Problem animals, quotas, game introductions
- Posters

Databases

- Incident book (Parks)
- Event book (Conservancies)
- Game counts (North west, Caprivi, South)
- Avian database
- Mammals, reptiles, amphibians database
- Quotas
- High value plants
- Tree atlas

Imagery

- Orthophotos for conservancies, concessions and some parks
- Landsat national images
- 1:250 000 topographic maps
- Digital elevation model (90 m intervals)

At present CONINFO is biased towards natural resource data and information and this because it was developed by the natural resource working group. However, recently the other working groups are now starting to use CONINFO to store their data. Ultimately it is envisaged that CONINFO will contain, in addition to natural resource information, institutional and business and enterprise data.

Use of CONINFO:

The intention of CONINFO is to have a single repository for all data relevant to CBNRM in Namibia but have this widely and freely accessible to all stakeholders. Whilst CONINFO is compatible with being web based, the internet in Namibia is not yet sufficiently developed to serve all stakeholders and

it was inevitable that a large number of CONINFO clients would have to copy the raw data onto their computers. This made it necessary to develop a single formalized directory structure. The reason being that it makes for easier updating of information, Arcview and other decision support models that accessed basic raw data files would be able to function on multiple computers, and generally it is easier to support stakeholders if everybody has their data arranged in the same place. Of course this replicates data which is not best practice, but given the constraints this is unavoidable. To eliminate the risk of different copies of data being updated separately there is one single master copy with is used to regularly repopulate all the copies and this is done through period updates using zip/compressed files that automatically place the updated files in the correct directories.

CONINFO is currently the most comprehensive source of data used to compile the Annual State of Conservancy publications. It is the only source of all the mapping data for the CBNRM programme in the country. It contains a number of databases that are used to generate the annual wildlife quotas that ultimately end up generating a large proportion of the income of Conservancies.

CONINFO is being seen as a cutting edge Information Systems for CBRNM in the Southern Africa Region and a number of countries are trying to emulate it. CONINFO, despite it being far from complete, is also view as being competitive with similar information systems in more developed countries.

Importantly, all information on CONINFO is available absolutely freely, with the only expectation that the source of the information is acknowledged.

IMPACTS:

The natural resource investments supported by the LIFE Project have had significant large landscape impacts. Land under effective conservation management has increased immensely, providing increased habitat for wildlife. Simultaneously, the attitudinal change of community members towards wildlife has significantly reduced poaching. Strategic game water developments and game translocations have bolstered the ability of wildlife populations to recover, and the MET has institutionalized game translocations to communal conservancies as a major conservation tool. The event book monitoring system has been widely adopted and its sister system (Incident Book) is operating in six parks. The establishment of CONINFO has created a national knowledge management system, which houses immense amounts of data, maps, and information that is assisting conservationists to carry out their work more effectively. Jointly, the data gathered in each conservancy, combined with data stored within CONINFO, is annually amalgamated into an annual State of Conservancy Report that is used for creating increased public awareness of the benefits of CBNRM. While at the ground level, the improved monitoring systems are assisting conservancy management bodies to assess the effectiveness of management interventions and adaptively manage their game resources and attendant habitats.

Positive wildlife recovery trends have been noted widely across the communal area conservancies, with renewed migration movements of zebra from Botswana to Namibia for the first time since the 1970s. Wildlife numbers have increased by more than six-fold in the Nyae Nyae Conservancy (Figure 9, below), while even more impressive recoveries have been documented in northwestern Namibia and the eastern half of Caprivi (Figure 10). On a national level, elephant numbers have swollen from approximately 7,500 in 1995 to an estimated 16,000 in 2008.

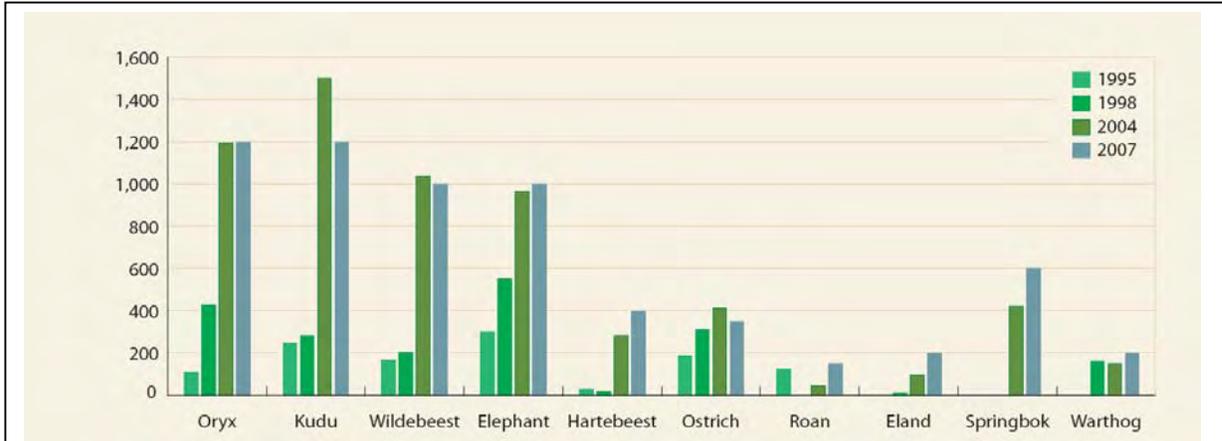


Figure 9. Wildlife population trends in the Nyae Nyae Conservancy, 1995-2007.

A highly significant conservation impact is the recovery of large predators at a large landscape scale. Lion populations in the Kunene communal conservancies have grown from approximately 30 animals in 1995 to an estimated 110 by 2008 (Figure 11). The growth of lion numbers has been accompanied by extensive range expansion, making Namibia one of the few countries in Africa where lion numbers are growing. Though more difficult to quantify, it is believed that conservancy cheetah and leopard populations have grown significantly during the same time, with cheetah, in particular, demonstrating increased densities and range occupation in northwest Namibia.

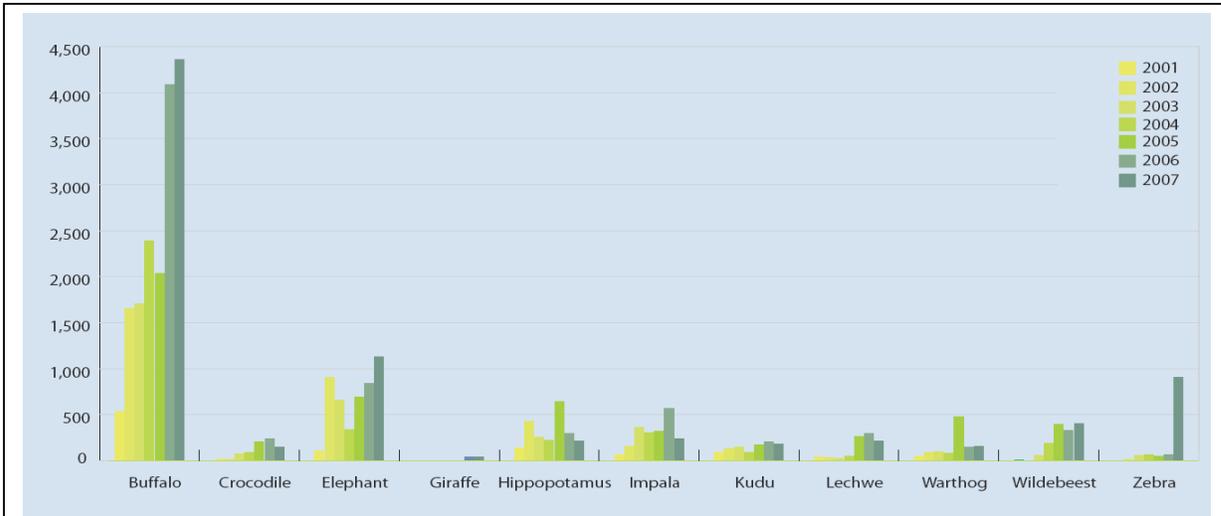
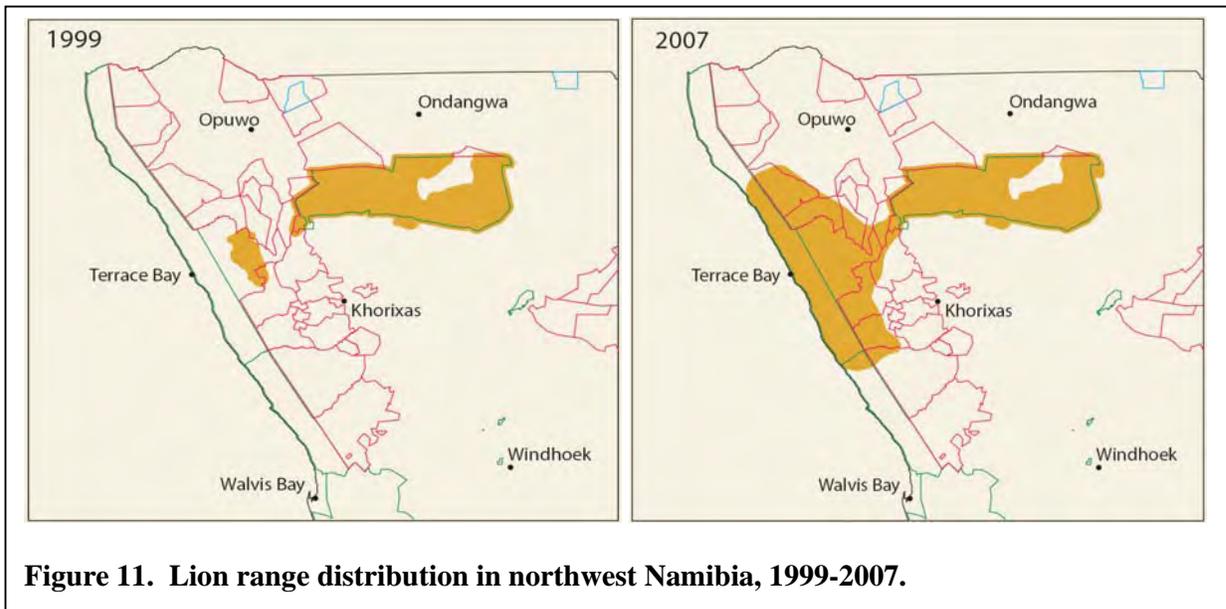


Figure 10. Wildlife trends in Caprivi, 2001-2007.



LESSONS LEARNED:

- State devolution of wildlife rights and benefits to local communities has proven to provide massive incentives for communities to introduce proactive wildlife management practices.
- Natural resource monitoring and census methodologies must be appropriately selected, adapted, and applied based upon local environmental and social conditions. This has required that at least four different wildlife monitoring methods be used by Namibian conservancies to generate sufficiently reliable data for management purposes.
- It is important for methodologies to be developed that are practical and affordable, but which still have credibility with government wildlife authorities. A shared, mutually understood and accepted monitoring system is empowering for local communities.
- Visual based monitoring approaches (i.e., graphs), as employed by the Event Book System, are very powerful tools for low-level literacy communities.
- The re-introduction of wildlife has proven to be a highly effective means of expediting the recovery of wildlife populations, but such re-introductions must be done strategically and over a period of time to optimize success.
- As wildlife resources generate value, rural communities will demonstrate increased tolerance to living with conflict-oriented species such as elephants and large predators.
- A good conservation knowledge management system is an effective tool for monitoring and managing a country's renewable natural capital.

RECOMMENDATIONS:

- Changes in the status of natural resource trends take a long time to be realized, and NRM projects must build this realization into project design.

5.2.3 Institutional Capacity Development:

A major level of effort under the LIFE Project was directed toward helping communities become registered conservancies, as a first step in the process of building an effective CBNRM program. This mobilization effort has proven to be highly effective, as more than 223,000 people now live in communal area conservancies, meaning that approximately 1 out of every 9 Namibian citizens is influenced and/or benefiting from a conservancy.

Following registration, a conservancy requires intensive levels of assistance to become an effective conservation and development organization. The LIFE Project's process to develop effective conservancies focused on assessing and strengthening the principal skills and capabilities that a conservancy will need in order to function effectively. These skills fall within the broad areas of: governance; natural resources management; organizational management; financial sustainability; and benefit distribution.

These skills areas may be further defined as follows:

Governance: a conservancy's ability to organize and operate accountable, representative and participatory processes of decision-making;

Natural Resources Management: a conservancy's ability to plan and sustainably manage natural resources for the benefit of the community;

Organizational Management: a conservancy's ability in organizational management; including planning, financial management, implementation & administration;

Financial Sustainability: a conservancy's ability to cover its own operational costs with self-generated funds (the percent of operational budgets covered from self-funding); and

Benefit Distribution: a conservancy's ability to earn income and distribute a variety of identified benefits to its membership (the total value of the most recent annual distribution).

Institutional support efforts by LIFE focused on creating a conservancy management framework through which NRM, financial management, and governance factors could be: first, self-identified by conservancy members; and secondly, developed into an umbrella conservancy management plan. This approach took into consideration the need to garner community consensus on a long-term development vision for the conservancy and key objectives, which if achieved, will assist in reaching the vision. The management plan is broken into a number of key elements, including: 1) a conservancy zonation map, that illustrates different zones for the various different landuse options in the conservancy; 2) a description of the conservancy's management components; 3) a five-year development plan that lays out capital development needs and costs on a prioritized basis; 4) an operational workplan, which defines annual implementation activities, when they are to be undertaken, and by whom; 5) an organogram of the conservancy's management structure; and 6) a number of manuals in attached annexes that describe how specific tasks are to be undertaken.

Conservancy Income Distribution:

Income distributions have now been undertaken by four conservancies: Nyae Nyae, Torra, Salambala, and #Khoadi //Hoas. Some stakeholders have raised concern about the income distribution procedure, stating that conservancies are not making expedient decisions and are sitting on too much money in bank accounts. In contrast, one can also defend the conservancies' decisions to take their time on this important matter, as there are a number of considerations that must be weighed, including:

- Conservancy committees are representing a very complex set of stakeholders within the conservancy membership, and it takes time to acquire community consensus on the appropriate use of income;
- Conservancy committees want to make the “best” decision possible, but not having undertaken this process before, lack the confidence to make rapid decisions;
- Conservancy committees feel vulnerable to criticism from different stakeholder sets, so put off decisions;
- The income generated through conservancy activities represents the first money many rural communities have ever been able to acquire and it is a major source of pride to have the security of money in the bank;
- Conservancy committees want to have adequate funds in their bank accounts to cover next year's conservancy running costs, while still having contingency funds to cover emergency costs; and
- Conservancies want to ensure that the income stream is secure over time and that the income will not be removed arbitrarily by government, so initially they hold on to their first income.

One can argue that it is no coincidence that the conservancies that are now performing annual income distributions are the first four conservancies registered. It takes time to build up appropriate cash reserves and to acquire the confidence to spend the funds on appropriate activities.

Long-Term Sustainability of Conservancies:

In order for conservancies to be sustainable as institutions they will need to: be organizationally functional; have the knowledge, skills and resources to manage natural resources; and be receiving adequate financial returns to cover their annual operating costs. During LIFE II and Plus, progress was made on all of these factors. The Conservancy Management Framework (see Figure 12) is an effort to integrate conservancy institutional/operational management requirements with those of managing and developing key natural resources in a sustainable fashion. Similarly, the Conservancy Program has made marked success at demonstrating the conservancies can be financially self-sustaining. By the closure of LIFE, 15 conservancies, plus the Kyramacan Association were financially self-sufficient, while an additional four conservancies were self-financing within a month after the LIFE Project ended.

Though considerable progress has been made in the effort to generate self-sustaining conservancies, formidable challenges remain. In this regard, one must recognize that even if a conservancy is financially self-sustaining, that support systems and technical advice and facilitation will be long-term requirements of the conservancy program. Agriculture, as a sector, recognized this need long ago and established agricultural support systems to assist producers with technical advice, assistance, marketing, and facilitation. In the case of conservancies, similar technical support will be required over time, especially given the recurrent turnover of conservancy committees, their evolving

membership, and anticipated expansion into new business opportunities as conservancies acquire the funds and confidence to invest in sectors outside wildlife and tourism.

Women's Involvement In Natural Resources Management:

Women have been notable benefactors of the CBNRM Program. Women received the vast majority of employment opportunities created by the Program, as women dominate such income-generating enterprises as: handicrafts production (>90% of all jobs documented); thatch grass harvesting (>50%); JV lodges (approximately 75%); and when conservancies pay direct member dividends, women receive at least 50% of all income. The high number of women benefactors means that women developed new knowledge sets and skills, increased levels of confidence, and acquired additional income to support family needs. This resonates well for both gender equity and improved livelihoods.

Women have traditionally had little input into decision-making in community development issues. Initially, women involvement in conservancy formation and management was no exception to this norm, as most provisional conservancy start-up committees were absent of women. However, due to awareness-creation and focused training training, women have begun to play an increasingly more important role in conservancy management. At the closure of the LIFE Project, women composed more than 37% of conservancy committees, while the vast majority of conservancy treasurers were women.

LESSONS LEARNED:

- Conservancy registration can normally be expected to require a two to three year effort by support NGOs. This support needs to focus on developing an understanding of, and support for, CBNRM, and on helping emerging conservancies to get organized to complete registration requirements. These requirements include defining membership, agreeing on and mapping boundaries, developing a constitution, and forming a representative management committee.
- The support work that NGOs must provide to enable a conservancy to become an effectively managed local development organization is, in many ways, quite different than the work that is required to support the initial development and registration of a conservancy. As the CBNRM support process proceeds, NGOs should re-visit their approach to supporting conservancy development, and re-assess the staff and skills that will be needed to make the effort successful. During the initial stages of conservancy formation and registration there is much to be gained from a general community development approach, where emphasis is placed on establishing a shared vision on CBNRM, and interacting with local leadership. However, once conservancies become formed, a much more targeted institutional development effort is required. This effort needs to transfer and build skills in the following areas: financial management and reporting; organizational planning and personnel management, including clarifying roles and responsibilities, developing and executing workplans, and clarifying lines of authority; and developing skills in other specialized technical tasks, such as resource monitoring and reporting, management of small enterprises, tourism development and contract negotiation, the management of joint venture and hunting concession contracts, business management, and long-term business planning. The approach and skills that support NGOs used to facilitate conservancy registration will not necessarily be suitable to help conservancies mature into effective development organizations.

Management Plan

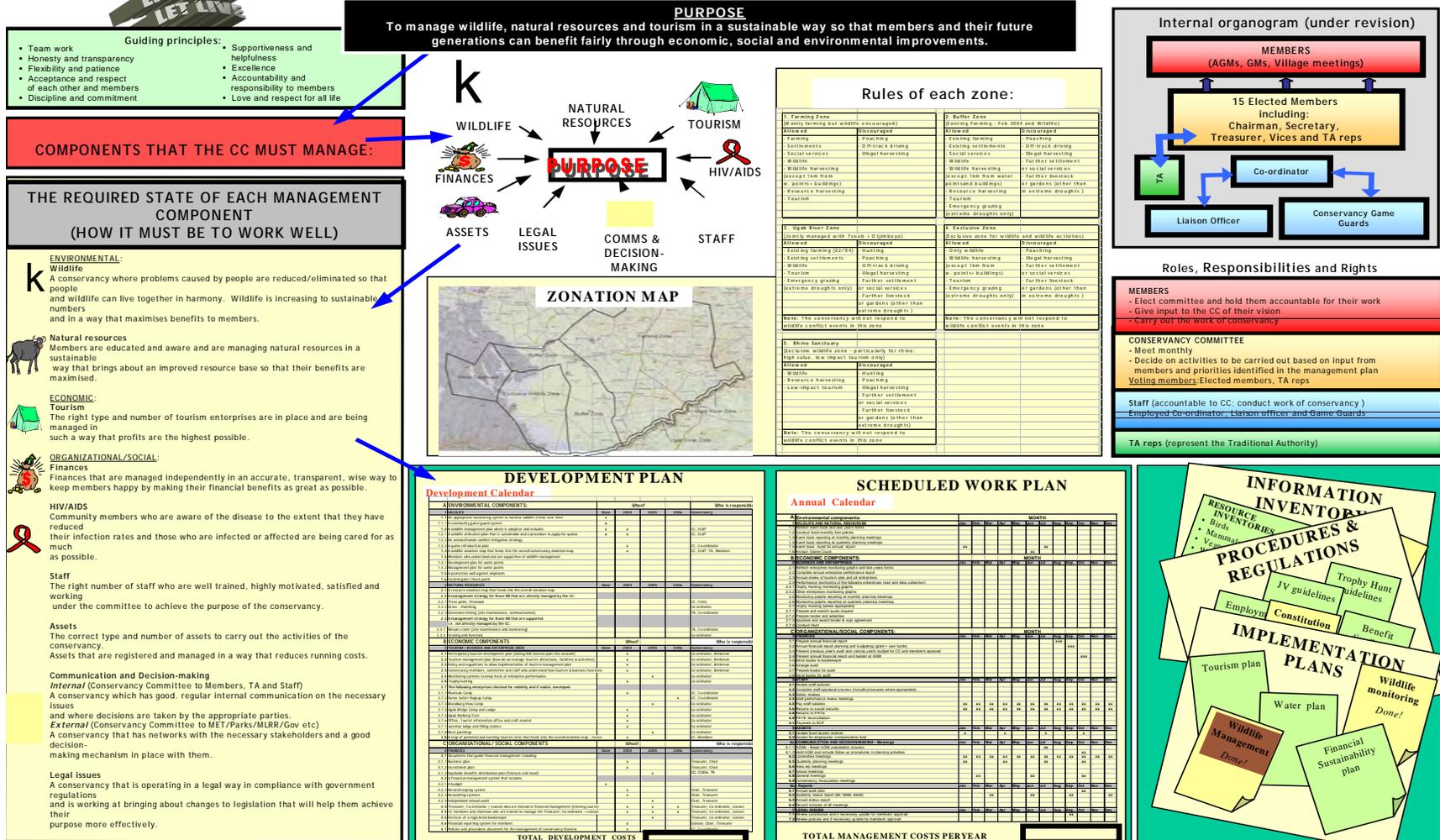


Figure 12. Conservancy Management Framework Plan.

- The management responsibilities of conservancies are very complex, often encompassing numerous enterprises and several resource management mandates. In essence, conservancies are multi-conglomerate businesses, with numerous subsidiary operations. Capacity-building efforts must take these complexities into consideration, but at the same time, use development information mechanisms that allow low literacy memberships to transparently understand operations and participate in decision-making events.
- The implementation of conservancy benefits distribution plans takes time, as conservancy committees require time to build up cash reserves and the knowledge and confidence to make appropriate decisions for complex bodies of stakeholders. There is a need to promote awareness in the broader conservancy members, thereby providing adequate information and knowledge to members so they can hold committee members accountable.
- With appropriate inputs and confidence-building techniques, women can become key participants in decision-making processes for the use of natural resources and operation of conservancies.

5.2.4 Income and Benefits Generation:

One of the principal objectives of the LIFE Project was to help historically disadvantaged Namibians earn income from natural resource-based activities. However, when LIFE I first began, communities were not organized to undertake such activities, and the country's conservancy legislation had not yet been approved. Thus, the project's early income-generation efforts focused on establishing small-scale local-level activities. Such activities included providing support for organizing thatching grass sales, and for craft production and marketing. In addition, the LIFE Project also supported the development of community campsites and a cultural village; a campsite was built at Bagani, in West Caprivi, and the Lizauli Cultural Village was built near Mudumu National park, in East Caprivi. In general, these types of enterprises were very small and time-consuming to establish and support. By 1996, total income earned from such activities was N\$568,850.

Following passage of the conservancy legislation, this amount increased dramatically as conservancies registered and became legal entities through which business relationships with private sector could be entered. By the closure of LIFE II, the scope of income-generating activities had expanded to include: 10 trophy hunting concessions; 8 joint venture tourism lodges; live game sales; and an assortment of CBTEs. Consequentially, by 2004 income to CBNRM participants had escalated to N\$14,113,901. This figure, when converted at the prorated annual exchange rate (N\$6.5869/US\$), was the equivalent of US\$2,142,723, as contrasted with a US Dollar income of US\$1,630,725 during 2003.

By 2007, conservancy incomes and benefits had increased to N\$39,127,982 (US\$5.58 million), or 277% in a very short three-year timeframe. These benefits are broken into three categories as: Conservancy/Kyramacan Association cash income (N\$14,160,815); Household/Wage Income (N\$17,901,832); and Conservancy non-financial benefits (N\$7,065,336), mostly in the form of game meat from either harvested trophy animals or game cropped by the conservancies (see Figure 13).

The income-generating activities encompassed by the Namibia CBNRM Program are diverse in comparison to the first generation CBNRM activities initiated in Zimbabwe (CAMPFIRE) and Zambia (ADMADE). Income generated by these latter programs was predominantly from trophy hunting (more than 90%). In contrast, trophy hunting, combined with distribution of the trophy meat, provides only 23% of the Namibia CBNRM Program benefits, while all forms of wildlife utilization combined (trophy hunting, premium hunting, own-use, shoot-and-sale, and live sales) contribute a total of 31%. The remaining 69% of benefits are generated through a mix of non-consumptive tourism enterprises, lodge operations, handicrafts production, veldt product sales, etc. (see Figure 14).

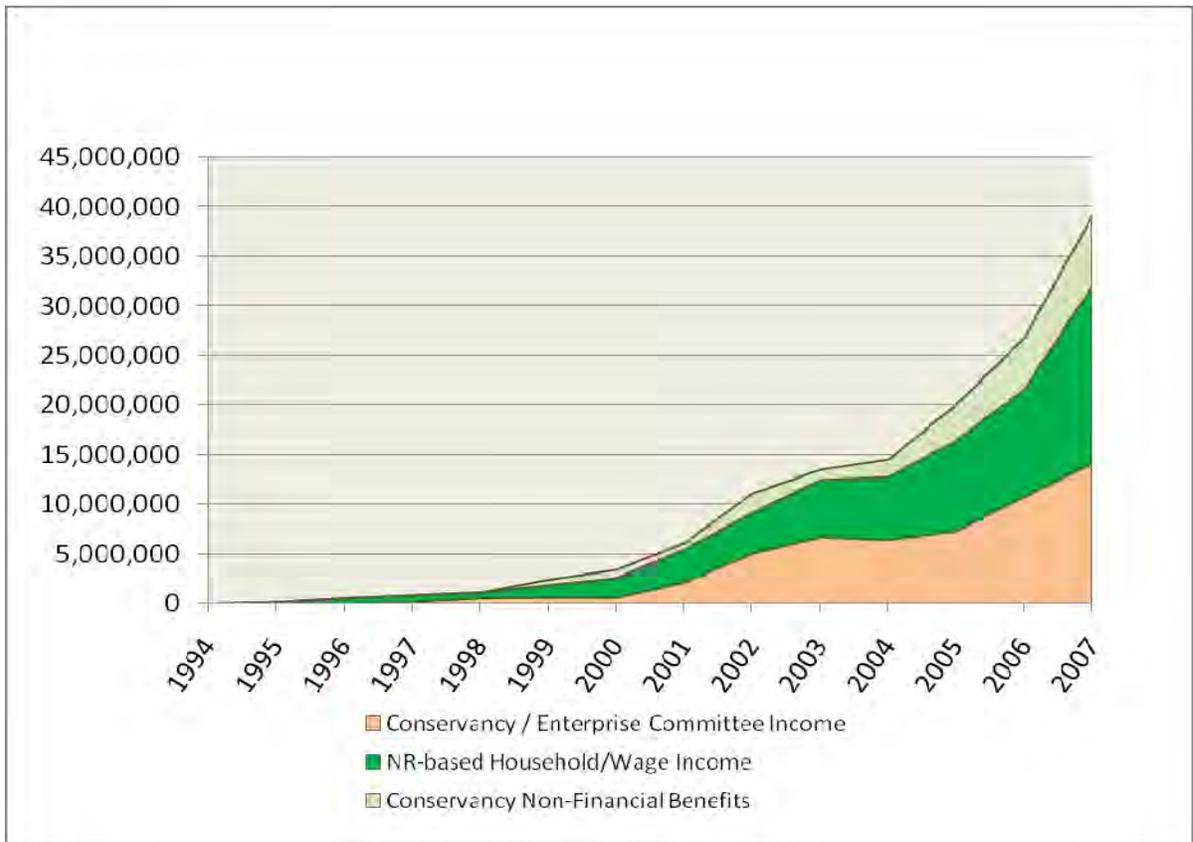


Figure 13. CBNRM Program Income and Benefits from 1994 – 2007.

Income and benefits generated by CBNRM activities are important at two levels:

- Household Level:** Key benefits gained at the household level include jobs, skills acquisition, and in-kind benefits from the distribution of game meat. Similarly, households benefit from conservancy benefits distribution schemes, which either provide direct cash dividends to members or social benefits (school upgrades, water supply maintenance, food for the elderly, etc.) as decided upon by the conservancy membership. All of the above may have considerable livelihood benefits to conservancy/enterprise members. The enterprise and income-generating activities supported by the CBNRM Program are estimated to support 946 full-time jobs and 6,236 part-time jobs. Given the remote, rural nature of most of these enterprises, this employment is particularly significant, as little opportunity exists for local employment.

Conservancy Level: The cash income received by the conservancy is critical to the long-term sustainment and operation of the conservancy and its operational costs. By the closure of LIFE Plus, 37 conservancies were receiving cash income. The range of income and benefits being received by conservancies was from a low of N\$ 9,730 by !Gawachab Conservancy to a high of N\$2,354,860 by the Torra Conservancy. The highest cash income received was N\$1,366,477 by Torra Conservancy, while the average cash income being received amounting to N\$317,713 per conservancy that was receiving a cash payment. A total of 24 conservancies received more than N\$100,000/year in cash. The funds received are used to cover conservancy staff costs, equipment operation & maintenance

costs, meeting fees, general operating costs, and to support benefits distributions. Significantly, conservancies now cover the costs of 67 full-time and 28 part-time staff out of their own finances.

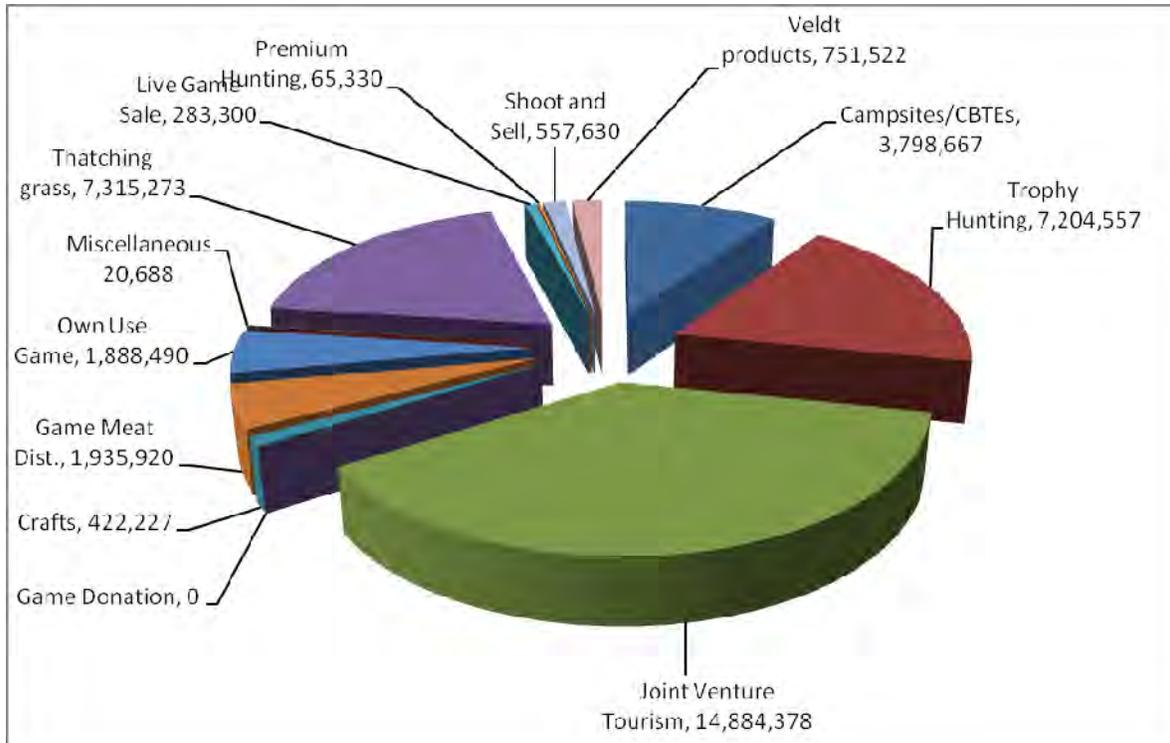


Figure 14. Percent source of Namibia CBNRM Programmatic benefits in 2007.

An analysis of the potential of different revenue sources during LIFE II prompted the Project to take a decision to focus its support on community-based tourism, joint-venture up-market tourism, and trophy hunting. These sources of revenue showed the most promise of being able to continue to grow rapidly, and they offered the best prospects to increase community income. In addition, both community tourism and up-market joint venture tourism create significant employment opportunities. A joint-venture lodge operation will typically generate anywhere from 20–40 full-time jobs, although some joint ventures have the potential to create up to 100 jobs.

During LIFE Plus, the need to diversify enterprises from wildlife and tourism was recognized (see Section 5.2.5, below). In this regard, it was decided to place a higher emphasis on developing natural plant product opportunities and a range of agricultural related livelihood activities which could involve and benefit much greater numbers of conservancy members. This diversification process remained ongoing at the closure of LIFE Plus. However, two additional factors require future consideration:

LESSONS LEARNED:

- CBNRM programs require several years of effort to build support for the CBNRM concept, and to organize communities, before it is realistic to expect a significant level of benefit to be generated.

- Conservancies must develop more business-like approaches to managing their finances and weighing financial management decisions in terms of cost-benefit analyses.
- The formation of a conservancy, or a similar such local organization, provides communities a significant advantage in terms of organizing and managing income-generation activities, as well as being able to respond to and absorb technical assistance from NGOs.
- It will take many years of experience for communities to develop the skills, knowledge and understanding on how to market and cater to upmarket international tourism clients.
- Sustainable wildlife use and tourism can provide communities with a regular income that can be used at their own discretion for local development, which in itself, is part of empowerment and can contribute to fighting poverty.
- A downtrend in the global economy or political situation can have major consequences to the international tourism industry.

RECOMMENDATIONS:

- Trophy hunting will continue to be a significant income generation opportunity for conservancies. As such, it is important that the CBNRM program identify a support institution that can provide trophy hunting technical assistance support to conservancies.
- It is likely that joint venture tourism agreements will become the single largest source of income for communal area conservancies. As such, it is critical that the CBNRM program develop an adequate support capability for this area of development.
- Diversification of income-generating activities should be promoted so conservancies can withstand political/economic and climatic uncertainties (e.g., while tourism collapsed because of political and security problems in Caprivi, trophy hunting and handicrafts sales continued).
- There is an increasing need for the support services of a NGO specialized in income generation and business development to be part of the CBNRM program. While several of the program's current NGOs are involved in supporting income generation activity, none of them are able to provide country-wide specialized support to address this need. The activities that could benefit from such support include: helping conservancies to use their savings to develop other, perhaps non-resource-based income-generating activities; improving the operation of existing income-generation activity; providing general business management training; and assisting conservancy committees to become more entrepreneurial in their work.

5.2.5 Alternative Livelihoods Beyond Wildlife and Tourism:

The LIFE Plus Project had a mandate to expand programmatically supported enterprises beyond wildlife and tourism. As this type of knowledge and skill was beyond the level of LIFE II CA members, it was decided to request CLUSA (Cooperative League of the United States of America) to be a member of the LIFE Plus Consortium. The role of the CLUSA component was to develop and implement a livelihoods model that widens the benefit stream so that ordinary households living in conservancy areas experience a positive impact in terms of increased income and/or food security that reinforces their commitment and adherence to the conservation goal of their conservancy.

LIFE Plus was challenged with a very limited budget for this activity. Hence, other than the salary of the CLUSA Advisor, only (approximately) \$45,000 of LIFE Plus funds were used in field operations. The remaining support funds (N\$1.83 million) were accessed through other donors (FAO, SIDA, GEF, and the EU). At the close of LIFE Plus, CLUSA had another N\$2.1 million in the pipeline from the FAO with funding expected to begin in 2009.

By its very nature, livelihoods support is a slow process of identifying opportunities, promoting them to the population, designing the interventions and then rolling them out to increasing numbers of beneficiaries. Nevertheless, by the time significant financial support from the EU supported Community Economic Development Programme CEDeP commenced (July 2007), a firm programming foundation was already in place. Although benefit streams began to flow during LIFE Plus, it won't be until after the end of the LIFE Plus project that both the volumes and numbers of beneficiaries will reach significant numbers. However, given that funding is in place for another 3-4 years post LIFE, the impact of CEDeP will be ongoing.

The major areas of impact from the CLUSA interventions during the LIFE Plus period include:

1. Food security:

- Over 2000 households were trained in Conservation Agriculture, a minimum tillage farming system specifically adapted for low erratic rainfall areas that was introduced to Namibia by CLUSA. One thousand five hundred farmers (62% of whom are women) are presently enrolled for the 2008-09 farming season. The average maize yield increase is almost double the regional average of 1.2mt/ha. Assuming each participating household cultivates .5 hectare using CA, the gross value of the maize production of this season's 1500 farmers alone would be N\$3.34 million.
- Two gardening programmes were in operation. The first prepared the 378 participants to undertake a small 5m x 5m household garden by providing training and inputs. The second is an outgrower scheme, that will be managed by a commercial gardener with his growers equipped by the CEDeP to produce for the Katima market.
- Unutilized malapos were brought into production as low-tech fish ponds. Six thousand fingerlings were stocked into six ponds. Another 15-20 ponds should be stocked within the GEF project, including a fish hatchery to breed fingerlings due to the presence of an infestuous disease in the Zambezi River. As well as fish, this network of ponds will be selling training and fingerlings to neighbors to bring even more malapos into production after the end of the GEF project.
- A similar approach was launched to improve village poultry. Twelve village poultry centres were established, using an improved breed and better management practices. These Lead Poultry Producers are selling chickens, eggs, and chicken packages (improved chicks, vaccinations, and training) to neighbors to assist them to improve their poultry production.

2. Income generation:

- Commercial chili production was started for the first time in Caprivi in 2005. For the first two seasons, \$30,250 of dried chilies were purchased and distributed for Problem Animal Control locally as a pump-primer to encourage production. In 2008, chilies were harvested and processed locally for export to Tabisco; an estimated 3 mts worth N\$15,800 will be exported wet and another 3 mts dry (the equivalent of 15 mts wet) sold to MET and the Namibia Commercial Farmers Union for \$24,000 to be used for PAC. The chilies currently being harvested are from 380 growers. Four .5 hectare drip irrigation plots are being developed and will come on line for the 2008-09 season, which will raise both yields as well as the total volume of chili for export.
- Maize seed production was piloted in 2007-08 in partnership with a local seed growers' cooperative. Although the production that will qualify planting seed will be low this year, a new

approach that will centralize production into more easily supervised sites should improve things in the 2008 season. Because of the higher price for planting seed (the equivalent of N\$10,000 per ton vs the \$1800 for consumption maize), the growers will benefit from a large value added income boost. The benefit of locally grown maize will be felt generally as well though lower prices leading to higher utilization and higher yields.

- Maize marketing was organized with the VDCs, who are now independent in their management of the exercise. In those years and localities where there is a surplus maize for sale, farmers are accessing the higher price paid by the millers during the first month of buying. Registering with the millers is only possible because the VDCs now control enough volume to be of interest and can organize their own transport. By Project closure, 488 mts of maize worth N\$820,000 had been marketed through the VDCs.
- Natural Product Harvesting has interesting potential in terms of three opportunities in the Caprivi. In 2006, 900 kg of devils claw was harvested and sold for N\$12,000. Subsequently, the market proved to be unstable and attention in 2007 was turned to wild harvesting Kalahari Melon Seed for the first time. CRIAA was interested in expanding its raw material supply base due to unfulfilled demand from their overseas buyer. Although the order was received late, 345 kgs were harvested and sold to CRIAA for testing. This was sufficient to generate widespread interest with 8 plots of seed being planted. Unfortunately, due to the unusually heavy rains both the farm grown and wild melons were in short supply at the closure of LIFE. However, areas with melons have been identified and the local VDCs being trained to manage the buying point. The third natural product with potential is honey. Consultants from Honey Bee, a South African Honey company, were brought to Caprivi by Conservation International. Their findings indicate that with supplemental feeding, a viable bee product industry can be established in Caprivi. Based on their experience in implementing similar community projects in South African, Honey Bee estimated that 1,000 hives could be in production within 12 months. A joint project has been developed in collaboration with the Caprivi Department of Forestry that would utilize funds from both EU RPRP grants (to DoF and NNF) to pilot a small programme with 8 bee keepers. This proposal has been submitted to the DoF office in Rundu, which is responsible for managing the Do/F Bee Farming Project.
- Two SACCOS were organized with one having received provisional registration. The role of the SACCOS is to capture and circulate surplus capital for investment in the community to enhance productivity and start new busiessses. The growth in membership has been relatively rapid – in light of the novelty of the idea - the inherent challenge of convincing villagers to hand over their limited cash, and the fact that this is the first programme with no results or track history to point to. With the Managers having graduated in late August, end of March figures are: Membership 574; Savings: \$4,123; Share Capital: \$3658. Three loans have been given with a value of \$1300.
- Originally the wood sector enterprise was envisioned as a joint venture between the community, who would be supplying investment capital obtained through the EU RPRP and a private company with the requisite managerial experience. However, the Katima CFNEN office has since identified a firm which requires no external investment. This firm has been granted a permit for harvesting dead trees for lumber, firewood, and charcoal. Harvesting will begin shortly.

Despite the short timeframe of the LIFE Plus Project, considerable headway was made towards the development of alternative livelihood benefits. The estimated benefits amounted to N\$4,494,225 from the period 2005-2008 (Table 10, below).

Table 10. Alternative Livelihood Benefits Generated Through CLUSA Supported Enterprises During the LIFE Plus Project.

Benefits	2005	2006	2007	2008
Salaries	89,600	310,200	1, 328,000	1,726,000
Devils claw		12,000		
KMs			3500	
Maize marketing		460,000	360000	
Chili		18000	12,345	40,800 (projected)
CA (value)	0	24480	44,500	64,800
	N\$89,600	N\$824,680	N\$1,748,345	N\$1,831,600

The CLUSA component has worked exclusively in the communal areas empowering disadvantaged Namibians – especially women – by opening up livelihoods opportunities and then training people to participate advantageously through a network of local trainers and field staff. To accomplish this empowerment, the CEDeP has depended almost entirely on community people. Of the 243 people employed by the CEDeP, only three are not Namibian – all of the rest (with one exception) are villagers recruited and trained by the programme. Women represent a significant proportion of staff in every category: Katima team 3/4; Area Coordinators 1/3; Facilitators 10/39; CFs 68/146; SACCO managers 6/10. Similar gender balance has been achieved among the clients; women represent 62% CA; 48% chili; 87% gardening; 78% SACCO; 92% KMS harvesters.

IMPACTS:

The LIFE Plus expansion to alternative livelihoods has commenced a needed, but embryonic process. The short duration of LIFE Plus only allowed three growing seasons for the introduction of new and more efficient forms of agricultural enterprises. Yet, solid headway was made, paving a foundation for the alternative livelihoods to expand and prosper post the LIFE Project. Key impacts of this initiative include:

- The introduced alternative enterprises brought benefits to the ordinary conservancy household, enhancing the conservancy’s credibility to households which did not have a member employed by the conservancy or its business. This has given increased credibility to the involved conservancies;
- The alternative livelihood enterprises have ‘put food in the belly and money in the pocket’ to compensate members for the incidents that arise from the increasing wildlife populations. Without such tangible benefits, support to the conservancies and its policies risk being undermined and eroded.
- The chili pepper activities, combined with CA, have contributed to a reduction of human-animal conflict. Conservation Agriculture, by advancing the harvesting date before elephants return from the bush, allow permanent smaller farms reducing forest encroachment and making them easier to protect
- The understanding and exploitation of value chains have encouraged sustainable management of natural resources by establishing value chains that provide income to members based on sustainable harvesting (Kalahari melon seed, devils claw, honey, forest products, etc.).

LESSONS LEARNED:

- Ordinary people must benefit in concrete ways if they are to support conservation efforts; the key to establishing on-going benefit streams is identifying markets and enforcing sustainable use.
- Incorporate a livelihoods component that delivers a wide stream of benefits to the community in every CBNRM project.
- Build local value into a resource so that sustainable use becomes an incentive to its conservation.

- A strong field presence is required to have an impact; local people if properly recruited, trained, supported, and supervised are a low cost solution to achieving this critical mass of community organizers and extensionists.
- Training is a two step operation: classroom then on-the-job; a pyramid of localized trainers is needed to ensure new skills are mastered and practiced.
- Do not over extend CBOs beyond their core mission.
- To succeed in business, all parties – the supporting NGO as well as the assisted CBO – must assume a thoroughly commercial, market driven orientation and discipline.
- Strict accountability through rigorous financial management is a requisite for business success.
- Joint venture partnerships are often necessary in low capacity CBOs to build the business (instill the skills, managerial/operational expertise, and market discipline and establish the market linkages) before turning it over to the community. Ownership can – and sometimes should be – separated if the business is to survive and serve the wider mission.

RECOMMENDATIONS:

- Enforce market discipline.
- Begin with joint ventures and only gradually transfer management to community as it demonstrates capacity.
- Employ a combination of community organizers and sector trainers in a decentralized training system.
- Incorporate a livelihoods component that delivers a wide stream of benefits to community members in all CBNRM projects.

PART THREE:

LIFE PLUS PROJECT PROGRESS AGAINST INDICATORS

1.0 LIFE PLUS PROJECT PROGRESS AGAINST STRATEGIC OBJECTIVE AND INTERMEDIATE RESULTS:

The LIFE Plus Project Management Plan (PMP) specified the LIFE Plus Consortium would strive to reach targeted outcomes for three Results and 13 Intermediate Results. Where possible, the LIFE Plus Results were harmonized with National CBNRM Programme results. Such an approach was premised upon minimizing data collection impositions and costs on partners, while simultaneously contributing to the creation of a sustainable National CBNRM M&E Framework. As part of the above process, a conscious decision was made to align LIFE Plus data collection efforts with those of the National CBNRM Programme, thereby minimizing expensive and time-consuming data collection efforts to once a year. The following results are based upon targets intended for achievement by June, 2008 – the revised LIFE Plus CA close-out date.

A summary of progress against the 16 LIFE Plus Results and Intermediate Results shows the following:

- **Nine** Results/IRs were either **achieved or exceeded**;
- **Seven** Five Results/IRs were **mostly achieved**; and
- **Two** Results/IRs were not **achieved**.

In summary, the LIFE Plus Project largely achieved or exceeded 14 of the 16 Results/IR targets, while two Results/IR targets were not achieved. .

Following is a brief review of specific progress that was achieved against each Result or Intermediate Result:

1.0 SO#7 RESULTS:

1.1 Result 1: Livelihood benefits to targeted rural communities increased:

The LIFE Plus target for this result was N\$29, 200,000. The total actual amount of the 2008 Livelihood benefits was N\$39, 127, 982 which exceeds the target by 34%.

1.2 Result 2: Individuals in registered conservancies that benefit from program supported CBNRM activities increased:

The final Project target for this result was 240,000 residents of registered conservancies. The final results achieved indicate that 223,620 people are resident within the 52 registered conservancies. This figure falls marginally short of the target by 8%. It is anticipated that this target will be exceeded in the near future as eminent registration of at least 10 new conservancies was near at project closure.

1.3 Result 3: Conservancies/CBOs implementing integrated natural resource management plans increased:

The Project target for this result was eleven conservancies implementing integrated natural resource management plans. This target was met, as eleven conservancies were implementing integrated NRM plans by Project closure.

2.0 SO#7 INTERMEDIATE RESULTS:

2.1 Result 7.1.1 Service delivery by LIFE Plus supported CBNRM service providers improved:

The target for this Intermediate Result (IR) was for 80% of all LIFE supported service providers (NGO and Government) to achieve a score of 70% or more on their service assessment. The first four assessments were completed, but no additional assessments were conducted due to the early closure of the LIFE Plus Project.

2.2 Result 7.1.2 Conservancies financially independent of donor funding increased:

The Project target for this IR was for 18 conservancies to be financially independent of donor funding. By closure of the LIFE Project, 15 conservancies, plus the Kyramacan Association were financially independent, meaning that the Project target has been mostly achieved. In addition, four additional conservancies (Anabeb, Sesfontein, Sobbe, and Balyerwa) were generating adequate funds to be self-financing (more than N\$200,000/yr), but were not planned to be categorized as financially independent until July 1, 2008 when their current support grant support concluded.

2.3 Result 7.1.3 Conservancies with business management plans increased:

The revised Project target for this IR was for fifteen conservancies to have business management plans. By Project closure, a total of 21 conservancies had established Conservancy Sustainability/Business plans which means that this target was exceeded.

2.4 Result 7.2.1 Enterprises and income Generating activities increased:

The Project target for this IR was to increase enterprise/income generating activities from the targeted 109 (or the actual 101 achieved in 2005) to 171. The result was exceeded as 180 enterprises were in place at Project closure, with 27 additional activities in place since 2006. This IR is a cumulative output of IRs 7.2.2-4. Thus, these contributory IRs are not discussed individually in this report.

2.5 Result 7.2.5 Jobs created through CBNRM related activities increased:

The Project target for this IR was 830 fulltime jobs and 5200 part-time jobs created. The actual figures recorded for May 2008 was 946 full-time jobs and 6227 part-time jobs created meaning that this result was well exceeded.

2.6(a) Result 7.3.1(a) Number of Management Plan Frameworks Implemented:

The Project target for this IR was to have 39 conservancy management frameworks in place. This IR has target was exceeded, as the conservancy management framework was being implemented in 45 conservancies by Project closure.

2.6(b) Result 7.3.1(b) Number of conservancies with positive governance audits:

The target for this IR was to have 30 conservancies score 50% or more on their annual institutional/governance audits. The governance audits have yet to be initiated, and will only be introduced following conclusion of the USAID funding to the LIFE Project. This indicator was therefore, not be achieved within the timeframe of the LIFE Plus Project.

2.7 Result 7.3.2 Recognition of conservancy rights by regional and national government increased:

The Project target for this IR was to have 28 conservancies submit conservancy management plans with Regional Land Boards. This target was exceeded, as 29 conservancies submitted their management plans to the Regional Land Boards prior to Project closure.

2.8 Result 7.3.3 Women play an influential role in conservancy decision-making and management:

The Project target for this IR was to have 35 conservancy committees that are composed of at least 25% women. The final Project results show that 36 of the 50 gazetted conservancies had committees composed of 25% or more women, meaning this result was achieved. Significantly, on a national pro-rata basis, women composed 37% of the committee compositions by conclusion of the LIFE Plus Project.

2.9 Result 7.3.4 Supportive legislation and policies strengthened for conservancies and other natural resource CBOs:

The Project target for this IR was to have 17 acts and/or policies in place that were strengthened to provide recognition and support for group rights over natural resource management. Thus this target was only partially achieved (14).

2.10 Result 7.4.1 Area encompassed by registered conservancies increased:

The Project target for this IR was to increase the number of square kilometers covered by gazetted conservancies to 130,000. The planned target of 130,000 was mostly achieved, as the final Project figure amounted to 122,318 km². Should the ten pending conservancies have been gazetted during 2008, this target would have been exceeded.

2.11 Result 7.4.2 Number of registered Communal Area Conservancies increased:

The Project target for the IR was to increase the number of registered conservancies to 55. By the end of the LIFE Plus Project, 52 conservancies had been registered. Ten conservancies were still awaiting gazettelement by MET.

2.12 Result 7.4.3 Area managed under integrated community management increased:

The Project target for this IR was to increase area of land under integrated community management to 27, 929 km². The result achieved by Project closure was 32,128, thus leading to the exceeding of this target.

Table 8. LIFE Plus Indicators, Targets, and Results.

Result	Indicator	2008 Target	Results	Comments
Result 1: Livelihood benefits to targeted rural communities increased	Value of quantifiable cash, employment and in-kind livelihood benefits received by conservancies, CBNRM enterprises and participants in the CBNRM program	29,200,000*	39,127,982	Target exceeded by 134%
Result 2: Individuals in registered conservancies that benefit from program supported CBNRM activities increased	Number of residents of registered conservancies	240,000	223,620	93% achieved
Result 3: Conservancies/CBOs implementing integrated natural resource management plans increased	Number of conservancies and other CBOs implementing integrated natural resource management plans	11	11	100% achieved
Result 7.1.1: Service delivery by LIFE Plus supported CBNRM service providers improved	Percentage of client service assessments that achieve a score of 70% or more	80%	N/A	Not Achieved
Result 7.1.2: Conservancies financially independent of donor funding increased	Number of registered conservancies covering conservancy annual operational costs with conservancy generated income	18	16	89% achieved
Result 7.1.3: Conservancies with business management plans increased	Number of conservancies implementing formal business management plans	15	21	Target exceeded by 140%
Result 7.2.1: Enterprises and income generating activities increased	Number of enterprises/income generating activities established	171	180	Target exceeded by 105%
Result 7.2.2: Conservancy Managed income/benefit generating activities increased	See list in Appendix Four	128	128	100% achieved
Result 7.2.3: Non registered conservancy or non-affiliated community tourism and wildlife income generating activities increased	Number of non conservancy or non affiliated community based tourism and wildlife enterprises and activities	26	23	Target 88% achieved
Result 7.2.4: Non wildlife and tourism livelihood activities diversified in target communities/conservancies	Number of different types of non wildlife and tourism micro, small, and medium enterprises, JV's and livelihood activities supported in target communities/ conservancies	17	29	Target exceeded by 171%
Result 7.2.4: Jobs created through CBNRM related activities increased	Number of jobs created by CBNRM-related activities in target communities/ conservancies	FT=830 PT=5,200	FT=946 PT=6,227	Target exceeded by 119%
Result 7.3.1: Conservancies practicing improved governance in a transparent and accountable manner increased	Number of Management Plan Frameworks Implemented	39	45	Target exceeded by 115%
	Number of conservancies with positive governance audits	30	0	Target not achieved
Result 7.3.2: Recognition of conservancy rights by regional and national government increased	Number of conservancy management plans lodged with Regional Land Boards	28	29	Target exceeded by 104%
Result 7.3.3: Conservancies in which women play an influential role in conservancy decision-making and management increased	Number of conservancies with committees composed of 25% or more of women	35	37	Target exceeded by 106%
Result 7.3.4: Supportive legislation and policies strengthened for conservancies and other natural resource CBOs	Number of acts and policies that are strengthened to provide recognition and support for group rights over natural resources management	17	14	Target 82% achieved
Result 7.4.1: Area encompassed by registered conservancies increased	Number of square kilometers covered by gazetted conservancies	130,000	122,318	Target 95% achieved
Result 7.4.2: Communal Area conservancies registered increased	Number of communal area conservancies gazetted by the Government of Namibia	55	52	Target 95% achieved
Result 7.4.3: Area managed under integrated community management increased	Number of kilometers (square) included within conservancies an other CBOs that are managing their natural resources in an integrated manner	27,929	32,128	Target exceeded by 115%

APPENDIX ONE:

SCHEDULE OF LIFE PLUS PROJECT CONSULTANTS

September 1, 2004 – June 30, 2008

**Table Ten (A): LIFE Plus WWF Consultants Employed During The Reporting Period
October 1, 2004 – June 30, 2008**

No.	Consultant Name	Consultancy Purpose	Nationality	Sex	Level of Effort	Actual Costs Incurred
AU65	SAIEA	Prepare an Environmental Management Plan for the Country Lodge Tented Camp in the Nyae-Nyae Conservancy.	Namibian	N/A	7 Days	3,737.79
AU66	MAFISA	Conference and Workshop Facilitation for three new National CBNRM Programme Projects (ICEMA, LIFE Plus, IRDNC)	South African	N/A	7 Days	3,233.40
AU67	Vinson Hailulu	Conference and Workshop Facilitation for three new National CBNRM Programme Projects (ICEMA, LIFE Plus, IRDNC)	Namibian	M	3 Days	1,287.27
AU68	Linda Baker	Recurrent Public Relations and Organizational Support Work on Behalf of the LIFE Programme.	Namibian	F	63 Days	7,563.47
AU69*	Reimann Contractors	Drilling and Rehabilitation of Boreholes in the Nyae-Nyae Conservancy Buffalo Camp. (MATCH FUNDS)	Namibian	N/A	Per Product	72,704.00
AU70**	Charles Phiri	Provide Assistance for the Development of a Pilot Management Orientated Monitoring System (MOMS) for Zambia (SARPO)	Zambian	M	50 Days	7,018.00
AU71**	Michelle Souto	Provide Assistance for the Development of a Pilot Management Orientated Monitoring System (MOMS) for Mozambique. (SARPO)	Mozambican	F	50 Days	16,710.70
AU72	Chris Eyre	Supervision of the Development of the Nyae-Nyae Buffalo Paddock.	Namibian	M	400 Days	78,175.00
AU72*	Chris Eyre	Supervision of the Development of the Nyae-Nyae Buffalo Paddock.	Namibian	M	133 Days	26,244.00
AU73	Linda Baker	Recurrent Public Relations and Organizational Support Work on Behalf of the LIFE Programme.	Namibian	F	10 Days	1,444.00

No.	Consultant Name	Consultancy Purpose	Nationality	Sex	Level of Effort	Actual Costs Incurred
AU73***	Linda Baker	Recurrent Public Relations and Organizational Support Work on Behalf of the LIFE Programme.	Namibian	F	7 Days	1,043.00
AU74**	Brian Child	Initial Development of Procedures for Adaptive Performance Monitoring and Impact Monitoring of Economics, Governance and NRM in Support of Conservancies in Namibian National CBNRM Programme.	Zimbabwean	M	44 Days	25,149.35
AU75**	David Ward	Assisting with Management Oriented Monitoring System (MOMS) in the Southern African Region.	Namibian	M	20 Days	3,776.64
AU76***	Edward Humphrey	Technical Support for the Development of a B&EWG EC Proposal Document	Australian	M	21 Days	4,973.55
AU77***	Len Le Roux	Workshop Facilitation: Development of a Framework for a Partnership between NACSO and VSO for Support to the BEDWG	Namibian	M	2.5 Days	770.50
AU78*	Coetzee Drilling and Earthmoving	Drilling and Rehabilitation of Boreholes in the Nyae-Nyae and N#A Jaqna Conservancies	Namibian	N/A	Per Product	0.00
AU79	Uda Nakamhela	Providing Legal Advice to the CBNRM Program on an ad hoc basis	Namibian	M	122 Days	0.00
AU80*	Elinor Durr	Develop a Business Plan for the Hoada Campsite, ≠Khoadi //Hoas Conservancy	Namibian	F	8 Days	2,060.00
AU81*	Reimann Contractors	Rehabilitation, Inspection and Drilling of Boreholes in the Nyae-Nyae Conservancy area	Namibian	N/A	Per Product	0.00
AU82*	UNAM	Research on the Contribution of CBNRM to Combating Poverty	Namibian	N/A	160 Days	37,222.00
AU83*	Intergrated Environmental Consultants Namibia	Support for the Development of Conservancy Sustainability Plans	Namibian	N/A	9 Days	1,913.00
AU84*	Russell Taylor	Facilitation the National CBNRM Sustainability Workshop	Zimbabwean	M	8 Days	5,340.00
AU85*	Uda Nakamhela	Providing Legal Advice to the CBNRM Program on an ad hoc basis	Namibian	M	14 Days	892.82

No.	Consultant Name	Consultancy Purpose	Nationality	Sex	Level of Effort	Actual Costs Incurred
AU86	Alex Tarr	Game Meat Data Collation and Syntheses	Namibian	M	6 Days	280.47
AU87***	William Hofmeyr	Provide Editorial Services to the UNAM Conservancy Poverty Elevation Reports	Namibian	M	24 Days	6,117.53
AU88	W. Boonzaaier	GIS/Data Management	South African	M	47 Days	11,384.58
AU89***	Brian Jones	Supervision and Editorial Services to the Production of 8 CBNRM Enterprise Case Studies	Namibian	M	18 Days	7,340.44
AU90***	Lara Diez	Produce 2 CBNRM Enterprise Case Studies	Namibian	F	18 Days	5,754.93
AU91***	Annie Symonds	Produce 1 CBNRM Enterprise Case Study and Provide Input to a Second	Namibian	F	14 Days	4,473.44
AU92***	Theo Ngaujake	Produce 2 CBNRM Enterprise Case Studies	Namibian	F	20 Days	4,413.71
AU93***	Carol Murphy	Produce 3 CBNRM Enterprise Case Studies	Namibian	F	30 Days	8,386.12
AU94***	Joseph Ziezo	Conducting a Survey in the Caprivi Conservancies	Namibian	M	40 Days	1,173.16
AU95	Debbie Gibson	Assistance to the Malawi MOMS Working Group in Introducing the MOMS to Selected Stakeholders	Namibian	F	8 Days	4,563.31
AU96	Hendrika Apollus	Collect Conservancy Financial Data	Namibian	F	11 Days	2,085.89
AU97	Hendrika Apollus	Accompany Visitors from North West Parks Board to Visit Stakeholders in Windhoek and Two Conservancies in the field	Namibian	F	4 Days	877.95
AU98	Uda Nakamhela	Provide Legal Advice Related to Establishment of a Conservation Trust Fund	Namibian	M	20 Days	5,541.24
AU99***	Martha Auta	Collecting and Recording Hunting Data	Namibian	F	1 unit	90.88
AV01*	Theunis Petersen	Support to the Communal Area Conservancy Hunting Industry	Namibian	M	30 Days	4,337.37

* Funded with Match Funds

** Funded by SARPO

*** Funded by WWF Netherlands

TABLE 10 (B): CLUSA Contracted Consultants employed during LIFE Plus.

No.	Consultant Name	Objective	Nationality	Sex	Level of Effort	Actual Costs Incurred
CLUSA Consultants below						
1	Alan	CA trainer	Zambian	m	9 months	N\$120000
2	Gibbons	Chili trainer	Zambian	m	9 months	N\$120000
3	Maxon simfukwe	Site manager	zambian	m	10 months	N\$100,000
4	Moses	Kavango site manager	zambian	m	5 months	N\$20,000
5	Ronald Phillips	Ag/Enterprise Advisor	us	m	5 months	US\$45,000

APPENDIX TWO:

LIFE PLUS PROJECT GRANTS

September, 2004 – March 15, 2008

**TABLE 10. LIFE PLUS PROJECT
ANALYSIS OF AVAILABLE FUNDS BY GRANTEE**

CBNRM

Agmt No.	Grantee Name	Duration	Project Amount (N\$)	USAID Funds (N\$)	Subgrantee Match Contribution (N\$)	WWF Match Contribution (N\$)	Objective
	Namibia Community-Based Tourism Association	3/01/05 - 3/15/08	1,659,738	1,033,340	376,185	250,213	Joint venture development support for communal conservancies
	Rural People's Institute for Social Empowerment	3/01/05 - 3/15/08	1,854,830	860,144	994,686		Facilitate formation of conservancies in the Erongo and Southern Kunene Regions
	Namibian Association of CBNRM Support Organisations	3/01/05 - 3/15/08	1,680,532	1,329,258	100,000	251,274	Institutional support to the NACSO Secretariat towards CBNRM sectoral coordination and development
	Nyae-Nyae Development Foundation of Namibia	3/01/05 - 3/15/08	1,815,052	1,241,291	573,761		Assistance to the Nyae Nyae Conservancy
	Rossing Foundation	3/01/05 - 3/15/08	1,252,511	991,211	261,300		Assistance to the north central conservancies
	Namibia Development Trust	3/01/05 - 3/15/08	3,140,686	950,194	2,190,492		Assistance to conservancies in southern Namibia and the Otjizondjupa region
	Natural Resources WG	3/01/05 - 3/15/08	1,015,612	940,508	1,088,141		Program wide support to service providers and conservancies in relation to natural resource management & monitoring
	Centre for Research Information Action Africa	9/01/05- 3/15/08	1,015,612	808,708	206,904		Facilitate involvement of conservancies in natural plant product sector
	NACSO HIV/AIDS	09/15/04 – 9/30/05	513,891	389,941	123,950		Facilitate the awareness of HIV/AIDS in service organizations and conservancies, assist with HIV/AIDS policies in targeted institutions

			513,891	389,941	123,950		
	Grantee Name	Duration					Objective
AL 55	NNF – on behalf of Ministry of Fisheries and Marine Resources	09/06 – 30/06/08	N\$2,056,692	0	0	N\$2,056,692	Facilitate the integration of fishery management systems into Caprivi conservancies
	NNF Seed Grants		N\$163,559	N\$163,559			Provide very small level of funding to conservancies up to N\$xxxxx per grant for such small undertakings as meetings, travel, workshops, etc.
	NNF Development Grants		N\$547,978	N\$547,978			Provide grants to conservancies to cover strategic one-off costs up to N\$xxxxx per grant
	Subtotal		N\$13,948,464	N\$8,544,595	N\$5,915,419	N\$501,487	

APPENDIX THREE:

LIFE PLUS PROJECT PLANNING, NETWORKING, AND TRAINING COURSES, LEVELS OF EFFORT, AND PARTICIPANTS

September, 2004 – June, 2008

Event	Event Type	Organization	Funding source	Date Begun	Length (days)	Person Days/ Trng	Participants						Venue	Objectives
							Total	Female	Comm	NGO	Gov't	Other		
West Caprivi team meeting	Planning	IRDNC	WWF-UK	11-Oct-04	1.0	7	7	1	6	1	0	0	Kongola	Monthly review and planning.
Kunene Conservancies quarterly planning meeting	Planning	IRDNC	WWF-UK	12-Oct-04	3.0	126	42	5	36	5	1	0	Onjuva	Report back on progress for quarter and presentation of plans for upcoming quarter
Natural Resource Working group planning	Planning	NRWG/ IRDNC	LIFE	13-Oct-04	1.0	6	6	0	4	1	1	0	Katima	Identified on-going use of event book and game counts as well as incorporating forestry and fish monitoring.
WWF-SARPO/PPF Collaboration	Planning	MET	WWF-NL	14-Oct-04	2.0	16	8	2	0	2	2	2	Victoria Falls	Improve collaboration
Institutional Support team meeting	Planning	LIFE/ IRDNC	LIFE	16-Oct-04	1.0	4	4	2	0	4	0	0	Katima Office	To review indicators - the IS team met with R B-S on how IRDNC's indicators fitted in with LIFE plus.
Preparation for Mashi AGM	Planning	IRDNC	WWF-UK	16-Oct-04	1.0	20	20	5	19	1	0	0	Lubuta	To put plans in place for upcoming AGM
West Caprivi team meeting	Planning	IRDNC	WWF-UK	18-Oct-04	1.0	8	8	1	6	2	0	0	Omega 3	Monthly review and planning meeting.
Introducing VSO member to IRDNC and HIV/AIDS action plan	Planning	NACSO HIV & AIDs/ IRDNC/ VSO	LIFE	18-Oct-04	3.0	27	9	6	0	9	0	0	Katima	Simon Peter (VSO) introduced to IRDNC's HIV/AIDS team and work done on IRDNC action plan for HIV/AIDS awareness and prevention.
Kunene Conservancies quarterly planning meeting	Planning	IRDNC	WWF-UK	19-Oct-04	3.0	162	54	11	45	6	2	1	Wereldsend	Report back on progress for quarter and presentation of plans for upcoming quarter
IRDNC HIV/AIDS planning	Planning	IRDNC	LIFE	26-Oct-04	1.0	9	9	4	0	9	0	0	Katima	Review progress made on the action plan.

Event	Event Type	Organization	Funding source	Date Begun	Length (days)	Person Days/ Trng	Participants						Venue	Objectives
							Total	Female	Comm	NGO	Gov't	Other		
LIFE Plus Planning Workshop	Planning	MET	LIFE	27-Oct-05	1.0	52	52	16	8	29	9	6	NAMPOWER Convention Centre	To present and reach consensus on a range of national thematic CBNRM indicators and targets for the next five years; To explain and discuss steering
Meeting with Omba Craft	Planning	IRDNC/ Omba Trust	WWF-UK	28-Oct-04	1.0	3	3	3	0	3	0	0	Windhoek	Planning and resolution of outstanding issues
Ngoma Craft Centre Management Meeting	Planning	IRDNC	WWF-UK	28-Oct-04	1.0	25	25	20	22	3	0	0	Ngoma	To review and coordinate plans and activities with NCC
NRM team meeting	Planning	IRDNC	LIFE	1-Nov-04	1.0	6	6	0	4	2	0	0	Kongola	Planning and coordination meeting with NRM
Kwandu Linyanti Hunting Concession planning Meeting	Planning	IRDNC	LIFE	17-Nov-04	1.0	13	13	0	10	3	1	0	Kongola	Preparation for renewing of hunting concession. Agreement that concession be tendered out. Letters and tender documents drawn up.
N/goabaca campsite	Planning	IRDNC	WWF-UK	17-Nov-04	1.0	16	16	1	12	4	0	0	N/goabaca	Provide feedback and finalise the campsite business plan
Salambala Hunting Meeting	Planning	IRDNC	LIFE	18-Nov-04	1.0	13	13	0	10	3	1	0	Bukalo	Preparation for renewing of hunting concession. Agreement that concession be tendered out. Letters and tender documents drawn up.
Joint Venture Contract monitoring	Planning	NACOBTA	LIFE	20-Nov-04	1.0	12	12	2	6	4	0	2	Uis info center	To determine whether Tsiseb Joint venture partner had paid fees and put plan in place
Developing Community Forest Event Book	Planning	IRDNC	WWF-UK	22-Nov-04	1.0	3	3	0	0	3	2	0	Kwandu	Assisted the Directorate of Forestry to develop and pilot an event book systems that monitors the off take and illegal activities.
Co-ordinating Committee with WIMSA	Planning	IRDNC & WIMSA	WWF-UK	23-Nov-04	1.0	3	3	1	0	3	0	0	Katima	Focus on how WIMSA can support the West Caprivi trust.

Event	Event Type	Organization	Funding source	Date Begun	Length (days)	Person Days/ Trng	Participants						Venue	Objectives
							Total	Female	Comm	NGO	Gov't	Other		
NACSO Members quarterly meeting	Planning and information	NACSO Partners	LIFE	24-Nov-04	1.0	25	25	14	0	22	1	2	Nampower Convention Centre, Windhoek	To receive programme updates, information on LIFE PLUS grant application procedures, and decide on membership for Nara Training Centre and the Omba Arts Trust
NACSO Annual General Meeting	Planning and information	NACSO Partners	LIFE	25-Nov-04	1.0	23	23	13	0	22	0	1	Nampower Convention Centre, Windhoek	To receive the Chairman's report, Treasurers report and to elect a new management committee.
Hunting Tender Workshop	Planning	IRDNC/ LIFE/ NAPHA	LIFE	1-Dec-04	2.0	32	16	3	10	5	0	1	Hippo Lodge	Review the hunting tender responses and select hunters for interviewing. Training in selection and interview process.
NRM team meeting	Planning	IRDNC	WWF-UK	3-Dec-04	1.0	5	5	0	0	5	0	0	Katima	Planning for December and early January.
Kwandu Linyanti Hunting Concession Interview	Planning	IRDNC	LIFE	4-Dec-04	1.0	14	14	2	8	2	0	4	Mayuni Office	KLHC Committee interviewed Satisfaction Safari (Pineer and Chapman).
Institutional Development Working Group planning meeting	Planning	NACSO Partners	LIFE	4-Feb-05	1.0	9	9	6	0	8	1	0	Rossing Foundation, Windhoek	To review progress and plan for year ahead
NACSO Members quarterly meeting	Planning and information	NACSO Partners	LIFE	9-Feb-05	2.0	76	38	20	4	31	2	1	Rossing Foundation, Windhoek	To receive programme updates, review and recommendations on 12 grant applications and decide on membership for 2 associate members
MET Tourism Policy	Planning	MET		22-Feb-05	1.0	20	20	6	0	1	14	5	Windhoek	To workshop the first draft of the Tourism Policy.
NACOBTA Management Committee	Planning	NACOBTA	LIFE	28-Feb-05	1.0	14	14	4	5	5	0	0	Windhoek	To develop a strategic plan for change within NACOBTA.
Joint Liaison Committee establishment	Planning	NACOBTA/ IRDNC	WWF-UK	19-Mar-05	1.0	28	28	3	15	4	4	5	Serra Cafema	Form JLC & establish better coordination between two parties
National CBNRM M&E working group planning	Planning and coordination	NNF/ ICEMA/ MET/ LIFE	LIFE /ICEMA	31-Mar-05	1.0	5	5	1	0	3	2	0	NNF Offices	To discuss coordination and establishment of a national M & E working group to combine NACSO, ICEMA and MET efforts

Event	Event Type	Organization	Funding source	Date Begun	Length (days)	Person Days/ Trng	Participants						Venue	Objectives
							Total	Female	Comm	NGO	Gov't	Other		
Joint Venture Meeting (Uibasen)	Planning	NACOBTA	LIFE	2-Apr-05	1.0	7	7	6	0	1	0	0	Khorixas	Have input into contract
GPS Training Meeting	Planning	IRDNC	WWF-UK	4-Apr-05	1.0	24	24	1	24	0	0	0	Kongola	Preparation for the Game Count done.
Strategic Planning - Developing Operational Framework for Conservancies	Planning	RISE Namibia	NNF	4-Apr-05	5.0	110	22	6	16	4	2	0	Doro !Nawas	Develop operational framework for Doro !Nawas, Otjimboyo and /Audi
Annual Development Plan and Development Framework	Planning	IRDNC	WWF-UK	7-Apr-05	2.0	44	22	4	22	22	0	0	Wereldsend	Develop Annual Work Plan
Pre-Meeting for HIV/AIDS Campsite Staff	Planning	IRDNC	LIFE	7-Apr-05	1.0	3	3	1	3	0	0	0	IRDNC	Prepare a draft program for the workshop
Monitoring and Management systems for Conservancy Enterprises	Planning	IRDNC	WWF-UK	8-Apr-05	5.0	30	6	2	0	6	0	0	Wereldsend	Develop systems
Framework Part 1	Planning	IRDNC	WWF-UK	18-Apr-05	2.0	60	30	10	30	0	0	0		Develop systems
Mashi Management Meeting	Planning	IRDNC	WWF-UK	18-Apr-05	1.0	3	3	15	0	0	0	0	Kongola	Resolve management issues
General Craft Meeting	Planning	IRDNC	WWF-UK	22-Apr-05	1.0	8	8	8	0	0	0	0	Masokotwani	Craft review and planning
NACOBTA AGM	Planning	NACOBTA		25-Apr-05	1.0	62	62	12	52	6	2	2	Windhoek	Review CBT and role of NACOBTA
HIV/AIDS Meeting	Planning	IRDNC	LIFE	26-Apr-05	1.0	5	5	2	0	5	0	0	IRDNC	Plan interventions
Framework Part 2	Planning	IRDNC	WWF-UK	5-May-05	3.0	81	27	10	27	0	0	0	Wereldsend	Plan interventions
Boundary Demarcation for Malengalenga, Sobble, Makanga	Planning	IRDNC	WWF-UK	10-May-05	1.0	23	23	3	23	0	0	0	Namenda	Boundary demarcation
Human Wildlife Conflict Management (HWCM) Workshop	Planning	MET	MET	16-May-05	2.0	80	40	5	10	20	10	0	Safari Court Hotel	To develop framework for future HWCM policy directions in Namibia. To initiate the development of a standardized monitoring system for HWCM. To discuss best practice mitigation measures in Namibia and throughout the region. To launch a survey on HWCM situations in two areas.

Event	Event Type	Organization	Funding source	Date Begun	Length (days)	Person Days/ Trng	Participants						Venue	Objectives
							Total	Female	Comm	NGO	Gov't	Other		
Quarterly Planning Meeting	Planning	IRDNC	WWF-UK	17-May-05	1.0	25	25	6	25	0	0	0	Mashi & Balyerwa	Plan interventions
Quarterly Planning Meeting	Planning	IRDNC	WWF-UK	17-May-05	1.0	14	14	5	14	0	0	0	Kalimbeza	Plan interventions
Quarterly Planning Meeting	Planning	IRDNC	WWF-UK	18-May-05	1.0	26	26	9	26	0	0	0	Malengalenga & Khuta	Plan interventions
Quarterly Planning Meeting	Planning	IRDNC	WWF-UK	18-May-05	1.0	20	20	10	20	0	0	0	IRDNC Hut	Plan interventions
Quarterly Planning Meeting	Planning	IRDNC	WWF-UK	19-May-05	1.0	20	20	10	20	0	0	0	Kasika/Impalila	Plan interventions
Quarterly Planning Meeting	Planning	IRDNC	WWF-UK	19-May-05	1.0	24	24	5	24	0	0	0	Agriculture Hall	Plan interventions
Joint Venture Negotiations (Doro !Nawas)	Planning	NACOBTA	Austria	28-May-05	1.0	14	14	3	11	3	0	0	Khorixas	Agree on terms of contract
NACSO Head of Organization Meeting	Planning	NACSO	LIFE	9-Jun-05	1.0	17	17	8	0	2	0	2	NACSO Boardroom	Meeting to discuss funding strategies, NACSO and WWF/LIFE Plus future working relationships
Introduction to CBNRM, Management Framework and Game Count	Planning	IRDNC	WWF-UK	12-Jun-05	6.0	126	21	8	0	0	0	21	Windhoek	Plan interventions
Wildlife Management Strategies and Tourism Development	Planning	IRDNC	WWF-UK	21-Jun-05	5.0	90	18	6	18	0	0	0	Wereldsend	Plan interventions
Conservancy Office Administration	Planning	IRDNC	WWF-UK	27-Jun-05	1.0	12	12	3	12	0	0	0	Wereldsend	Plan interventions
Developing Financial Systems in Conservancies	Planning	RISE Namibia	NNF	4-Jul-05	3.0	69	23	7	21	2	0	0	Doro !Nawas/Otjimboyo	Develop and implement financial policies
North Central Regional Tourism Forum	Planning	NACOBTA	NACOBTA	6-Jul-05	1.0	25	25	8	7	3	8	7	Eenhana	Tourism development coordination. Exploring possibilities of a tourism route in the north central
Staff Policy development and implementation	Planning	RISE Namibia, NNF	NNF	6-Jul-05	1.0	23	23	7	21	2	0	0	Doro !Nawas/Otjimboyo	Finalize Staff Policies
Constitution development and implementation	Planning	RISE Namibia	NNF	7-Jul-05	2.0	30	15	3	10	2	0	0	Doro !Nawas	To familiarize new committee to their constitution

Event	Event Type	Organization	Funding source	Date Begun	Length (days)	Person Days/ Trng	Participants						Venue	Objectives
							Total	Female	Comm	NGO	Gov't	Other		
Benefit distribution plan development	Planning	RISE Namibia	NNF	18-Jul-05	3.0	54	18	9	16	2	0	0	Tsiseb	Finalize BDP for Doro !Nawas and Tsiseb and incorporate saving and credic schemes
Strategic Planning - Management and Utilization Plans	Planning	RISE Namibia, MET	NNF	21-Jul-05	2.0	36	18	7	16	1	1	0	Doro !Nawas	Develop Management and Utilization Plan
Monitoring and Training	Planning	NACOBTA	NACOBTA	6-Aug-05	1.0	8	8	2	6	2	0	0	Blumhof	Operations at Granielko campsite, registration with NTB
Meeting with Ehrirovipuka Conservancy Members	Planning	NACOBTA	WWF-UK	15-Aug-05	1.0	12	12	3	10	2	0	0	Otjokavare	Planning way forward for Ehrirovipuka and Joint Venture
Meeting Planning for NNC Board, Rada and Village Visits	Planning	NNDFN	LIFE	16-Aug-05	2.0	22	11	0	8	3	0	0	Tsumkwe	To help develop planning skills and ensure that the NNC Board, Rada and Village meetings took place
King Madume Trust Project	Planning	NACOBTA/NM C	NACOBTA	20-Aug-05	1.0	5	5	3	3	1	1	0	Omheddi	Advice and agree on the way King Mandume Trust will generate income
Finalize Requiremets by NTB	Planning	NACOBTA/Rossing Foundation	NACOBTA	21-Aug-05	1.0	6	6	3	3	2	1	0	Hippo Pool	Assist the campsite with the Right of Leasehold for the campsite
Joint Venture Negotiations (Doro !Nawas)	Planning	NACOBTA	USAID	22-Aug-05	3.0	33	11	1	5	2	0	4	Windhoek	Finalize Contract
Joint Venture Committee Meeting (Marienfluss)	Planning	NACOBTA	Austria	25-Aug-05	1.0	12	12	3	4	2	1	2	Serra Cafema	Iron out issues
WWF/SARPO - Regional Project Design and CBNRM For a meeting	Planning	WWF SARPO/ NACSO	WWF-Norway	30-Aug-05	4.0	132	33	12	0	20	10	3	Indaba Centre, JHB, South Africa	To design the second phase of the WWF/SARPO Regional Capacity Building project and establish regional CBNRM working groups
Meeting with Development Partners	Planning	MET	MET	31-Aug-05	1.0	10	10	2	0	6	4	0	Grootberg Lodge	Plan Collaboration
Capture and Translocation of Game from Farm Ombengu	Planning	WWF/MET		7-Sep-05	11.0	110	10	5	0	0	0	5	Ombengu	Capture and translocate donated game to various communal conservancies.
Financial Working group	Planning	WWF LIFE/NNF/MET	LIFE	8-Sep-05	1.0	5	5	2	0	4	1	0	WWF/LIFE office	To lay out process for way forward for revising tools and providing support to financial management to conservancies
Enterprise Proposal to EC - workshop	Planning	B&EWG	WWF NL	14-Sep-05	1.0	16	16	6	0	13	3	0	Windhoek	To develop the framework for a proposal to the EC for enterprise support
Joint Venture Review	Planning	B&EWG	WWF NL	15-Sep-05	1.0	16	16	3	0	13	3	0	Windhoek	To review JV progress and to establsi agreed common approaches and principles.

Event	Event Type	Organization	Funding source	Date Begun	Length (days)	Person Days/ Trng	Participants						Venue	Objectives
							Total	Female	Comm	NGO	Gov't	Other		
Chief of Party Meeting	Planning	USAID	USAID	21-Sep-05	1.0	12	12	6	0	6	0	6	Windhoek	To convey news and information of general interest to the extended USAID family and to help update the USAID events calendar.
Meeting with Sorris Sorris	Planning	NACOBTA	USAID	23-Sep-05	1.0	18	18	2	9	3	4	2	Khorixas	Negotiations between Pienaar and Sorris Sorris
National CBNRM M&E Workshop	Planning	ICEMA/MET/NF/NACSO	LIFE/ICEMA	28-Sep-05	1.0	29	29	9	0	23	5	1	Midgard Centre	To provide training in monitoring and evaluation basics for CBNRM partners and to design the framework for the national M & E system for CBNRM
Joint Venture review - legal issues	Planning	B&EWG	WWF NL	30-Sep-05	1.0	10	10	0	0	9	1	0	Windhoek	To review legal issues with regards to JV agreements and incorporate changes into future process.
NACSO Annual General Meeting	Planning	NACSO	LIFE	6-Oct-05	1.0	22	22	8	1	7	0	2	Pension Thule	To discuss NACSO Strategic Issues on CBNRM
Preparatory Meeting	Planning	Rossing Foundation	NNF	18-Oct-05	1.0	25	25	13	22	1	2	0	Omuthiya	To prepare for AGM
Preparatory Meeting	Planning	Rossing Foundation	NNF	21-Oct-05	1.0	32	32	11	28	1	3	0	Okahao	To prepare for AGM
Workshop	Planning	Rossing Foundation	NNF	21-Oct-05	4.0	112	28	10	23	2	3	0	Tsandi	To discuss and agree on the plan for benefits sharing
Preparatory Meeting	Planning	Rossing Foundation	NNF	22-Oct-05	1.0	27	27	9	21	1	5	0	Onesi	To prepare for AGM
Revision of Action Plan and draft of final Plan 2006, Caprivi Region	Planning	NACSO, IRDNC	Life Plus	15-Nov-05	1.0	8	8	6	0	8	0	0	IRDNC Board Room Caprivi	Finalize the action plan for Caprivi 2006
Session with IRDNC HIV and AIDS committee to draft conservancy policy	Planning	NACSO, IRDNC	Life Plus	15-Nov-05	1.0	9	9	7	0	9	0	0	IRDNC Board Room Caprivi	Draft conservancy policy for Caprivi Region
Session with the MHSS to discuss VCT collaboration in Caprivi Region	Planning	NACSO, IRDNC, MHSS	Life Plus	16-Nov-05	1.0	7	7	5	0	7	0	0	Hippo Lodge	Collaboratively plan VCT activities and strengthen linkages to provide access to services to conservancy staff
Meeting	Planning	Rossing Foundation	NNF	20-Jan-06	1.0	14	14	6	8	3	3	0	Tsandi	To set the date of AGM and look at Financial books
Huab Integrated Management Plan	Planning	Consultant, NNF	ICEMA	6-Feb-06	2.0	46	23	5	14	4	4	1	Welwitschia Dev Trust Centre	To identify clear objectives for achieving the existing conservancy purpose (vision), To develop an action plan that meet conservancy objectives, To establish an ongoing planning process that the conservancies can use in future to develop work plans and id

Event	Event Type	Organization	Funding source	Date Begun	Length (days)	Person Days/ Trng	Participants						Venue	Objectives
							Total	Female	Comm	NGO	Gov't	Other		
Meeting with MNC stakeholders	Planning	NNF, IRDNC, WWF	SIDA/LIFE PLUS	7-Feb-06	2.0	50	25	2	11	8	6	0	Susuwe	setting up joint management initiatives related to the objectives of the MNC
Nambwa - Campsite Annual Business Review	Planning	WWF/LIFE, IRDNC	WWF UK/LIFE Plus	7-Feb-06	1.0	10	10	2	7	3	0	0	Kwando	Review 2005 business performance and plan business activities for 2006
Bum Hill - Campsite Annual Business Review	Planning	WWF/LIFE, IRDNC	WWF UK/LIFE Plus	8-Feb-06	1.0	9	9	2	6	3	0	0	Kwando	Review 2005 business performance and plan business activities for 2006
Kasika / Impalila - Tour Guide Annual Business Review	Planning	WWF/LIFE, IRDNC	WWF UK/LIFE Plus	9-Feb-06	1.0	11	11	3	8	3	0	0	Impalila	Review 2005 business performance and plan business activities for 2006
NACSO Members Meeting	Planning	NACSO	Life Plus	16-Feb-06	1.0	16	16	7	0	16	0	0	Hotel Thule	Several Objectives
Sorris Integrated Management Plan	Planning	Consultant, NNF	ICEMA	19-Feb-06	2.0	36	18	4	8	5	4	1	Welwitschia Dev Trust Centre	To identify clear objectives for achieving the existing conservancy purpose (vision), To develop an action plan that meet conservancy objectives, To establish an ongoing planning process that the conservancies can use in future to develop work plans and id
Creating a common vision for Trophy Hunting in Communal Conservancies	Planning	WWF/LIFE, NAPHA, IRDNC,	Life Plus	1-Mar-06	2.0	102	51	6	23	14	2	12	Out of Africa Town Lodge, Otjiwarongo	Creation and adoption of a 5-year vision Identification of operational bottlenecks and constraints: conservancy committees Identification of operational bottlenecks and constraints: safari operators
Game Translocation Model Update	Planning	Consultant, NNF, WWF	ICEMA	6-Mar-06	1.0	22	22	4	0	9	13	0	Polytechnic - Hotel School	To support a national wildlife translocation programme based on rigorous criteria, decided upon by experts from the workshop
Kunene Tourism Planning Trip	Planning	WWF/LIFE, IRDNC	WWF UK/LIFE Plus	19-Mar-06	6.0	36	6	2	0	5	1	0	Kunene	Identify tourism opportunities and plan implementation support for Kunene Region
Business & Enterprise Working group	Planning	NACSO BEL WG	Life Plus	27-Mar-06	1.0	9	9	3	0	8	1	0	Windhoek	Discuss workplan and co-ordination for EC proposals
Meeting & Workshop	Planning	Rossing Foundation	NNF	27-Mar-06	1.0	32	32	21	24	1	7	0	Onesi	Discuss ICEMA projects with whole committee
Meeting & Workshop	Planning	Rossing Foundation	NNF	28-Mar-06	1.0	18	18	4	16	1	1	0	Omakange	Discuss ICEMA projects with whole committee
Meeting & Workshop	Planning	Rossing Foundation	NNF	29-Mar-06	1.0	29	29	4	26	1	2	0	Okahao	To discuss and agree on the plan for benefits sharing

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Tsiseb Conservancy AGM	Planning	Tsiseb	Tsiseb	8-Apr-06	1.0	71	71	15	65	4	2	0	Tsiseb Conservancy	Observe the Tsiseb Community Feedback and Decision Making Process
NAPHA Meeting	Planning	RISE/ NAPHA		10-Apr-06	1.0	9	9	8	0	2	0	1	NAPHA Offices	Discuss hunting issues in conservancies
IDWG Workshop Preparatory Meeting	Planning	IDWG		21-Apr-06	0.5	3.5	7	5	0	7	0	0	NACSO Boardroom	Finalize on IDWG Workshop Arrangement
IDWG Bi-Monthly Meeting	Planning	IDWG	IRG/LIFE Plus	28-Apr-06	1.0	7	7	5	0	7	0	0	Roof Of Africa	To review the workshop and its outcome as well as come up with IDWG Support Workplan
Kasika Conservancy re Hunting	Planning	Kasika Conservancy		04-May-06	1.0	13	13	3	7	2	1	0	Kasika Sub-Khuta	1. Reviewed hunting contract, made changes and agreed to send for signing to partner 2. Discussed the issue of houseboat that Ichingo was requested to moor opposite Chobe Game Lodge. Agreed that Conservancy should get in writing financial offer from Ichingo and inform Gibson of Savannah that he needs to move speedily ahead with negotiations.
Trophy Hunting Agreement	Planning	Salambala Conservancy		5-May-06	0.5	4	8	1	5	2	1	0	IRDNC KM Office	Discussed our best to get contract signed with hunter. He wanted changes in contract that meant taking off the guaranteed species onto optional. Agreed that he could not change contract and that if he wanted to continue hunting in the area, get the contract signed. Salambala signed and sent copies to Hunter. He signed two days later.
Salambala Conservancy re Hunting	Planning	IRDNC		8-May-06	1.0	3	3	0	0	3	0	0	IRDNC KM Office	Explored options for developing self-insurance scheme for elephant crop raiding. Came up with strategies and way forward. Reviewed the cattle and death self insurance scheme.
Land Reform Legislation	Planning	MLR	GTZ	8-May-06	5.0	975	195	78	161	4	30	5	Heja Lodge	Induction of CLBs and identification of gap areas for further support
IRDNC Staff re HACIS	Planning	MET	IRDNC	15-May-06	0.5	2.5	5	2	0	3	0	0	MET Board Room	Discuss Doro !Nawas governance issues and also agreed on the constitution revision process.
Communal Land Board Conference	Planning	IDWG	IRDNC/LIFE Plus	15-May-06	0.5	3.5	7	4	0	7	0	0	WWF Board Room	To review Financial management activities and manual development .
Constitution Revision Process Meeting	Planning	MET		15-May-06	0.5	2.5	5	2	0	3	2	0	MET Board Room	Discuss Doro !Nawas governance issues and also agreed on the constitution revision process.
Financial Management Sub-Working Group	Planning	KVW		16-May-06	1.0	1	1	1	0	1	0	0	NACSO SECRETARIAT OFFICE	To look at synergies between the CBNRM Programme and the Parks in the Caprivi funded by KVW

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Constitution Revision Process Meeting	Planning	NACOBTA		17-May-06	7.0	49	7	3	0	5	0	0	NACOBTA OFFICES	To assist and advise NACOBTA with the change process for the association.
Meeting with KVV Evaluation Team	Planning	IDWG	IRDNC/LIFE Plus	19-May-06	0.5	3.5	7	4	0	7	0	0	WWF Board Room	Discuss progress made on task and get team contributions.
Participating in the NACOBTA Steercom Meeting (Change Process)	Planning	Doro !Nawas	ICEMA/LIFE Plus	20-May-06	5.0	305	61	25	0	3	2	0	Doro !Nawas Conservancy areas	To create awareness on member's rights and constitution.
Financial Management Sub-Working Group	Planning	IDWG	IRDNC/LIFE Plus	19-May-06	0.5	1	2	2	0	2	0	0	WWF Board Room	Review the outcome 5 of the IDWG Workshop and plan forward.
Doro !Nawas Members Awareness	Planning	IDWG	IRDNC/LIFE Plus	19-May-06	0.5	3.5	7	4	0	7	0	0	WWF Board Room	Discuss progress made on task and get team contributions.
Skills and Knowledge Sub-Working Group	Planning	Doro !Nawas	ICEMA/LIFE Plus	20-May-06	5.0	305	61	25	20	3	2	0	Doro !Nawas Conservancy areas	To create awareness on member's rights and constitution.
Financial Management Sub-Working Group	Planning	RISE/MET/IDWG	LIFE/ICEMA	20-May-06	3.0	540	180	40	176	3	1	0	Bloemhoff, Inhoek, Florida	Create awareness on constitution .Identify areas of improvement
Land Management	Planning	UNDP	UNDP	23-May-06	1.0	5	5	4	0	5	0	0	UNDP OFFICES	To include CBNRM as a core activity of land management activities. To address the issue of policy constraints towards implementing the CBNRM programme through land management
Doro Nawas Constitutional Reviews	Planning	Kwandu Conservancy	IRDNC /WWF UK	28-May-06	0.5	7 1/2	15	4	11	0	0	0	Kwandu Office	Reviewed responses from private sector on for a lodge joint venture with Kwandu Conservancy. Reviewed the offers, disused and clarified issues and agreed on next steps.
UNDP Land Management Proposal on the Policy Working	Planning	MET		31-May-06	0.4	2.8	7	2	0	5	2	0	MET Board Room	Discuss field outcome and plan the way forward
Kwandu Joint Venture; review and selection of partnership proposals	Planning	Kwandu Conservancy		9-Jun-06	0.5	4 1/2	9	2	7	2	0	0	Kwandu Office	Reviewed JV Business Plan and draw up an initially MOU with partner. Specific issues addressed were: i.e.. fee structure and percentage, conservancy obligations, employment conditions and exclusivity. Next steps agreed upon.
MET Doro Nawas Meeting	Planning	Mayuni Conservancy		9-Jun-06	0.5	4 1/2	9	3	8	1	0	1	Mayuni Office	Business plan for Kubunyana Campsite was presented by Private Sector (Basil Roth) to Conservancy. It was an encouraging proposal though more information was requested. Private Sector agreed to strengthen and clarify proposal in preparation for a second submission.
Kwandu Joint Venture; review and selection of	Planning	NACSO		12-Jun-06	5.0	75	15	5	11	2	1	0	NACSO SECRETARIAT	To update Management committee members on NACSO secretariat activities / Discuss the draft

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partnership proposals													OFFICE	agenda for the membership
NACSO Fieldtrip and Members Meeting in the Okavango Region	Planning	NACSO		12-Jun-06	5.0	150	30	13	0	30	10	0	MBAMBA CAMPSITE / OKAVANGO REGION	To update NACSO members on activities of the two regional Caprivi & Kavango
Trophy Hunting Agreement	Planning	NACOBTA/NM C		12-Jun-06	1.0	31	31	5	20	6	5	0	Chetto	Reviewed 16 offers for the Bwabwata Hunting Concession, 7 for Kwando and 9 for Buffalo. Association selected 3 operators to interview.
Caprivi Quarterly Planning Meeting	Planning	IRDNC/WWF	LIFE Plus	12-Jun-06	1.0	7	7	2	0	5	0	0	Katima Mulilo	Plan Tour guide Project
West Caprivi re Selection of PHs	Planning	KLHC		13-Jun-06	0.5	4	8	2	5	3	0	0	Mashi Office	Discussed issues in Chapman letter's to committee, specifically on allocation of 2 extra elephants and outstanding payments from 2005. Next steps agreed upon
Tour Guide Planning	Planning	NACSO	NACSO	13-Jun-06	3.0	96	32	17	0	20	5	7	Joseph Mbambangandu Campsite	Present IDWG Progress report on behalf of IDWG Chairperson
Management of KLHC, including allocation of revised quota and way forward on outstanding payments	Planning	Ngepi Private Sector		16-Jun-06	0.5	1	2	0	0	0	0	2	Negepi Camp, Kavango	Partnership development
NACSO Meeting	Planning	IRDNC	IRDNC/LIFE Plus	21-Jun-06	3.0	195	65	35	46	12	2	5	Salambala campsite	Participate in the discussion and planning of Caprivi conservancies.
Meeting with Negepi Camp Owner re establishing a JV	Planning	Caprivi Conservancies		22-Jun-06	2.0	8	4	0	3	2	0	0	Salambala Campsite	Attend the feedback and planning meetings of 16 conservancy in Caprivi, plus partners. Discussed and planned individual issues, specifically, way forward for HACSIS, KLHC re Wuparo not allowing burying, get detail of revenue distribution for 2005, organize Child visit, discuss financial governance (or lack of) with MET and T/A.
Caprivi Quarterly Planning Meeting	Planning	RISE/NDT	LIFE Plus	26-Jun-06	4.0	160	40	15	32	3	3		Dreihuk	Develop natural resource management strategies
Caprivi Quarterly Planning	Planning	Kwando Conservancy		26-Jun-06	1.0	30	30	2	7	2	0	0	Chetto	Review hunting concession tender process. Discuss the financial management, budgeting (Trustee to pick up costs of CCGs/CRMs), employment and finalization of contracts.
Gamaseb Management and Utilization Plan Development	Planning	MCM Committee		27-Jun-06	0.5	8 1/2	17	16	12	3	0	2	Kongola	Review the future of the market, i.e. Open Market, Private Sector, Roadby Stalls or current structure of management. Other items to be discussed is the

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														poor financial management, and role of the CMRs and Committee.
West Caprivi Hunting re Review of Tender Process and next steps	Planning	IRDNC		28-Jun-06	1.0	7	7	4	0	7	0	0	Fish Farm	Plan Interventions
Mashi Craft Market Committee Meeting	Planning	ICEME/LIFE Plus		29-Jun-06	0.5	2	4	1		3	1		DEA Offices	To identify areas of possible collaboration and agree on way forward.
IRDNC Senior Management Forum	Planning	Consortium of Gov/Ngo's/Communities		29-Jun-06	0.5	6	12	3	6	3	2	1	Mazambala Lodge	Feedback on the developments in Chobe and Kwandu Linyanti. Discussions on structure of working group, i.e. how should it support both Chobe and Kwandu/Linyanti
ICEMA Meeting	Planning	IDWG	IRG LIFE Plus	30-Jun-06	1.0	13	13	8	0	12	1	0	Roof Of Africa	Review and Planning for IDWG
Caprivi Tourism Working Group	Planning	IDWG	IDWG/LIFE Plus	1-Jul-06	0.5	1.5	3	3	0	3		0	WWF Board Room	To plan on the Skills and Knowledge Activities and discuss progress
IDWG Bi-Monthly Meeting	Planning	NACSO GRANTEES		1-Jul-06	4.0	24	6	4	0	6	0	0	Windhoek	To set up an evaluation system on grantees performances
Skills and Knowledge Sub-Working Group	Planning	MNC		3-Jul-06	1.0	16	16	2	5	5	4	0	Susuwe Rangers Station	Through the integration of conservancy and MET monitoring systems in the MNC amalgamate the data for a MNC monitoring report.
Participating as part of the Performance Appraisals for LIFE Grantees	Planning	RISE	LIFE Plus/ICEMA	3-Jul-06	5.0	625	125	50	120	2	1	0	Villages	Draw members input and constitutional issues
Mudumu North Complex Meeting	Planning		Open Africa	05-Jul-06	1.0	45	45	5	0	5	5	10	Windhoek	Information and Planning
Doro Nawas Constitutional Reviews	Planning		MET	06-Jul-06	1.0	60	60	15	0	10	25	10	Windhoek	Information and Planning
Route Development - Open Africa	Planning	IRDNC/Enterprise Team		10-Jul-06	0.2	2/5	2	0	0	2	0	0	IRDNC Office Katima	Plan and co-ordinate activities for the next two weeks.
Tourism Involving Road Map	Planning	IRDNC		11-Jul-06	0.5	3	6	1	0	6	0	0	WWF Office Katima	Provide Institutional Memory and Strategic support for the forthcoming SDC review.
Enterprise Team Meeting	Planning	KLHC Committee		12-Jul-06	1.0	3	3	0	0	3	0	0	IRDNC Office Kongola	Discuss the Outstanding Payments and the 2006 Quota.
SDC Project; internal review	Planning	Chairman's Forum		13-Jul-06	1.2	4 4/5	4	0	0	4	0	0	Boma Regional Council	Advice on strategic issues, i.e. land boards, financial management, constitutions.

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KLHC Committee Meeting	Planning	MET/RISE/IRG/ICEMA		15-Jul-06	0.5	2.5	5	2	0	3	2	0	MET Board Room	Review and discuss experiences from the DN field work
Chairman's forum meeting	Planning	Cambodian Delegation		17-Jul-06	1.0	4	4	0	1	1	2	0	LIFE Office, Windhoek	Develop draft Activity Mind map and Information Flow Diagrammed. Identified some of the priority forms that need to be developed.
DN Feedback Meeting	Planning	NRWG	NNF/MET/WWF	20-Jul-06	1.0	8	8	2	4	3	1	0	Uibasen Office	To review and check how the event book modules are filled in and make corrections and further training where required
Develop draft MOMS posters with Cambodians	Planning	NRWG	NNF/MET/WWF	21-Jul-06	1.0	9	9	3	4	3	2	0	Doro Nawas Office	To review and check how the event book modules are filled in and make corrections and further training where required
Uibasen Natural Resource Audit	Planning	NRWG	NNF/MET/WWF	22-Jul-06	1.0	10	10	2	9	2	2	0	Khorixas	To review and check how the event book modules are filled in and make corrections and further training where required
Doro Nawas Natural Resource Audit	Planning	NACSO	NACSO/LIFE Plus	24-Jul-06	1.0	20	20	5	0	20	0	0	Windhoek	Proposal writing skills
Huab Natural Resource Audit	Planning	NRWG	NNF/MET/WWF	25-Jul-06	1.0	7	7	2	4	2	1	0	Khoadi Hoas Office	To review and check how the event book modules are filled in and make corrections and further training where required
Proposal Writing Workshop	Planning	NRWG/RISE/MET	LIFE Plus	26-Jul-06	1.0	28	28	3	24	2	2	0	Erongo , Kunene South Conservancies	Asses monitoring performances of conservancies
Khoadi Hoas Natural Resource Audit	Planning	IRDNC		26-Jul-06	0.5	3	6	1	0	5	0	0	WWF Office Katima	Provide Institutional Memory and Strategic support to the team heads on matter relating to implementation , policy and staff issues.
Mid Year Event Book Audits	Planning	RF	RF	27-Jul-06	2.0	34	17	8	15	1	1	0	Okahao	To identify both forestry, wildlife and other natural sources found within the boundaries of the conservancy
IRDNC Senior Mgt Forum	Planning	NDT/IRG		27-Jul-06	0.4	0.8	2	1	0	2	0	0	NDT Offices	Discuss and prioritize activities for funding
Resource management strategy (fauna & flora) workshop	Planning	KLHC Committee		30-Jul-06	1.0	15	15	1	10	4	0	0	IRDNC Office Kongola	Way forward on 2005 outstanding payment and 2006 quota. Review problematic issues, i.e. elephant hunted Malengalenga, zebra being hunted (but not shot), hyena (but not shot?) being hunting with no CGG, and poaching cases in Kwandu of an elephant and community shooting of leopard in Mashi.
IDWG Chairperson's meeting	Planning	MET	ICEMA	31-Jul-06	0.5	2.5	5	2	0	3	2	0	MET Board Room	Discuss CCF Theme and Program

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KLHC Committee Meeting	Planning	MET		31-Jul-06	0.5	0.5	1	1	0	0	0	0	MET / FGI	To participate as part of the proposal to be forwarded to the MCA in Washington.
CCF Planning Meeting	Planning	WWF/LIFE PLUS		1-Aug-06	12.0	48	4	2	0	4	0	0	NACSO Grantees	To priorities the grant CBNRM activities before we re-allocate funding to grantees. To make sure that priorities can be implemented within the prescribed timeframe
Participating as part of the meetings on the MC Funding.	Planning	MET/NNF/IRG/CEMA/WWF	GTZ	4-Aug-06	0.5	4.5	9	3	0	4	5	0	MET Board Room	Discuss and finalize on the 3 training packages and their contents
Participating as part of the LIFE Plus review on Grant Allocations	Planning	NDT/RF	NDT	06-Aug-06	2.0	44	22	7	13	4	5	0	Okashana	To develop a funding proposal
Communal Land Board Training Package Planning	Planning	NNF	NEF & USAID Land reform project	7-Aug-06	1.0	12	12	4	4	6	1	0	N#a Jaqna conservancy office - Mangetti Dune	Update on the conservancy's affairs in order for NNF to see and also explain where and with what they can assist the Conservancy.
Workshop	Planning	WWF/IRG		9-Aug-06	0.3	0.9	3	1	0	3	0	0	WWF Board Room	Present and discuss ideas for Institutional Development
Meeting with N#a Jaqna Conservancy	Planning	Kasika/Impalila	WWF	9-Aug-06	0.5	9	18	4	10	3	1	0	Kasika Conservancy	Discuss with Conservancy / Reference Group on status of JV negotiations with respective lodges, Ichingo, Impalila, Kings Den and Savannah. Agree on way forward that includes writing letters to each operators to help move the JV negotiations process forward
Local level Monitoring Discussions	Planning	IRG/IRDNC/IS team leader		10-Aug-06	0.4	1.2	3	2	0	3	0	0	AD's place	Update on IDWG activities and identify possible joint activities
JV Negotiation Process	Planning	MET/ICEMA/IRG		15-Aug-06	0.5	2.5	5	3	0	2	2	1	MET Board Room	Discuss and plan for MET CSD Training - content and manual production
IRDNC NW Meeting	Planning	RISE	LIFE Plus	21-Aug-06	3.0	51	17	6	16	1	0	0	Omihana	Develop natural resource management strategies
MET Training Meeting	Planning	MET/RF/IRG	LIFE Plus	23-Aug-06	1.0	8	8	4	0	2	4	2	RF Offices, Ondangwa	Update on IDWG activities and identify possible joint activities
Otjimboyo Management and Utilization Plan Development	Planning	IRDNC/West Caprivi Team		28-Aug-06	0.5	4 1/2	9	1	0	7	0	1	Kongola Office	Agenda: Security Status of West Caprivi, Meat Distribution, Status of new T/A.
North Central IS Team Meeting	Planning	IRDNC/Caprivi		30-Aug-06	0.5	4 1/2	9	2	0	7	0	0	Boma Regional Council	Provide Institutional Memory and Strategic support to the team heads on matter relating to implementation , policy and staff issues.

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West Caprivi	Planning	DN CC/RISE/MET/ICEMA/IRG	ICEMA	3-Sep-06	1.0	13	13	4	7	3	3		DN Offices	Give feedback to DN CC and get their input on constitution revision process
Senior Management Forum	Planning	IDWG	IRG/LIFE Plus	4-Sep-06	1.0	13	13	9	0	12	1	0	Polytechnic Hotel School	To discuss critical issue from the field as well as plan for the proposed TOTs
Doro !Nawas CC Feedback Meeting	Planning	NRWG	NNF/MET/WWF	4-Sep-06	5.0	150	30	6	18	3	8	0	Uukwaluudhi Core area	To carry out a game census in Uukwaluudhi core area
IDWG Bi-Monthly Meeting	Planning	RISE	NNF/LEF	4-Sep-06	1.0	5	5	1	0	2	3	0	Outjo	Workplan formulation for Probeer water hole rehabilitation
Meeting with NNDFN	Planning	RISE	NNF-LIFE	4-Sep-06	1.0	5	5	1	0	2	3	0	Outjo	To develop an operational workplan for Probeer water hole rehabilitation
Uukwaluudhi waterhole and road count	Planning	IDWG	IRDNC/LIFE Plus	5-Sep-06	0.5	1.5	3	3	0	3	0	0	AD's place	To review existing materials and allocate members tasks
Probeer Water Hole	Planning	NACSO/IRG/IDWG		6-Sep-06	0.5	1.5	3	2	0	3	0	0	IRG Office	To brainstorm on ID local level monitoring
AGM Subworking Group Meeting	Planning	IRDNC/RF/IRG	IRDNC/RF/IDWG	7-Sep-06	0.5	1.5	3	3	0	3	0	0	WWF Board Room	Review Progress and plan for the Proposal Writing Manual development
Conservancy Local Level Monitoring	Planning	WWF/IRG		8-Sep-06	0.4	1.2	3	1	0	3	0	0	WWF Board Room	To discuss some of the proposals and get idea on way forward
Skills and Knowledge Sub-Working Group	Planning	NACSO/WWF/NACOBTA/NNF/NDT/IRDNC	USAID	8-Sep-06	1.0	7	7	6	0	7	0	0	NACSO Board room Windhoek	To evaluate program progress and plan ahead
Local level Monitoring Discussions	Planning	NNF/WWF/IRG/CLUSA	LIFE Plus	11-Sep-06	0.5	4	8	3	0	8	0	0	WWF Board Room	Review progress by members and discussion issues from partners surveys
NACSO HIV and AIDS Quarterly meeting	Planning	IRG/MRCC	LIFE Plus	11-Sep-06	0.5	1.5	3	1	0	2	0	1	FAO Project Office	Updating on US trip and discussion on the visit
Roles and Responsibility Workshop (Otjimboyo)	Planning	RISE	LIFE/Sida	12-Sep-06	1.0	10	10	6	8	2	0	0	Conservancy Office	Provide mentorship to Committee
LIFE Consortium Meeting	Planning	RISE	LIFE Plus	12-Sep-06	1.0	17	17	8	15	2	0	0	Omihana	Identify and review staff duties conservancy committee roles and discuss meeting procedures
UNAM Meeting	Planning	MET/ICEMA/RISE/IRG		13-Sep-06	1.0	6	6	2	0	4	2	1	MET Board Room	Discuss and Finalize the DN General Meeting arrangement as well as discuss the CSD training

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Otjimboyo Roles & Responsibilities	Planning	RISE	LIFE Plus	13-Sep-06	1.0	17	17	8	15	2	0	0	Omihana	To share inputs on drafted zonation map and MUP.
MET Planning Meeting	Planning	IRDNC	NACSO/LIFE Plus	13-Sep-06	1.0	5	5	0	0	5	0	0	Katima Mulilo	Plan tourism proposal
Otjimboyo Management and Utilization Plan Development	Planning	DN/MET/IRG/RISE/ICEMA	ICEMA	15-Sep-06	3.0	300	100	36	93	3	4	0	DN Offices	Give feedback on constitution revision outcomes and get inputs and agreements
Tourism Plan Workshop	Planning	RISE	LIFE Plus	16-Sep-06	3.0	270	90	31	54	3	2	0	Bloemhoff	Consolidate members input and specialist info in draft constitution
SARPO Planning	Planning	WWF Projects and Programmes in Southern Africa		18-Sep-06	6.0	90	15	1	0	14	0	0	Zimbabwe, Hwange Safari Lodge	Review 2006-2010 Conservation Strategic goals and objectives and plan for 2007-2008
Doro Nawas Constitutional Reviews	Planning	NACSO		20-Sep-06	2.0	40	20	10	0	1	0	0	NACSO SECRETARIAT OFFICE	To give an overview for students that are doing their research in CBNRM ISSUES
Conservation Strategic Planning	Planning	MRCO/IRG		28-Sep-06	0.3	0.6	2	1	0	1		1	IRG Office	Discuss presentation and progress on US trip
Briefings about the CBNRM programme with research students / Potchestroom university	Planning	MET/ICEMA/IRG		29-Sep-06	0.3	1.5	5	3	0	2	2	1	MET Board Room	Finalize on CSD training program and review / comment on developed manual
UNAM Meeting	Planning	NNDFN/IRG		29-Sep-06	0.4	0.8	2	2	0	2	0	0	NNDFN	Get update on NNDFN activities, challenges and identify possible collaborative activities
WWF - PPF Field Visit to Caprivi	Planning	NACSO	PEFFAR	1-Oct-06	1.0	11	11	9	0	11	0	0	Katima Mulilo	Draft action plan for Caprivi region
JV Tourism	Planning	WWF/LIFE Chobe Savanna Lodge	WWF/LIFE	2-Oct-06	1.5	3	2	0	0	1	0	1	Kasika	Discuss options in moving forward the negotiations between Savanna and Kasika
KAZA	Planning	WWF SARPO, WWF Zambia, WWF/LIFE, WWF Netherlands PPF		2-Oct-06	4.0	48	12	0	0	12	0	0	Impalila and Susuwe Island Lodges	Better-on-the-ground understanding of Caprivi KAZA opportunities How to integrate and link our work better, within an overall framework Agreement on the overall framework for our priority interventions in KAZA, and overall budget requirements for the next five years
CBNRM Trust Fund	Planning	NACSO MC		3-Oct-06	1.0	7	7	0	0	0	0	7	NACSO Secretariat Boardroom	The NACSO partners trying to come with a trust for generating income to the programme.

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Land Boards	Planning	MET	GTZ/ Life Plus	3-Oct-06	0.5	5	10	3	0	4	3	3	MET Board Room	Planning about the CLB Training Packages and upcoming workshop
Systems development	Planning	RISE	LIFE/Sida	4-Oct-06	1.0	3	3	0	1	2	0	0	Conservancy Office	Strengthen Bookkeeping skills and knowledge of Manager
MET Training	Planning	MET	ICEMA/ LIFE Plus	9-Oct-06	0.5	2.5	5	3	0	1	2	2	MET Board Room	Planning about the MET CSD Staff Training in CBNRM
Communal Lands Board Stakeholder's Meeting	Planning	NACSO	NACSO/ NNF	11-Oct-06	1.0	15	15	7	0	12	3	0	Roof Of Africa	Update reports and discussions on WG activities
Meeting with NNDFN	Planning	NNDFN	LIFE Plus	13-Oct-06	0.5	1.5	3	3	0	3	0	0	NNDFN Offices	Discuss about Training for Transformation and develop draft proposal for funding
West Caprivi Team Meeting	Planning	WWF/LIFE, IRDNC, West Caprivi Team	WWF/LIFE	16-Oct-06	1.5	10.5	7	1	0	7	0	0	Kongola Office	Review development in West Caprivi and plan for the week. Particular focus on the finances
LIFE Plus Steer Committee Meeting	Planning	WWF	LIFE Plus	19-Oct-06	1.0	3	3	5	0	9	2	2	WWF LIFE Plus Office	Update reports and discussions on consortium members activities and approve recommendations
Nyae Nyae Conservancy Board Meeting	Planning	NNC	LIFE Plus and NNDFN	22-Oct-06	1.0	39	39	5	35	3	1	0	NNDFN Offices	Preparatory meeting before AGM and updates from villages
NNC RADA Annual General Meeting	Planning	NNC/ NNDFN	NNDFN/ NNC	23-Oct-06	4.0	564	141	40	130	4	5	2	Centre	Observe and participate NNC AGM
Kyaramacan Board Meeting	Planning	Kyaramacan Trust, WWF/LIFE	WWF/LIFE	23-Oct-06	1.0	20	20	4	14	6	0	0	Chetto Office	Discuss and agree on a budget for the Trust, this included reviewing the process and financial expenditure to date, and the development at Ngobacca
IRDNC Senior Mgmt Forum	Planning	IRDNC, WWF/LIFE	WWF/LIFE	25-Oct-06	1.0	7	7	3	0	7	0	0	WWF Katima Office	Provide Institutional Memory and Strategic support to the team heads on matter relating to implementation, policy and staff issues
Kwandu HACIS Meeting	Planning	WWF/LIFE, Kwandu Conservancy	WWF/LIFE	26-Oct-06	1.0	13	13	3	12	1	0	0	Kwandu Office	Discuss and plan way forward in developing a pilot phase for the crop component for the HACIS. Issues needing discussing include mitigation measure, payment measures and assessment measures
Khoadi AGM	Planning	NACSO	LIFE / PLUS	27-Oct-06	2.0	200	100	0	0	0	0	100	Khoadi Conservancy Hall	Conservancy feedback to their member on activities during the past year / and looking at future activities
Caprivi Parks Consultants	Planning	WWF/LIFE, Caprivi Parks Consultancy	WWF/LIFE	30-Oct-06	1.0	6	6	0	0	0	0	6	Katima Office, Susuwe Station	Accompany and discuss with the consultancy the issues and parks planning

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NACSO Management Committee meeting on the discussion of forming a trust	Planning	WWF/LIFE	WWF/LIFE	31-Oct-06	1.0	22	22	10	0	16	1	5	WWF/LIFE Board Room	The NACSO partners trying to come with a trust for generating income to the programme.
Meeting KLHRC	Planning	KLGC, HuntAfrica, WWF/LIFE	WWF/LIFE	31-Oct-06	1.0	3	3	0	0	0	0	3	Sangwali Khuta	Traditional Authority hearing between the KLHC and HuntAfrica on the 2005 payment. TA ruled that payment shortfall was legitimate and fined the conservancies for not informing them
Salambala Hunting Figures	Planning	WW/LIFE, Salambala Conservancy	WWF/LIFE	1-Nov-06	1.5	6	4	2	3	1	0	0	IRDNC Katima	Reconciled the 2005 and 2006 hunting figures. Established that hunters were in deficit
AGM Sub working Group	Planning	IDWG	LIFE Plus and IRDNC	1-Nov-06	3.0	9	3	3		3			WWF Board Room and AD's House	To finalize the training materials and prepare for the AGM TOT mid November 2006
Kyaramacan Board Meeting	Planning	WWF/LIFE, Kyaramacan Trust	WWF/LIFE	2-Nov-06	1.0	17	17	3	12	5	0	0	Omega	Discuss the status of the 2005 hunting concession and plan the 2006 revenue distribution
Attending a symposium in Australia	Planning	NACSO SECRETARIAT	CEAD	4-Nov-06	6.0	18	3	1	0	3	0	0	Alice Springs	Exchange visits between Namibia and Australia on looking at Desert Tourism.
JV Meeting with Mashi Conservancy	Planning	WWF/LIFE, Mashi Conservancy	WWF/LIFE	8-Nov-06	1.0	10	10	2	7	3	0	0	Mashi Office	Discus way forward on all their joint venture, including Namushasha, Camp Kwandu, Maylo and Kasili
Quota Setting Meetings	Planning	WWF/LIFE, MET, Anabeb Conservancy	WWF/LIFE	8-Nov-06	1.0	14	14	3	10	3	1	0	Anabeb Conservancy	Obtain Utilization information on 2006 and review quotas for 2007
Quota Setting Meetings	Planning	WWF/LIFE, MET, Sesfontein Conservancy	WWF/LIFE	8-Nov-06	1.0	14	14	3	9	3	2	0	Sesfontein Conservancy	Obtain Utilization information on 2006 and review quotas for 2007
Quota Setting Meetings	Planning	WWF/LIFE, MET, Torra Conservancy	WWF/LIFE	9-Nov-06	1.0	6	6	1	3	2	1	0	Sesfontein Conservancy	Obtain Utilization information on 2006 and review quotas for 2007
Quota Setting Meetings	Planning	WWF/LIFE, MET, Purros Conservancy	WWF/LIFE	9-Nov-06	1.0	11	11	5	8	2	1	0	Purros Conservancy	Obtain Utilization information on 2006 and review quotas for 2007
Quota Setting Meetings	Planning	WWF/LIFE, MET, Marienfluss Conservancy	WWF/LIFE	10-Nov-06	1.0	7	7	1	3	3	1	0	Onjuva Campsite	Obtain Utilization information on 2006 and review quotas for 2007
Quota Setting Meetings	Planning	WWF/LIFE, MET, Orupembe Conservancy	WWF/LIFE	10-Nov-06	1.0	11	11	2	7	3	1	0	Onjuva Campsite	Obtain Utilization information on 2006 and review quotas for 2007

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Quota Setting Meetings	Planning	WWF/LIFE, MET, Sanitatas Conservancy	WWF/LIFE	10-Nov-06	1.0	6	6	0	5	1	0	0	Onjuva Campsite	Obtain Utilization information on 2006 and review quotas for 2007
Quota Setting Meetings	Planning	WWF/LIFE, MET, Okangundumba Conservancy	WWF/LIFE	11-Nov-06	1.0	15	15	1	11	3	1	0	Okangundumba Conservancy	Obtain Utilization information on 2006 and review quotas for 2007
Quota Setting Meetings	Planning	WWF/LIFE, MET, Ozondundu Conservancy	WWF/LIFE	11-Nov-06	1.0	15	15	1	12	3	1	0	Ozondundu Conservancy	Obtain Utilization information on 2006 and review quotas for 2007
Quota Setting Meetings	Planning	WWF/LIFE, MET, Omatendeka Conservancy	WWF/LIFE	12-Nov-06	1.0	12	12	2	9	2	1	0	Omatendeka Conservancy	Obtain Utilization information on 2006 and review quotas for 2007
Quota Setting Meetings	Planning	WWF/LIFE, MET, Ehirovipuka	WWF/LIFE	13-Nov-06	1.0	14	14	2	10	3	1	0	Ehirovipuka Conservancy	Obtain Utilization information on 2006 and review quotas for 2007
Enterprise event book meeting	Planning	WWF/LIFE, Caprivi Conservancies	WWF/LIFE	13-Nov-06	1.0	12	12	1	10	2	0	0	Kongola Office	Discuss and develop an enterprise event book system, that captures data on hunting, JVs and conservancy run campsites
Stakeholder Meeting with USAID	Planning	USAID	USAID	13-Nov-06	0.5	6	12	5		10	1	1	USAID Offices	Programme update
Kwandu HACSIS Meeting	Planning	WWF/LIFE, Kwandu Conservancy	WWF/LIFE	15-Nov-06	1.0	18	18	2	16	2	0	0	Kwandu Office	Finalize the MOU and forms for the Crop HACSIS
#Khoadi //Hoas AGM	Planning	KH conservancy	KHC/ LIFE Plus	15-Nov-06	2.0	334	167	75	145	10	8	4	KHC Offices	Conservancy membership feedback and decision making meeting.
/Audi Conservancy Project Assessment	Planning	RISE	NZAID	17-Nov-06	1.0	19	19	9	17	2	0	0	Conservancy Office	Review project structure and implementation and to identify challenges experience by the Community
KLRHC	Planning	WWF/LIFE, KLHC	WWF/LIFE	20-Nov-06	1.0	11	11	0	9	2	0	0	Mashi Office	Discuss the 2006 quota. Agreed that Lions should not be on the guaranteed payment schedule.
Millennium Challenge Account	Planning	NACSO Secretariat		23-Nov-06	1.0	15	15	0	0	0	0	15	MET Boardroom	Introduction to the Millennium Account policies and team ; presentation by the Permanent Secretary on the proposal by the Namibian stakeholders
Quota Setting Meetings	Planning	WWF/LIFE, Plus, MET	WWF/LIFE	25-Nov-06	1.0	4	4	0	2	1	1	0	Uukwaluudhi Conservancy	Obtain Utilization information on 2006 and review quota's for 2007
Mayuni JV Review	Planning	WWF/LIFE, Mayuni Conservancy	WWF/LIFE	28-Nov-06	1.5	9	6	1	4	2	0	0	Mayuni Office	Discuss status of negotiations re Mazambala (layers to work on contract) , Susuwe (awaiting Dusty to come up) and Kubunyana Campsite

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														(contract with PS needs changing)
Mashi JV Review	Planning	WWF/LIFE, Mashi Conservancy	WWF/LIFE	29-Nov-06	1.5	13.5	9	2	6	3	0	0	Mashi Office	Discuss status of negotiations re Malyo (community wants lodge but PS wants campsite - either way too little return for acceptability by conservancy), Namushasha (outstanding issues is zonation and effective date).
GPTF Handover to Kyramacan Trust.	Planning	NACSO SECRETARIAT		29-Nov-06	1.0	15	15	0	0	0	0	15	Prime Ministers Office / Parliament	Part of the proceeds from the joint trophy hunting being handed over.
Forum	Planning	WWF/LIFE, IRDNC	WWF/LIFE	2-Dec-06	1.0	8	8	3	0	8	0	0	KM Office	Provide institutional Memory and Strategic support to the team heads on matter relating to implementation, policy and staff issues
MNC Committee Meeting	Planning	WW/LIFE, Representatives of the MNC Committee	WWF/LIFE	12-Dec-06	1.0	28	28	3	15	8	5	0	IRDNC Katima	Coordinators report back on Law Enforcement, Harvesting, Community Awareness, Translocation and Zonation activities (main hindrance was lack of running costs).
Interviews for HIV/AIDS Assistant Coordinator	Planning	IDWG	LIFE Plus	17-Jan-07	1.0	4	4	3	0	4	0	0	NACSO Board Room	Conduct interviews for the vacant position .
Funding discussions	Planning	IDWG	LIFE Plus/ NNF	24-Jan-07	0.5	2	4	3	0	4	0	0	IRG Office/ NDT	Discuss about fund accessing process and FM support
Conservancy and IRDNC HIV and AIDS action plan	Planning	NACSO	PEPFAR	30-Jan-07	1.0	12	12	9	0	12	0	0	Katima Mulilo	Finalize the action plan for Caprivi region. Orientate the VSO volunteer
Wildlife Introduction Advisor Workshop	Planning	WWF/LIFE, MET	WWF/LIFE	1-Feb-07	1.0	6	6	1	0	3	3	0	Windhoek	Introduce new approach
Game relocation advisor model workshop	Planning	MET/NACSO Members	ICEMA	1-Feb-07	1.0	28	28	5	0	10	18	0	Polytechnic	To annually update the game relocation model/advisor data
SASUSG Regional Meeting	Planning	SASUSG Regional Forum	LIFE Plus	5-Feb-07	2.0	44	22	7	0	20	0	2	Pretoria, SA	Clear define purpose of the regional network and agree on the M&E framework and way forward
Meeting with Con-Mark consultants	Planning	NACSO		7-Feb-07	1.0	3	3	2	2	0	0	1	NACSO BOARD ROOM	Evaluation report on the Community Based Tourism funding from ComMARK
IDWG Meeting	Planning	IDWG	IRG LIFE Plus / IDWG	9-Feb-07	0.5	6	12	6	0	11	0	1	Hotel School, Windhoek	Review progress by sub working group and discuss new proposals and plans.
Meetings with MET / PS on additional sources of funding	Planning	NACSO		14-Feb-07	3.0	36	12	4	0	8	4	0	MET / BOARD ROOMS	Working on concept papers for additional funding from cabinet

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King Nehale Zonation workshop	Planning	MET	MET	15-Feb-07	1.0	23	23	13	18	0	5	0	Omuthiya	Develop draft zonation for King Nehale
Doro !Nawas Constitution Meeting	Planning	IDWG	LIFE Plus/ ICEMA	16-Feb-07	0.5	3	6	2	0	3	2	1	MET Board Room	Review progress on Constitution and come up with way forward.
IRDNC Caprivi Quarterly Meeting	Planning	IRDNC Caprivi	IRDNC and LIFE Plus	20-Feb-07	3.0	261	87	35	54	22	8	3	Balyerwa Conservancy	Progress reports and workplan development for the quarter.
AGM meeting with the Uukolonkadhi Conservancy	Planning	NACSO MC	LIFE / PLUS	23-Feb-07	1.0	10	10	0	0	0	0	10	Otjipahuriro Campsite	MC member attended to give feedback on the conservancy structural, technical and financial set-ups
Attend the meeting on the due diligence process with the consultants	Planning	NACSO SECRETARIAT		26-Feb-07	1.0	10	10	0	0	0	0	10	Hotel School Polytechnic	Presentation to the MCC Consultants on the CBNRM programme.
Financial Management Sub working Group	Planning	IDWG	IRDNC and LIFE Plus	26-Feb-07	5.0	25	5	3	0	4	0	1	WWF LIFE Plus Office	Final preparation for the TOT and handout prep
NACSO and VSO meetings to set up a steering committee for the CBNRMEDP	Planning	NACSO SECRETARIAT	EU	27-Feb-07	2.0	16	8	0	0	0	0	8	NACSO Secretariat Boardroom	Meetings to set up the Steering Committee to manage and oversee the enterprise development project via the Business Enterprise Working Group.
Meeting with WWF Washington office	Planning	NACSO		3-Mar-07	1.0	5	5	2	0	5	0	0	NACSO BOARD ROOM	Overview of the NACSO / CBNRM programme.
Swedish Sida Fundraising Trip	Planning	NACSO SECRETARIAT	SIDA	4-Mar-07	1.0	3	3	0	0	0	0	3	Stockholm	Meetings with several stakeholders, Sida and the WWF Sweden to discuss any possible areas for funding to the CBNRM program.
Facilitating Enterprise working Group Meetings	Planning	NACSO		4-Mar-07	2.0	30	15	6	0	14	1	0	WWF LIFE / BOARD ROOM	Restructuring g the BEL working group and creating practical work activities around the BEL Working Group activities
Planning meeting - Arandis urban conservancy	Planning	NACSO	PEPFAR	7-Mar-07	1.0	28	28	15	23	5	0	0	Arandis	Finalize the action plan for Arandis urban conservancy
NACSO HIV and AIDS Working Group meeting	Planning	NACSO	PEPFAR	9-Mar-07	1.0	10	10	8	0	0	10	0	Windhoek	To evaluate the NACSO HIV and AIDS Program and plan
Lower Ugab river basin project consultation	Planning	RISE	UNDP-SGP	13-Mar-07	1.0	3	3	1	0	1	2	0	Outjo	Project implementation monitoring and evaluation
FENATA Communication.	Planning	NACSO SECRETARIAT	SIDA	20-Mar-07	1.0	72	72	0	0	0	0	72	Windhoek	Preparation and identifying topics for the workshop.
CBNRM Presentation to the Kenyan wildlife service delegation	Planning	Kenyan Government	Kenyan Government	20-Mar-07	1.0	11	11	0	0	0	0	11	WWF / LIFE PLUS BOARDROOM	Sharing Experiences on Wildlife issue including all other natural resources

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WWF Home Office Visit	Planning	WWF/LIFE	WWF/LIFE	22-Mar-07	12.0	228	19	3	7	5	3	4	WWF/LIFE Board Room, Tsiseb Cons, Khoadi, Torra, Etosha	Information sharing / planning
IRDNC Caprivi IS meeting	Planning	IRDNC/ IDWG	IRDNC and LIFE Plus	22-Mar-07	2.0	16	8	3	0	7	1	0	IRDNC Caprivi Offices	Discussion of the pilot piloting of ID CBO Event Book System
Benefit Distribution Plan for UC	Planning	RF	RF	23-Mar-07	2.0	36	18	9	14	1	3	0	Tsandi	To develop Plan
Communication Workshop Meeting and WWF US visit	Planning	NACSO	LIFE Plus	30-Mar-07	0.5	2.5	5	2	0	5	0	0	NACSO Board Room	Develop Communication Workshop Objectives and draft program. Present NACSO activities including IDWG.
Strategic Planning for KNC	Planning	MET / RF	MET / RF	31-Mar-07	3.0	72	24	14	20	1	3	0	Ekulo SSS	Strategic planning KNC 2006/7 activities
Signing of MoU between Savanna and Kasika	Planning	Savanna, Kasika, MET, IRDNC, WWF		10-Apr-07	1.0	11	11	3	7	3	1	3	Chobe Game Lodge	To sign the MoU between Kasika and Savanna and to discuss way forward in developing the zonation schedule and upgrading agreement into a contract
UNAM Membership Workshop	Planning	UNAM / NACSO	LIFE Plus	16-Apr-07	5.0	300	60	21	50	7	2	1	UNAM Campus	2 workshops organised in order to discuss membership issues as part of ongoing research for NACSO
Kaza DGIS Planning Meeting	Planning	WWF/KaZa	WWF/NL	17-Apr-07	2.0	4	2	0	0	2	0	0	Botswana	KAZA Planning
MCC Meeting	Planning	NACSO		18-Apr-07	0.3	4.5	15	5	0	15	0	0	MCA Offices	Discuss the MCC funding
Local Level Monitoring	Planning	IDWG/IRDNC	LIFE Plus	23-Apr-07	2.0	14	7	3	0	6	1	0	IRDNC Offices , Katima	Discuss and plan for the Local Level Monitoring Workshop
SARPO CBO Regional Workshop	Planning	SARPO	SARPO	23-Apr-07	2.5	27.5	11	6	0	11	0	0	Elegant Lodge, Pretoria, SA	Share experiences and lessons learnt from regional CBO Practitioners , review TORs and develop workplan
Seminar Task Team Meeting	Planning	IDWG	LIFE Plus	30-Apr-07	0.3	2.1	7	5	0	6	1	0	NACSO Office	To discuss and come up with seminar ideas and objectives
CM Plan Framework -URC	Planning	RF	RF	7-May-20	3.5	91	26	14	23	3	0	0	Ruacana	To develop draft MP framework
CM Plan Framework -KNC	Planning	RF	RF	7-May-28	3.5	87.5	25	14	34	2	3	0	Okashana	To develop draft MP framework

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IDWG Meeting	Planning	IDWG	LIFE Plus	8-May-07	0.5	6.5	13	9	0	12	1	0	Hotel School	Discuss and plan for the IDWG activities and agree on key focus for the period
Parks Conservation	Planning	LIFE (on behalf of MET / CBNRM Program)	LIFE / UNEP	12-May-07	2.0	2	1	0	0	1	0	0	Norway	To deliver Namibian CBNRM presentation as part of a workshop to identify international funding mechanisms for conservation.
International Conference	Planning	LIFE	LIFE / Ecotourism Association	14-May-07	3.0	6	2	0	0	2	0	0	Norway	Deliver CNRM presentation and participate in International Ecotourism Conference
CBNRM Forum Meeting	Planning	MET	ICEMA/ LIFE Plus	14-May-07	0.2	1	5	3	1	2	2	1	MET offices	Discuss the CBNRM Forum Issue and come up with way forward
Local Level Monitoring Indicator Identification and Planning workshop	Planning	IDWG/IRDNC	LIFE Plus	15-May-07	2.0	80	40	7	30	9	1	0	Cheshire Homes	To identify key CBO Level ID Indicators and plan for piloting
UNAM/ University Of Florida field research on governance issues	Planning	UFL/UNAM		22-May-07	1.0	21	21	7	15	5	1	19	Campsite	To discuss and agree on objectives of the research and how it fits into the overall Namibia CBNRM
Joint Venture Equity Workshop	Planning	LIFE / BEL WG members	WWF NL / LIFE	24-May-07	1.0	12	12	6	1	10	1	1	Windhoek	To develop a BEL WG strategy for the use of community equity funding.
Doro //Nawas Conservancy Constitution Meeting	Planning	Conservancy	ICEMA/ LIFE Plus	28-May-07	2.0	36	18	6	14	2	2	1	Doro Nawas Conservancy Office	To present the final draft of the constitution and plan wayforward
SARPO Training Regional Workshop	Planning	SARPO	SARPO	6-Jun-07	2.5	37.5	15	5	2	8	5	2	Gaborone , Botswana	To share experiences and lessons from the region , review TORs and plan wayforward
F mgmt: KNC, URC, UC & SUC	Planning	RF	RF	7-Jun-24	2.5	50	20	9	15	1	4	0	Ruacana	Refresh CC on financial management
KNC launching meeting	Planning	RF	RF	7-Jun-28	1.0	22	22	13	18	1	3	0	Omuthiya	Review progress made thus far
SUC/MET/Investor/LAC	Planning	MET	MET	7-Jun-29	1.0	33	33	22	24	2	7	0	Okahao	Review progress made thus far
CBO Level Draft Event Book Presentation	Planning	IRDNC	LIFE Plus/ ICEMA	12-Jun-07	1.0	42	42	8	30	7	1	4	Cheshire Homes, Katima	Review draft cards and discuss wayforward
Seminar Task Team Meeting	Planning	IDWG	LIFE Plus	15-Jun-07	0.4	2.4	6	5	0	6	0	0	NACSO Office	To review progress made on Seminar preparations and agree on finer details of the seminar.

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Communication Workshop task team	Planning	IDWG	LIFE Plus	15-Jun-07	0.5	1	2	2	0	2	0	0	NACSO Office	To finalise on workshop arrangements
Communication Workshop task team	Planning	IDWG	LIFE Plus	18-Jun-07	0.2	0.6	3	2	0	3	0	0	Rossing Foundation Offices	To discuss on the facilitation process of the workshop and other finer details.
Communication Workshop	Planning	IDWG/ MET	LIFE Plus/ ICEMA	19-Jun-07	3.0	159	53	21	25	16	12	0	Roof Of Africa Lodge, Windhoek	Share experiences and lessons learnt from conservancies, identify communication issues and plan wayforward
Sustainability Workshop Planning Meeting	Planning	MET/ NACSO	ICEMA/ LIFE Plus	25-Jun-07	0.5	2.5	5	3	0	4	1	0	MET offices	Plan for the Sustainability Workshop and finalise on participants
SUC funding & planning w/shop with ICEMA	Planning	MET	ICEM	7-Jul-02	1.0	20	20	7	17	1	2	0	Okahao	Develop Integrated Ecosystem Management plans
URC funding & planning w/shop with ICEMA	Planning			7-Jul-05	1.0	20	20	9	13	1	6	0	Ruacana	Develop Integrated Ecosystem Management plans
KNC/DoT Tourism meeting	Planning			7-Jul-12	1.0	25	25	14	19	3	3	0	Okashana	To assess tourism development opportunities
UC/DoT Tourism meeting	Planning			7-Jul-13	1.0	11	11	2	6	1	4	0	Omakange	To assess tourism development opportunities
Meeting with Greg and Dave on next step to CBO Level Monitoring	Planning	LIFE Plus	LIFE Plus	12-Jul-07	0.5	1.5	3	1	0	3	0	0	WWF LIFE Plus Office	To discuss outcome of the training and get guidance on the way forward.
Membership meeting	Planning	MET/ NACSO	ICEMA/ LIFE Plus	17-Jul-07	1.0	12	12	8	4	5	3	0	MET offices	To discuss further outcome from UNAM research on Membership and come up with wayforward
Sustainability Workshop Planning Meeting	Planning	NACSO / MET	LIFE Plus / ICEMA	23-Jul-07	0.5	4	8	4	1	5	1	1	WWF LIFE Plus Office	Finalisation meeting for the CBNRM Sustainability Workshop
CBNRM Sustainability Workshop	Planning	NACSO and MET		24-Jul-07	2.0	2	1		0	1	0	0	Windhoek	Facilitate the BEL Session
Membership and Constitution meeting	Planning	MET/ NACSO	ICEMA/ LIFE Plus	26-Jul-07	1.0	9	9	4	0	6	3	0	MET offices	To finalise on the initial meetings and come up with recommendations for CBNRM Program
CBNRM Vision Development	Planning	MET/ NACSO	ICEMA/ LIFE Plus	27-Jul-07	0.4	2.8	7	3	1	3	3	1	MET offices	To come with the final CBNRM Vision based on group presentations during the Sustainability Workshop
IRDNC Midterm Evaluation	Planning	IRDNC		2-Aug-07	2.0	24	12	6	0	12	0	0	Caprivi	Assisted IRDNC with the hosting of David Mazabani their external evaluation. Then attended the IRDNC Otavi Meeting. Purpose of meeting was to i. review the feedback of the evaluators and ii. discuss at

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														senior level IRDNC institutional strategic issues and way forward.
UC training workshop on AGM	Planning	RF	RF	7-Aug-28	2.0	56	28	8	26	1	1	0	Omakange	To promote conservancies skills and capacity in AGM preparation and conduct
GM & MNCs wildlife, IEM plans & EBMS w/s	Planning	MET	ICEM	7-Aug-30	4.0	112	28	7	22	3	3	0	Mbamba C	Develop plans and systems for the conservancies
Communal Land Board Meeting	Planning	MLR/ NACSO	LIFE Plus/ GTZ	9-Aug-07	0.5	4	8	2	0	6	2	0	MLR Office	To finalise on the CLB Training and plan for Otjozondjupa / Omaheke Training
IDWG Seminar Task team meeting	Planning	IDWG	LIFE Plus	13-Aug-07	0.5	2	4	4	0	4	0	0	NACSO Office	To finalise preparations for the Conservancy Good governance Seminar and program
Senior Mgt Forum	Planning	IRDNC		28-Aug-07	1.0	7	7	2	0	7	0	0	Kongola Office	Provide institutional memory and strategic advice where needed to the senior IRDNC staff in there monthly management meeting.
Review Negotiations with Kings Den	Planning	Kasika Conservancy		30-Aug-07	1.0	12	12	3	8	3	1	0	Kasika Conservancy Office	Agenda: i. Draw up a counter offer to Kings Den initial offer, ii. House boats mooring along Kasika with paying to the conservancy, iii. Review of financial feedback.
Signing of the Contract with Namushasha	Planning	Mashi Conservancy		3-Sep-07	1.0	22	22	0	14	3	3	2	Namushasha Lodge	Went through contract point by point, clarified outstanding issues and signed.
MET Retreat	Planning	WWF/MET/SPAN	SPAN	4-Sep-07	3.0	45	15	4	0	4	11	0	Rock Lodge	Finalize the Parks and Wildlife Management Bill
KLHC Hunting Meeting	Planning	Kwandu, Mayuni, Mashi, Sobbe, Balyerwa Wuparo		11-Sep-07	1.0	18	18	0	14	3	1	0	Wuparo Office	Agenda: i. Review concession area for 2008-9, ii. Review extending contract with Operators, iii. Review the legal letter sent by Wuparo to Operators, iv. Review PAC animals shot in KLHC.
Enterprise Event Book Development	Planning	Conservancies in Caprivi	WWF NL	12-Sep-07	2.0	32	16	0	13	3		0	Salambala Campsite	To develop event book for enterprise officers of conservancies to monitor the performance and benefits from a JV Lodge
Integrated Development Plan for the Zambian component for KAZA	Planning	ZAWA / PPF		18-Sep-07	1.0	0	0	0	0	0	0	0	0	Attend meeting as resources person on invitation from ZAWA / PPF. Particular emphasise on community positioning within KAZA. One of a series of meetings, this one being more about listening then intervening.
TFCA Meeting	Planning	SADC	WWF NL	24-Sep-07	4.0	4	1	0	0	1	0	0	Johannesburg	To inform participants, (mostly governments officials representing SADC countries in tourism and environment) on the best practise of CBNRM in Namibia

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NACOBTA Mentoring Program	Planning	NACOBTA	Finnish Embassy	25-Jun-08	1.0	9	9	4	0	5	3	1	Windhoek	To inform participants, (mostly governments officials representing SADC countries in tourism and environment) on the best practise of CBNRM in Namibia
WWF in Namibia Planning	Planning	WWF	WWF	12-Aug-08	3.0	39	13	2	0	13	0	0	Khomas Hochland	To inform participants, (mostly governments officials representing SADC countries in tourism and environment) on the best practise of CBNRM in Namibia
TOTAL PLANNING					516	1250	5903	1905	3153	1535	531	483		
Rhino Tracking skills	Training	IRDNC		2-Oct-04	1	4	4	0	2	2	0	0	Anabeb	Rhino tracking skills development for CGGs of Anabeb conservancy
Quota Workshop	Training	MET/LIFE		2-Oct-04	1	7	7	0	3	2	2	0	Baraka (NNC)	To explain and educate members on new process abd to completed the quota application form
Quota Workshop	Training	MET/LIFE		4-Oct-04	1	17	17	1	12	3	2	0	Caprivi	To explain and educate members on new process abd to completed the quota application form
N/goabaca campsite maintenance	Training	IRDNC		5-Oct-04	4	24	6	1	5	1	0	0	N/goabaca	Working session on camp maintenance
Setting game utilization quotas	Training	IRDNC		7-Oct-04	1	9	9	2	6	2	1	0	Otjokavares	Setting game utilization quotas for next 5 years with Ehroviipuka and Torra conservancy committees
Setting game utilization quotas	Training	IRDNC		9-Oct-04	1	8	8	0	6	2	0	0	Orupupa	Setting game utilization quotas for next 5 years with Orupupa conservancy committee
Event Book System (CGG Monitoring system)	Training	NNF/RISE		11-Oct-04	2	16	8	0	6	2	0	0	Bloemhof	To train the new Doro !Nawas CGG about the monitoring system so that they can start monitoring their wildlife
Workshops for chilli pepper project	Training	IRDNC		12-Oct-04	6	744	124		121	2	1	0	Four sites (WC, Wuparo, Kasika and Kwandu)	To introduce chilli pepper project was introduced and identify farmers to trial deterrent methods.
Incident Book training	Training	IRDNC		14-Oct-04	1	3	3	0	2	1	0	0	Marienfluss	To introduce and provide training in incident book system for Marienfluss conservancy staff and CGGs
Crochet training workshop	Training	IRDNC		15-Oct-04	1	14	14	14	13	1	0	0	Mashi Craft centre	To train and assist craft makers to make crocheted bags for the first time. Follow up needed re improving quality to make bags marketable.
Mash Craft Centre book keeping training	Training	IRDNC		15-Oct-04	1	4	4	3	3	1	0	0	Mashi Craft centre	To introduce a double entry book keeping system for MCC

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Financial Management Training	Training	NNDFN		17-Oct-04	1	9	9	1	8	1	0	0	Tsumkwe	Budgeting, reporting and cheque signatories roles and responsibilities
HIV & AIDS Policy development in Caprivi	Training	NACSO HIV & AIDS/IRDNC		19-Oct-04	1	21	21	9	12	9	0	0	Katima Mulilo	Train staff on policy development and content and revise existing IRDNC draft policy.
Financial event book training	Training	IRDNC		20-Oct-04	1	4	4	0	3	1	0	0	Sangwali	To catch up on the backlog of data that should be recorded in the financial event book forms
Developing Conservancy management Plans	Training	NDT		20-Oct-04	3	60	20	8	18	2	0	0	Oskop	To provide the conservancy with a framework for developing guidelines within which they can plan long term future activities of the conservancy.
Quota Workshop	Training	MET/LIFE		23-Oct-04	1	18	18	3	14	1	3	0	Khorixas	To explain and educate members on new process and to completed the quota application form
Developing Conservancy management Plans	Training	NDT		25-Oct-04	3	90	30	12	28	2	0	0	!khub !Naub	To provide the conservancy with a framework for developing guidelines within which they can plan long term future activities of the conservancy.
Financial Management for Conservancies	Training	NNF		27-Oct-04	2	36	18	8	0	11	6	1	Windhoek	TOT training for facilitators to familiarize themselves with the training methods and materials
Mashi Craft Market book keeping	Training	IRDNC		29-Oct-04	1	4	4	3	3	1	0	0	Kongola	Double entry book keeping system reviewed.
Mashi Craft Financial System	Training	IRDNC		29-Oct-04	1	4	4	3	3	1	0	0	Mashi Craft centre	To review and developing financial systems with Mashi Craft centre - to simplify the financial accounting systems and to further motivate the craft makers.
IRDNC HIV/AIDS workshop	Training	IRDNC		2-Nov-04	1	24	24	11	0	24	0	0	Katima	A staff member from New Start explained the testing procedures (including the coding system to keep test results anonymous).
Quota Setting Workshop	Training	LIFE		2-Nov-04	2	96	48	2	36	8	4	0	DEA Boardroom	Plan quota setting approach
Developing Conservancy management Plans	Training	NDT		2-Nov-04	3	72	24	8	22	2	0	0	!!Gamaseb	To provide the conservancy with a framework for developing guidelines within which they can plan long term future activities of the conservancy.
HIV & AIDS awareness	Training	NNDFN		3-Nov-04	2.5	62.5	25	10	22	2	1	0	Baraka	Increase community knowledge of HIV & AID and prevention
Chili pepper growing and PAC methods	Training	IRDNC		8-Nov-04	5	310	62	29	60	2	0	0	Four sites (Kwandu, Kasika, WC and Wuparo)	Staff from EPDT demonstrated seedling bed production and PAC methods using chili grease and chili coils.

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HIV & AIDs Training of Nyae Nyae Conservancy staff and partners	Training	NACSO HIV & AIDs/ NNDF		9-Nov-04	3	69	23	14	14	2	3	4	Baraka	To train conservancy staff and members on basic topics as introduction to a TOT training for Peer Educators
Water Protection and infrastructure maintenance	Training	NNDFN		15-Nov-04	2	24	12	2	12	0	0	0	//Auru & Denui	To provide training in the importance of water for villages and wildlife, Ju-wa pump maintenance
<i>Hoodia</i> cultivation and succulent monitoring	Training	IRDNC		15-Nov-04	4	12	3	0	2	1	0	0	Ozondundu	Training and skills in <i>Hoodia</i> cultivation and succulent monitoring
Trophy hunting tender meeting for Kwandu/Linyanti	Training	IRDNC		17-Nov-04	1	7	7	0	5	2	0	0	Kongola	To prepare documentation for the tendering process.
Trophy hunting tender meeting for Salambala	Training	IRDNC		18-Nov-04	1	4	4	0	3	1	0	0	Salambala	To prepare documentation for the tendering process.
Management Planning	Training	NNDFN		20-Nov-04	2	38	19	5	18	0	1	0	Baraka	To define the organizational structure and areas of priority
Understanding the Joint Venture Proposal	Training	NACOBTA		21-Nov-04	1	15	15	3	7	4	4	0	Doro Inawas Conserv. Office	To ensure that the contents of the WSN JV contract are understood and to draw up action plan for way forward
Training Needs Assessment	Training	IRDNC		26-Nov-04	1	25	25	11	0	25	0	0	Katima Mulilo	Reviewed the log frame of IRDNC next funding cycle (2005-2010) and match the activities with training needs.
Chili pepper growing training	Training	LIFE/ IRDNC		29-30 Nov 04	2	70	35	17	33	2	0	0	Four sites (Kwandu, Kasika, WC and Wuparo)	It was identified that more supervision of people allocated to tend the chili plots.
HIV and AIDS policy development workshop for NDT staff	Training	NDT		8-Dec-04	1	12	12	4	0	12	0	0	Swakopmund	Train NDT staff on policy development and content of the NDT HIV and AIDS Policy.
Fixed vehicle route count	Training	IRDNC		11-Dec-04	1	5	5	0	4	1	0	0	Orupembe	Fixed vehicle route count with Orupembe CGGs and Field Officer
CGG's training needs assessment Basic law enforcement training- Updating Event books	Training	IRDNC		11-Dec-04	1	6	6	0	5	1	0	0	Sesfontein	CGG's training needs assessment, basic law enforcement training and- Updating Event books
CGG's training needs assessment and Basic law enforcement training	Training	IRDNC		13-Dec-04	1	5	5	0	4	1	0	0	Anabeb	CGG's training needs assessment and Basic law enforcement training
Conservancy financial training	Training	IRDNC		14-Dec-04	1	2	2	1	1	1	0	0	Ehivovipuka	Financial training for Ehivovipuka Community Activator and treasurer

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Proposal writing skill training	Training	NNF		13-Jan-05	1	17	17	8	0	17	0	0	Windhoek	To identify appropriate management structure and systems for the campsite.
Business Development Services	Training	Springfield Centre UK		17-Jan-05	5	250	50	20	0	35	10	5	Johannesburg	To develop an understanding of Business Market Development and how to apply it in our own country contexts
Event Book System for Nakabolelwa	Training	NRWG		19-Jan-05	1	3	3	0	3	0	0	0	Lusese	To follow up training on Event Book. Introduction of Crane card. Introduction of Trophy Hunting chart.
Event Book System for Lusese	Training	NRWG		19-Jan-05	1	3	3	0	3	0	0	0	Lusese	To provide follow up training on Event Book. Introduction of Crane card. Introduction of Trophy Hunting chart.
Management Planning	Training	NNDNFN		Jan 05	2	42	21	5	18	0	3	0	Baraka	Defining what the ideal financial and staff structure would look like
Event Book System for Balyerwa	Training	NRWG		22-Jan-05	1	4	4	0	4	0	0	0	Sangwali	Follow up training on Event Book. Introduction of Crane card. Introduction of Trophy Hunting chart.
Event Book System for Impalila	Training	NRWG		17-Jan-05	1	5	5	1	4	1	0	0	Impalila	Follow up training on Event Book. Introduction of Crane card. Introduction of Trophy Hunting chart.
Event Book System for Kasika	Training	NRWG		18-Jan-05	1	5	5	0	5	0	0	0	Kasika	Follow up training on Event Book. Introduction of Crane card. Introduction of Trophy Hunting chart.
Event Book System for Salambala	Training	NRWG		20-Jan-05	1	7	7	0	7	0	0	0	Salambala	Follow up training on Event Book. Introduction of Crane card. Introduction of Trophy Hunting chart.
Event Book System for Wuparo	Training	NRWG		21-Jan-05	1	8	8	0	8	0	0	0	Wuparo	Follow up training on Event Book. Introduction of Crane card. Introduction of Trophy Hunting chart.
Event Book System for Malengalenga	Training	NRWG		22-Jan-05	1	4	4	0	4	0	0	0	Sangwali	Follow up training on Event Book. Introduction of Crane card. Introduction of Trophy Hunting chart.
Event Book System for Mashi	Training	NRWG		23-Jan-05	1	8	8	0	8	0	0	0	Mashi	Follow up training on Event Book. Introduction of Crane card. Introduction of Trophy Hunting chart.
Event Book System Annual Audit	Training	MET/RISE		25-Jan-05	1	9	9	2	2	1	6	0	Khorixas	Training on the auditing of conservancy NR data for the annual report.
Event Book System for Mayuni	Training	NRWG		27-Jan-05	1	8	8	0	8	0	0	0	Mayuni	Follow up training on Event Book. Introduction of Crane card. Introduction of Trophy Hunting chart.
Event Book System for Kwando	Training	NRWG		28-Jan-05	1	7	7	0	7	0	0	0	Kwando	Follow up training on Event Book. Introduction of Crane card. Introduction of Trophy Hunting chart.

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Financial Management Training	Training	NNDFN		Feb 05	1	12	12	1	9	3	0	0	Tsumkwe	Advances and petty cash, cheque requisitions, financial roles and responsibilities
Testing of Hunting Guides	Training	LIFE		7-Feb-05	14	42	3	0	3	0	0	0	Black Nossob	Training Hunting Guides
NR Monitoring System	Training	NNF, NDT		10-Feb-05	1	22	22	7	16	4	2	0	CCF	Exposing Otjozondjupa conservancies to the idea of monitoring.
Enrolled for Quantitative Methods II A and Economics I	Training	NACSO Secretariat (Office Administrator)		11-Feb-05	180	180	1	1	0	1	0	0	Polytechnic of Namibia	To enhance efficiency and effectiveness of the office administrator.
Trans Frontier - KAZA Workshop	Training	MET		16-Feb-05	2	100	50	10	1	9	30	10	Windhoek	To undertake preliminary consultation with regards to a potential Trans Frontier conservation and economic development project
Policy development Workshop on HIV and AIDS - NACOBTA	Training	NACSO HIV & AIDS/ NACOBTA		18th February 2005	1	10	10	8	0	10	0	0	NACOBTA	Train NACOBTA staff on policy development and content of HIV and AIDS draft policy for NACOBTA
Joint Venture contract awareness	Training	NACOBTA/ IRDNC		17-Mar-05	1	16	16	3	12	4	0	0	Okarohombo	To fully familiarize Marienfluss committee with contractual issues
HIV & AIDs awareness training with Huab Conservancy	Training	NACSO HIV & AIDS/ MET		19-Mar-05	1	91	91	34	91	0	1	0	Huab Conservancy	Sensitize conservancy members on HIV and AIDS during their AGM
Management Planning	Training	NNDFN		31-Mar-05	2	42	21	5	18	0	3	0	Baraka	Defining staff job descriptions and creating staff and finance policies
Gap analysis workshop to participate in application for global funds	Training	NACSO HIV & AIDS		31-Mar-05	2	4	2	2	0	2	0	0	Windhoek	Build the capacity of organizations to participate in applications for global funds
Master Weavers's Workshop in Caprivi	Training	IRDNC		1-Apr-05	4	40	10	10	4	1	0	0	Katima Mulilo	Train the Women Resource Monitors on HIV and AIDS.
Holistic management and herding training	Training	IRDNC		1-Apr-05	9	270	30	8	30	0	0	0	Opuwo	Rangeland management
Ranger event book assessment and training	Training	NNDFN & WWF		1-Apr-05	2	22	11	0	8	2	1	0	Klein Dobe	To check on Ranger use of Event books and provide additional training to ensure books are kept accurately
Conservancy Planning Framework	Training	LIFE		3-Apr-05	5	125	25	10	20	3	2	0	Mashi	Introduce Plannign Framework
GPS game count routes	Training	MET/NDT		5-Apr-05	3	27	9	0	8	0	1	0	Gamaseb and Khob Naub	Identifying and GPS routes that were to be used for game count

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Financial Management for Conservancies	Training	NDT		6-Apr-05	4	60	15	2	12	1	2	0	Okakarara	Train Committee members in financial management
Management Staff TOT Workshop	Training	LIFE		11-Apr-05	4	68	17	5	0	10	7	0	Windhoek	
Bwabwata National Park Foot Transect Game Count	Training	NNF/IRDNC/M ET	WWF-UK, IRDNC, SIDA	11-Apr-05	1	44	44	7	22	8	7	0	Susuwe	Determine Wildlife Trends and distribution in West Caprivi
Training Evaluation	Training	IRDNC		11-Apr-05	1	6	6	2	6	0	0	0	Mukusi River Lodge	Evaluation
GPS Workshop	Training	IRDNC		12-Apr-05	1	53	53	5	53	0	0	0	Susuwe	To be able to use the GPS during game count
Training Roles and Responsibility Committee and Sales Staff	Training	IRDNC		14-Apr-05	1	15	15	12	15	0	0	0	Ngoma	Sales training
HIV and AIDS training for Campsite Mangers	Training	IRDNC		14-Apr-05	4	56	14	8	0	1	0	0	Katima Mulilo	To train the campsite managers on the impacts of HIV and AIDS and put mitigation strategies in place.
John Hopkins Dissemination Workshop	Training	NACSO		18-Apr-05	2	2	1	1	0	12	0	0	Windhoek	To share findings on information on survey done.
Planned Training from Abigail's Grant for Children	Training	IRDNC		25-Apr-05	1	20	20	10	20	0	0	0	Ioma School	Environmental awareness
Establish new financial system to Ngoma craft market	Training	IRDNC		27-Apr-05	1	4	4	3	4	0	0	0	Ngoma Craft Market	Establish finance system
Mashi Financial Books	Training	IRDNC		29-Apr-05	1	4	4	4	4	0	0	0	Mashi Craft	Finance training
National HIV and AIDS policy	Training	NACOBTA		12-May-05	2	4	2	1	0	1	0	0	Windhoek	To develop a National HIV and AIDS policy for Namibia.
Introduction to computer keyboard and e-mail	Training	IRDNC		13-May-05	1	1	1	1	1	0	0	0	Windhoek	Computer skills
Southern Conservancy	Training	WWF/MET		15-May-05	2	68	34	5	24	1	8	1	Southern Conservancy	Explain and educate members on the game count method procedure, rules and emphasize the importance of monitoring
Land Use Planning - Joseph Mbambangandu	Training	NNF/NMET	SIDA	17-May-05	1.5	111	74	23	39	5	7	0	Shambyu	Introduction to Land Use planning

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Revision of the NACSO HIV and AIDS Policy	Training	NACSO		18-May-05	1	12	12	11	0	11	1	0	Windhoek	To revise the NACSO HIV and AIDS policy in collaboration with LAC
Land Use Planning - George Mukoya	Training	NNF/MET	SIDA	18-May-05	1	87	87	29	44	6	8	0	Livayi	Determine development objectives and strategies
Game Count in Southern Conservancies	Training	MET/WWF		19-May-05	2	60	30	6	10	1	5	8	Gamaseb and Khob Naub	a) To conduct a game count in southern conservancies b) Explain the theory of wildlife i.e. sample counts c) Determine the reasons for counting wildlife
Land Use Planning - maduva Nyangana	Training	NNF/MET	SIDA	19-May-05	1	44	44	17	28	4	6	0	Dosa	Determine development objectives and strategies
Joint Venture Operational in two Conservancies	Training	IRDNC		24-May-05	1	20	20	10	20	0	0	0	Kasika	Review JV situation
English Skills ongoing and introduction to professional receptionist	Training	IRDNC		3-Jun-05	1	1	1	1	1	0	0	0	Windhoek	Skills development
Game Count Training	Training	IRDNC		8-Jun-05	1	42	42	7	42	0	0	0	Opuwo	Undertake Game Count
Game Count Training	Training	IRDNC		8-Jun-05	1	35	35	9	35	0	0	0	Wereldsend	Undertake Game Count
Game Count Training	Training	RISE Namibia	NNF	8-Jun-05	12	1092	91	21	42	4	43	2	Erongo/Southern Kunene	Training on game counting techniques and implement them
NW Game Count Area 3 Only	Training	WWF/MET		12-Jun-05	1	34	34	2	24	3	5	0	Ehrovipuka	Explain and educate members on the game count method, procedure and rules.
Field Guiding Course	Training	IRDNC		21-Jun-05	4	8	2	0	2	0	0	0	Kasika	Field Guide Training
HIV & AIDS Staff and Community Education Session	Training	NNDFN		27-Jun-05	0.5	22	44	12	38	3	1	2	Tsumkwe	To increase awareness and knowledge of HIV & AIDS amongst the Nyae Nyae Conservancy community in order to reduce the risk to the population of widespread HIV & AIDS
2005 6 Month Financial Planning and Training	Training	NNDFN		28-Jun-05	1	3	3	0	0	1	0	0	Tsumkwe	To improve financial management and ensure sufficient funds are available to run the Conservancy
Follow up training for Peer Educators in facilitation skills	Training	NACSO		29-Jun-05	3	30	10	10	0	9	1	0	Windhoek	To build the capacity of Peer educators in facilitation skills

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							Total	Female	Comm	NGO	Gov't	Other		
Development of draft HIV and AIDS policy for MET	Training	NACSO/MET		12 July 205	1	14	14	10	0	0	14	0	Windhoek	To draft an HIV and Aids policy for MET
Event Book Audit	Training	WWF		15-Jul-05	1	11	11	0	11	0	0	0	Nyae Nyae	To extract data, explain the importance of data collection and to show how the data collected is transferred into graphs and used for management and decision making. To entrench the data collecting process and procedures
Joint Venture Awareness (Uukwaaluudhi)	Training	NACOBTA	Austria	15-Jul-05	3	54	18	10	12	3	5	0	Tsandi	Joint Venture and Communal Land Acts, Tourism, etc.
Event Book Follow up	Training	MET/NDT		19-Jul-05	4	68	17	1	11	2	3	0	Gamaseb and Khob Naub	To follow up on basic event book and reporting training and to ensure that the system correctly applied
Training on HIV and AIDS for NGO staff	Training	NACSO		23-Jul-05	2	98	49	42	0	12	1	0	Windhoek	Increase knowledge of staff on HIV and AIDS.
Financial Management for Conservancies	Training	NDT		25-Jul-05	4	36	9	4	0	1	0	0	Okamatapati	Train Committee members in financial management
Training for Traditional Authorities in caprivi	Training	IRDNC		1-Aug-05	3	33	11	0	11	1	2	0	Katima Mulilo	Train the Traditional authorities on the impacts of HIV and AIDS
Otjozondjupa Conservancy's Monitoring System Ozanahi Conservancy	Training	NNF/NDT	SIDA	8-Aug-05	1	11	11	3	8	3	0	0	Okakarara	Develop modules for local level monitoring system
Financial Management for Conservancies	Training	NDT		8-Aug-05	4	48	12	4	0	1	0	0	Oljituuo	Train Committee members in financial management
Event Book Audit	Training	WWF/MET		18-Aug-05	8	304	38	1	36	1	1	0	NW Conservancies	To extract data, explain the importance of data collection and to show how the data collected is transferred into graphs and used for management and decision making. To entrench the data collecting process and procedures
Financial Management for Conservancies	Training	NDT		22-Aug-05	4	68	17	5	0	1	0	0	Okandjatu	Train Committee members in financial management
Training in building of water protection	Training	NNDFN & NNC		22-Aug-05	1	12	12	0	11	2	0	0	Xamsa	To share knowledge from previous projects and ensure the water protection is built adequately
Feedback on funding application	Training	NACOBTA	NACOBTA	22-Aug-05	1	14	14	11	13	1	0	0	Outapi	Provide feedback on funding proposals, guide committee on how to go about getting tenants on the project properties pay.

Event	Event Type	Organization	Funding source	Date Begun	Length (days)	Person Days/ Trng	Participants						Venue	Objectives
							Total	Female	Comm	NGO	Gov't	Other		
Monitoring and Training	Training	NACOBTA	NACOBTA	23-Aug-05	1	3	3	3	2	1	0	0	Tsandi	Collect PID provide business advisory services to the staff members
Monitoring and Training	Training	NACOBTA	NACOBTA	24-Aug-05	1	7	7	5	6	1	0	0	Olukonda	Collect PID provide business advisory services to the staff members
TOT training for Peer Educators- Naye Nyae conservancy	Training	NACSO/NNDF		28-Aug-05	4	60	15	6	10	2	1	2	Kleine Dove	Train conservancy and community members in collaboration with other partners to implement a Peer Educators programme.
HIV & AIDS Training of Trainers	Training	NNDFN & NACSO		30-Aug-05	2	38	19	4	16	3	0	0	Klein Dobe	To increase awareness and knowledge of HIV & AIDS amongst the Naye Nyae Conservancy community in order to reduce the risk to the population of widespread HIV & AIDS
Tourism and Joint Venture Awareness (Sorris Sorris)	Training	NACOBTA	USAID	2-Sep-05	2	16	8	1	5	3	0	0	Khorixas	Enhance understanding of Tourism and Joint Venture
Follow up TOT training For Peer Educators- Tsiseb conservancy	Training	NACSO/RISE		5-Sep-05	3	30	10	4	7	2	4	2	Uis	To improve knowledge and skills of Peer Educators and equip them with the required implementation tools.
Otjozondjupa Conservancy's Monitoring System Okamatapati Conservancy	Training	NNF/NDT	SIDA	14-Sep-05	1	9	9	2	5	2	0	0	Okamatapati	Develop modules for local level monitoring system
Nyae Nyae Game Count	Training	WWF/MET		15-Sep-05	1	28	28	4	20	0	8	0	Nyae Nyae	Explain and educate members on the game count method, procedure and rules.
Ranger Training in binocular use and game counting	Training	NNDFN & WWF		16-Sep-05	1	11	11	0	8	2	1	0	Klein Dobe	To provide binoculars and training in the use of the binoculars for the CBNRM Programme Officer, Senior Ranger and 8 Rangers from the Nyae Nyae Conservancy to improve game counts (next game count scheduled for Sept 2005) and anti-poaching activities.
TOT training for Peer Educators- Arandis Urban Conservancy	Training	NACSO/R/F		19-Sep-05	4	80	20	9	18	2	4	5	Uis	To train Peer Educators to implement a Peer Education programme in Arandis Urban conservancy
Financial Training in Trust Concept	Training	NNDFN & Consultant		20-Sep-05	3	6	2	0	2	0	1	0	Tsumkwe	To improve financial management and ensure sufficient funds are available to run the Conservancy
Event Book Training	Training	RISE Namibia	NNF	20-Sep-05	2	22	11	0	9	1	1	0	Tsiseb/Otjimboyo	Audit data collected
Peer Education on HIV/AIDS Otjituuo & African Wild Dog Conservancies	Training	NDT		26-Sep-05	5	100	20	13	18	2	0	0	Otjituuo	Training conservancy members in HIV/AIDS as an entering point for mainstreaming into CBNRM activities

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HIV/AIDS Training	Training	RISE Namibia	NNF	26-Sep-05	2	128	64	28	58	2	4	0	Tsintsabis	HIV and AIDS awareness raining for Grade 8-10 learners.
Monitoring and evaluation training	Training	NNF		27-Sep-05	2	2	1	1	1	0	0	0	Mitgardt	Built the capacity of NGO staff in M&E
National Monitoring and Evaluation Training and Framework Design Workshop	Training	ICEMA/MET/N NF/NACSO		27-Sep-05	3	87	29	9	0	23	5	1	Midgard Centre	To provide training in monitoring and evaluation basics for CBNRM partners and to design the framework for the national M & E system for CBNRM
HIV & AIDS Education for Rada representatives	Training	NNDFN		29-Sep-05	0.5	44	88	24	76	6	3	3	Baraka	To increase awareness and knowledge of HIV & AIDS amongst the Nyae Nyae Conservancy community in order to reduce the risk to the population of widespread HIV & AIDS
Workshop	Training	MET/Rossing Foundation	NNF	5-Oct-05	3	108	36	12	19	1	7	9	Omakange	To put collars on elephants to monitor movement.
JV Negotiations Workshop: Sorris Sorris	Training	NACOBTA	NACOBTA	5-Oct-05	3	57	19	3	13	3	3	0	Khorixas	To get agreement with Red Mountain Lodge and Ehra (Haasbroek)
Training Workshop	Training	Rossing Foundation	Life Plus	12-Oct-05	5	100	20	6	12	2	6	0	Omakange	To count game
Quota application systems procedures and application for quotas: conservancies' Naye Naye Conservancy	Training	WWF/LIFE, MET, IRDNC	Life Plus	25-Oct-05	1	10	10	1	5	2	3	0	Naye Naye conservancy office	To train new and retrain old STAFF on quota application procedures and application system
Quota applications and report backs KASIKA	Training	WWF/LIFE, MET, IRDNC	Life Plus	26-Oct-05	1	14	14	3	7	3	4	0	Conservancy Office	To train new and retrain old STAFF on quota application procedures and application system
Quota applications and report backs SALAMBALA	Training	WWF/LIFE, MET, IRDNC	Life Plus	27-Oct-05	1	15	15	3	8	3	4	0	Conservancy Office	To train new and retrain old STAFF on quota application procedures and application system
Quota applications and report backs N#A JAQNA	Training	WWF/LIFE, MET	Life Plus	27-Oct-05	1	10	10	1	5	3	2	0	Conservancy Office	To train new and retrain old STAFF on quota application procedures and application system
Quota applications and report backs KWANDO, WUPARO, MASHI, MAYUNI	Training	WWF/LIFE, MET, IRDNC	Life Plus	28-Oct-05	1	11	11	3	5	2	4	0	Conservancy Office	To train new and retrain old STAFF on quota application procedures and application system
Quota applications and report backs TSISEB	Training	WWF/LIFE, MET, RISE	Life Plus	30-Oct-05	1	8	8	0	4	2	2	0	Conservancy Office	To train new and retrain old STAFF on quota application procedures and application system
Quota applications and report backs OTJIMBOYO	Training	WWF/LIFE, MET, RISE, IRDNC	Life Plus	31-Oct-05	1	10	10	0	6	2	2	0	Conservancy Office	To train new and retrain old STAFF on quota application procedures and application system

Event	Event Type	Organization	Funding source	Date Begun	Length (days)	Person Days/ Trng	Participants						Venue	Objectives
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Youth training for Gamaseb conservancy - South	Training	NDT, NACSO	Life Plus	1-Nov-05	4	120	30	20	30	0	0	0	Gamaseb Conservancy	Mobilize communities to take care of their orphans and AIDS affected households
Quota applications and report backs DORO NAWAS	Training	WWF/LIFE, MET, RISE, IRDNC	Life Plus	1-Nov-05	1	12	12	3	8	2	2	0	Conservancy Office	To train new and retrain old STAFF on quota application procedures and application system
Quota applications and report backs Spitskoppe	Training	WWF/LIFE, MET, RISE	Life Plus	2-Nov-05	1	6	6	0	3	1	2	0	Conservancy Office	To train new and retrain old STAFF on quota application procedures and application system
Quota applications and report backs SORRIS SORRIS, HUAB	Training	WWF/LIFE, MET, RISE	Life Plus	3-Nov-05	1	14	14	2	10	1	3	0	Conservancy Office	To train new and retrain old STAFF on quota application procedures and application system
Quota applications and report backs TORRA	Training	WWF/LIFE, MET, IRDNC	Life Plus	4-Nov-05	1	13	13	2	8	3	2	0	Conservancy Office	To train new and retrain old STAFF on quota application procedures and application system
Quota applications and report backs ANABEB, SESFONTEIN	Training	WWF/LIFE, MET, IRDNC	Life Plus	5-Nov-05	1	20	20	4	13	4	3	0	Sesfontein Conservancy Office	To train new and retrain old STAFF on quota application procedures and application system
Quota applications and report backs ORUPEMBE, PURROS, MARIENFLUSS, SANITATAS	Training	WWF/LIFE, MET, IRDNC	Life Plus	6-Nov-05	1	25	25	6	17	5	3	0	Conservancy Office	To train new and retrain old STAFF on quota application procedures and application system
Quota applications and report backs PURROS	Training	WWF/LIFE, MET, IRDNC	Life Plus	7-Nov-05	1	16	16	3	11	2	3	0	Purros Conservancy Office	To train new and retrain old STAFF on quota application procedures and application system
Quota applications and report backs OZONDUNDU	Training	WWF/LIFE, MET, IRDNC	Life Plus	8-Nov-05	1	8	8	0	4	1	3	0	Conservancy Office	To train new and retrain old STAFF on quota application procedures and application system
Quota applications and report backs OKANGUNDUMBA	Training	WWF/LIFE, MET, IRDNC	Life Plus	9-Nov-05	1	9	9	0	5	1	3	0	Conservancy Office	To train new and retrain old STAFF on quota application procedures and application system
Quota applications and report backs OTUZEMBA	Training	WWF/LIFE, MET, IRDNC	Life Plus	10-Nov-05	1	8	8	1	4	1	3	0	Conservancy Office	To train new and retrain old STAFF on quota application procedures and application system
Quota applications and report backs OMATENDEKA	Training	WWF/LIFE, MET, IRDNC	Life Plus	11-Nov-05	1	14	14	3	9	2	3	0	Conservancy Office	To train new and retrain old STAFF on quota application procedures and application system
Quota applications and report backs EHIROVIPUKA	Training	WWF/LIFE, MET, IRDNC	Life Plus	12-Nov-05	1	15	15	2	10	2	3	0	Conservancy Office	To train new and retrain old STAFF on quota application procedures and application system
Quota applications and report backs UUKWALUUDHI	Training	WWF/LIFE, MET, Rossing	Life Plus	13-Nov-05	1	20	20	3	12	2	6	0	Conservancy Office	To train new and retrain old STAFF on quota application procedures and application system

Event	Event Type	Organization	Funding source	Date Begun	Length (days)	Person Days/ Trng	Participants						Venue	Objectives
							Total	Female	Comm	NGO	Gov't	Other		
Quota applications and report backs KHOADI HOAS	Training	WWF/LIFE, MET	Life Plus	14-Nov-05	1	6	6	2	4	1	1	0	Conservancy Office	To train new and retrain old STAFF on quota application procedures and application system
Garden Development and Maintenance Training	Training	NNDFN, Min of Agri	World Bank	12-Dec-05	1	13	13	2	10	1	2	0	Xamsa	Show Villagers how to set up gardens Show Villagers how to maintain and propagate gardens
Event book	Training	NNF, RISE	Life plus	31-Jan-06	1	7	7	1	5	2	0	0	Doro Nawas conservancy Office	To train new and retrain old CGG on Event book system after being dormant for a long time.
Strengthening of facilitation skills Nyae Nyae Conservancy Peer Educators training	Training	NNDFN, NACSO	Life Plus	6-Feb-06	3	48	16	5	10	3	3	0	Tsumkwe	Strengthen the skills of peer educators in Nyae Nyae conservancy to disseminate information to the community
JV Negotiations Workshop between Khowarib Campsite and African Eable	Training	NACOBTA	Life Plus	9-Feb-06	2	134	67	20	64	2	1	0	Khowarib	To negotiate an agreement between African Eagle and Anabeb Conservancy on renting a section of Khowarib Campsite
Session on Medical Aid Schemes for NGOs	Training	WWF/LIFE, NACSO	Life Plus	10-Feb-06	1	7	7	5	0	7	0	0	WWF Boardroom	Disseminate information on medical aid schemes
JV Negotiations Workshop between African Eagle and Grinite Kop Campsite	Training	NACOBTA	Life Plus	10-Feb-06	1	9	9	3	8	1	0	0	Khorixas	To negotiate an agreement between African Eagle and Doro !Nawas Conservancy on renting a section of Graniet Kop Campsite
JV Negotiations Workshop between Anabeb Conservancy for Ongongo Campsite	Training	NACOBTA	NACOBTA	11-Feb-06	3	120	40	17	35	4	1	0	Warmquelle	To train the Anabeb Conservancy committee on JV related issues and to negotiate an agreement with Omatako Safaris
Trophy Hunting Contracts N#a Jaqna Conservancy	Training	WWF/LIFE, MET	Life Plus	2-Mar-06	4	60	15	2	8	2	4	1	N#a Jaqna Conservancy	Contract training
Trust Implementation and Management Training	Training	NNDFN	NNF/LIFE Plus	2-Mar-06	2	12	6	1	3	3	0	0	Windhoek	Review 2006 accounts with NNC staff and advise Ensure Trust processes are all in place Enlist and train local Trust member to independently review data monthly
JV Negotiations meeting at Anabeb with Omatako Safaris	Training	NACOBTA	NACOBTA	3-Mar-06	2	40	20	8	17	3	0	0	Warmquelle	To negotiate an agreement with Omatako Safaris
Introduction of a monitoring system	Training	NNF, NDT	SIDA/LIFE Plus	7-Mar-06	1	10	10	2	9	1	0	0	Otjozondjupa, in the field	Introduction to monitoring principles and forms
Nyae Nyae Conservancy Training of PE on radio programmes	Training	NNDFN, NACSO	Life Plus	8-Mar-06	1	16	16	5	10	3	3	0	Tsumkwe Community centre	Equip Peer educators with skills to conduct radio programmes

Event	Event Type	Organization	Funding source	Date Begun	Length (days)	Person Days/ Trng	Participants						Venue	Objectives
							Total	Female	Comm	NGO	Gov't	Other		
JV Meeting at Khowarib	Training	NACOBTA	Life Plus	10-Mar-06	1	32	32	12	29	3	0	0	Khowarib	To go through the draft agreement with the conservancy members
Session on natural resource monitoring in Caprivi	Training	IRDNC, NACSO	Life Plus	14-Mar-06	1	7	7	7	0	7	0	0	IRDNC Board Room Caprivi	Sensitize the ironic HIV and AIDS committee on resource monitoring (medicinal plants)
Introduction of a monitoring system	Training	NNF, NDT	SIDA/LIFE Plus	15-Mar-06	1	11	11	0	5	2	4	0	Otjozondjupa, in the field	introduction to monitoring principles and forms
Introduction of a monitoring system	Training	NNF, NDT	SIDA/LIFE Plus	15-Mar-06	1	4	4	0	3	1	0	0	Okakarara	introduction to monitoring principles and forms specific to stock sales
Garden Development and Maintenance Training	Training	NNDFN, Min of Agric.	World Bank	20-Mar-06	1	17	17	3	14	1	2	0	Nama	Show Villagers how to set up gardens Show Villagers how to maintain and propagate gardens
JV Negotiations Workshop: Sorris Sorris	Training	NACOBTA	ICEMA	25-Mar-06	3	54	18	2	13	3	2	0	Khorixas	To get an agreement between the three conservancies on Joint Management Area and negotiate with Red Mountain Lodge
HIV & AIDS Peer Educator Training	Training	NNDFN	UNAIDS	27-Mar-06	2	40	20	4	16	3	1	0	Tsumkwe	Develop NNC policy on HIV and Aids Evaluation of HIV and Aids programme and training Training peer educators (PE) to use of PE diaries
Trophy Hunting Tenders/reviews/operation al KASIKA	Training	WWF/LIFE, IRDNC, MET	Life Plus	27-Mar-06	5	80	16	2	9	2	4	1	Hippo Lodge	Shortlist and get trophy operator for the Kasika conservancy
Management planning	Training	NNDFN	NNF/LIFE Plus	30-Mar-06	1	6	6		5	1	0		Tsumkwe	Review plans for 2006 Review issues and solution and implementation options
Trust Implementation and Management Training	Training	NNDFN	NNF/LIFE Plus	31-Mar-06	2	58	29	6	26	2	1	0	Klein Dobe & Tsumkwe	Present Trust Concept to Board and agree details of process Review and finalize 2006 budget with NNC Board and Staff .
Erongo HIV/AIDS Peer Educator Training	Training	NACSO	NACSO	3-Apr-06	2.5	75	30	17	26	4	0	0	Uis	Facilitate Peer Educator Refresher Training
Training for Peer Educators- Strengthening of Facilitation skills	Training	RISE/R/F	USAID	3-Apr-06	4	56	14	7	9	0	2	3	Brandberg Rest camp -Uis	To strengthen the facilitation skills of Peer Educators to conduct sessions.
Financial Management Training Workshop	Training	WWF/RF	NNF	6-Apr-06	4	128	32	9	25	5	1	0	Komeho Dev. Centre	Conservancy to gain financial management skills and implementable financial systems
Financial Management Training for Uukwaluudhi, Sheya Shuushona, King Nehale	Training	NNF	USAID	10-Apr-06	4	72	18	7	16	1	1	0	Rural Development Centre - Ongwediva	Financial Management training for the 4 North Central Conservancies in order for them to be able to do the bookkeeping and financial management of their conservancies' themselves.

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Huab Event Book Monitoring System Training	Training	NRWG	WWF	20-Apr-06	1	5	5	0	4	1	0	0	Khorixas	To train the community game guards on how to use the event book modules in order to monitor their resources
Uibasen Event Book Monitoring System Training	Training	NRWG	WWF	21-Apr-06	1	5	5	0	4	1	0	0	Uibasen Office	To train the community game guards on how to use the event book modules in order to monitor their resources
Institutional Working Group Workshop	Training	NACSO/ LIFE PLUS/NNF	IRG	24-Apr-06	4	140	35	15	0	25	5	5	African Roots Restaurant	Review of institutional issues
IDWG Workshop Participatory Training and Planning Workshop	Training	IDWG	IRG/LIFE Plus	24-Apr-06	4	180	45	20	0	31	14	0	Roof Of Africa	Identify crosscutting governance issues in CBNRM and identify possible solutions
Sensitization session for 6 conservancies, Kunene region	Training	RISE/NACSO	USAID	25-Apr-06	2	30	15	5	13	2	0	0	Khorixas Rest camp	To sensitize conservancy structures towards structuring a program
West Caprivi re Hunting	Training	KTHC		2-May-06	1	34	34	2	27	7	0	0	Omega III	Increase awareness of the trust and T/A about trophy hunting.
Youth Summit- Hardap and Karas region	Training	NDT/NACSO/W WF/IRDNC	Bristol Mayers	8-May-06	4	496	124	50	100	14	10	0	Hardap	Youth development
Financial Management Training for Uibasen, Doro !Nawas, Sesfontein, Huab and Khoadi Hoas conservancies.	Training	NNF	USAID & ICEMA	8-May-06	4	92	23	10	19	3	1	0	Rosahoff Guesthouse, Windhoek West	Financial Management training for 5 Conservancies in order for them to be able to do the bookkeeping and financial management of their conservancies' themselves.
CBT Support Systems	Training	IRDNC/WWF	LIFE Plus	22-May-06	5	25	5	2	0	5	0	0	Sesfontein Purros	Introduction to MS and review process
Financial Management Training for Resettlement Farmers	Training	NNF	USAID - Land reform Project and UNDP Small Grants	23-May-06	4	88	22	10	18	2	2	0	Namutoni Environmental Education Centre	Basic introduction to financial management to understand the finances of their projects.
Trust Implementation and Management Training	Training	NNDFN	NNF/LIFE Plus	29-May-06	2.5	20	8	1	5	2	1	0	Tsumkwe	Finalize Trust Agreement with NNC Board Review and finalize 2006 budget for remainder of year Train Tsumkwe based Trust employees to review NNC records
West Caprivi Hunting	Training	Kyaramacan Association		2-Jun-06	1	30	30	3	24	4	3	0	Omega III	Training on the guidelines and conditions for the Bwabwata Hunting Concessions. Discussions on financial mgt structures and agreement on next

Event	Event Type	Organization	Funding source	Date Begun	Length (days)	Person Days/ Trng	Participants						Venue	Objectives
							Total	Female	Comm	NGO	Gov't	Other		
														steps in tendering out the hunting concessions.
MET Peer Educators	Training	NACSO/MET	GTZ/DED	6-Jun-06	3	60	20	6	0	1	18	2	MET Board room Windhoek	Train the first pool of Peer Educators for the MET
North West Game Counts	Training	RISE/MET/NR WG	ICEMA/LIFE Plus	7-Jun-06	14	1274	91	21	42	4	43	0	Erongo , Kunene South Conservancies	Asses game population status
Managing Benefit Distribution	Training	NNDFN	NNF/LIFE Plus	12-Jun-06	2	18	9	1	10	2	0	0	Tsumkwe	Review benefit distribution Record lessons learnt Identify improvements for next year Decide how to proceed with unpaid members etc
HIV & AIDS	Training	NNDFN	NNF/LIFE Plus	14-Jun-06	0.5	6.5	13	2	11	2	0	0	Tsumkwe	Showing of HIV & AIDS video Discussion of issues
West Caprivi Training on Interviewing PHs	Training	MET/MLR	WWF Match Funds	19-Jun-06	1.5	51	34	6	25	6	3	0	Chetto	Training on interviewing techniques and developing questions.
Kwandu Financial Management Training	Training	IRDNC	IRDNC/LIFE Plus	26-Jun-06	2	70	35	17	30	3	0	2	Kwandu Conservancy offices	Participate in the Kwandu conservancy member training on budgeting and financial management. Observe use and suitability of training materials.
Peer Educators Training	Training	NACSO	USAID	27-Jun-06	3	30	10	6	0	10	0	0	Rössing Foundation	Strengthen the pool of Peer Educators on NGO level.
Trophy Hunting Contracts Uukwaluudhi Conservancy	Training	WWF/LIFE, MET, IRDNC	Life Plus	1-Jun-06	2	30	15	2	8	2	4	1	N#a Jaqna Concesrvancy	JV contract awareness
Doro !Nawas Field Workshops	Training	Doro !Nawas	ICEMA/LIFE Plus	3-Jul-06	6	660	110	66	105	3	1	1	DN Areas	To facilitate the constitution formulation process and get conservancy members' input.
Cambodia Delegation Field Visit on MOMS in Caprivi	Training	Kwandu Con/Cambodia Delegation		4-Jul-06	2.5	12.5	5	0	0	3	2	0	Caprivi	Provide technical support to Cambodia Delegation to develop their own MOMS system. Kwandu Presentation and Mid-term Audit with Cambodian Delegation Mashi and Mayuni Mid-term Audit with Cambodian delegation Review of Cambodia Study Tour on MOMS in Caprivi
Strengthen the facilitation skills of peer educators	Training	NACSO/IRDNC	USAID	4-Jul-06	3	51	17	7	11	6	0	0	Chesire Homes, Katima Mulilo	To strengthen the facilitation skills of Peer Educators to conduct sessions.
Proposal Writing Workshop	Training	SGP & RF	SGP	10-Jul-06	4	132	33	11	27	3	3	0	Komeho Dev. Centre	Introducing SGP to community matters and equipment with skills on proposal development

Event	Event Type	Organization	Funding source	Date Begun	Length (days)	Person Days/ Trng	Participants						Venue	Objectives
							Total	Female	Comm	NGO	Gov't	Other		
Sensitization session at Wereld's end - quarterly planning meeting	Training	IRDNC/NACSO	USAID	11-Jul-06	1	60	60	20	50	8	2	0	Wereld'send	Sensitize the conservancy on the impacts of HIV and AIDS
Garden Development and Maintenance Training	Training	NNDFN/Min of Agriculture	KPF	12-Jul-06	1	29	29	15	27	1	1	0	Djokhoe	Show Villagers how to set up gardens Show Villagers how to maintain and propagate gardens
Budgeting and financial decision making	Training	NNDFN	NNF/LIFE Plus	14-Jul-06	2	18	9	1	10	2	0	0	Tsumkwe	Review and finalize budget until the end of 2007 Review implications of recent financial decisions..
ToT training for Peer Educators MET staff Rundu	Training	NACSO/MET	GTZ/DED	18-Jul-06	3	42	14	5	0	0	14	0	Maria Mwgere Centre Rundu	Train a pool of Peer Educators for Kavango, Caprivi and Otjozondjupa regions for MET
Tsiseb Administration Policy	Training	RISE	LIFE	25-Jul-06	3	66	22	5	20	2	0		Ugab Camp	To develop a policy on conservancy movable and immovable assets.
Tsiseb roles and responsibility and communication workshop	Training	RISE	LIFE	28-Jul-06	1	22	22	5	20	2	0		Ugab Camp	To broaden the understanding and develop a clear set of roles & responsibilities, communication channels of committee members and conservancy staff
TOT training for Peer Educators, Ministry of Lands and Resettlement	Training	NACSO/Ministry of Lands and Resettlement	GTZ/DED	31-Jul-06	5	120	24	10	0	0	24	0	Okahandja Lodge	To train the first pool of Peer Educators for the MLR
Trophy Hunting Tenders/reviews/operation al Karymacan	Training	LIFE Plus/IRDNC/MET	LIFE Plus	1-Jul-06	5	135	27	7	17	5	4	1	Hippo Lodge	Shortlist and get trophy operator for the Kasika conservancy
HIV training for village structures	Training	NACSO/NACO BTA/IRDNC	USAID	2-Aug-06	3	72	24	7	24	0	0	0	Cheshire Homes, Katima Mulilo	Train volunteers from the conservancy on basic information on HIV and AIDS
Meetings with GTZ / Min of Lands and MET on developing a course on CBNRM for Land board Training	Training	GTZ/MET/ LANDS	GTZ	15-Aug-06	1	2	2	2	0	2	0	0	DEA / BOARD ROOM	To coordinate activities of landboard training ; for landboards to understand CBNRM and biodiversity issues and to make sound decisions on lease allocation.
Facilitating the MET HIV/AIDS Peer Educators in Rundu	Training	NACSO HIV/AIDS	GTZ	17-Aug-06	1	14	14	7	12	2	0	0	MARIA MWENGERE ENVIRONMENTAL CENTRE	To train PEER EDUCATORS in the Ministry of Environment and Tourism
HIV & AIDS	Training	NNDFN	NNF/LIFE Plus	18-Aug-06	0.5	6.5	13	2	11	2	0	0	Tsumkwe	- Showing of HIV & AIDS video - Discussion of issues raised in video - Discussion of NNC situation and action required
Management Committee Roles and Responsibilities	Training	NNDFN	NNF/LIFE Plus	20-Aug-06	2	18	9	1	7	2	0	0	Tsumkwe	Review roles and responsibilities of new Management Committee Decision making Representing the community

Event	Event Type	Organization	Funding source	Date Begun	Length (days)	Person Days/ Trng	Participants						Venue	Objectives
							Total	Female	Comm	NGO	Gov't	Other		
TOT Training for Peer Educators for 6 conservancies in Kunene region	Training	NACSO/RISE	USAID	22-Aug-06	3	66	22	9	22	0	0	0	Aba ! Huab campsite	To train a pool of peer educators for the Kunene Region
Kunene- HIV/AIDS Strategic Workshop	Training	RISE/MET/NDT /NACSO	NACSO	22-Aug-06	3	96	32	18	28	3	1	0	Aba - //Hoab	Awareness creation on HIV/AIDS in Kunene conservancies. Train peer educators to disseminate information in villages.
Proposal Writing Workshop	Training	WWF	USAID - LIFE Plus	23-Aug-06	2	40	20	2	0	20	0	0	WWF - LIFE Board Room	Training for NACSO partner organizations in order to write better proposals.
Water infrastructure maintenance	Training	NNDFN	NNF/LIFE Plus	30-Aug-06	1	16	16	4	12	2	0	0	N=aqmtjoa	Basic maintenance of pump and infrastructure Living with wildlife
Trophy Hunting Tenders/reviews/Omatendeka	Training	WWF/LIFE MET, Rossing	Life Plus	30-Aug-06	1	12	12	3	8	3	1	0	Conservancy Office	To train new and retrain old STAFF on quota application procedures and application system
Trophy Hunting Tender Reviews/Ehrovipuka	Training	WWF/LIFE MET,	Life Plus	1-Sep-06	2	28	14	1	10	3	1	0	Conservancy Office	To train new and retrain old STAFF on quota application procedures and application system
Game counting training workshop	Training	LIFE Plus/RF	ICEMA	4-Sep-06	5	110	22	6	9	6	7	0	Omakange	Conservancy and other stakeholders gain experience on different types of game counts, fixed route and water hole or full moon counts
Trophy Hunting Contracts Tsiseb	Training	WWF/LIFE, MET	Life Plus	5-Sep-06	1	15	15	2	8	2	4	1	Khorixas Multiple Use Youth Centre	Shortlist and get trophy operator for the Kasika conservancy
Trophy Hunting Contracts NNC Conservancy	Training	NNDF, WWF, MET		8-Sep-06	2	16	8	2	5	3	1	0	Tsumkwe	Trophy Hunting training
TOT training for Peer Educators for MET- Etosha Game Reserve	Training	NACSO/MET	GTZ/DED	12-Sep-06	3	102	34	11	0	0	34	0	Etosha	Train a pool of Peer Educators for the MET in the Etosha game Reserve
Participating as part of the ITC training workshop organized by Rossing Foundation and the Min of Education	Training	ROSSING FOUNDATION / NANGOF		12-Sep-06	1	2	2	0	2	0	0	0	ROSSING FOUNDATION HALL	To IT as mechanism for development NGO'S.
Follow up after training session for MET staff- Windhoek	Training	NACSO/MET	GTZ/DED	27-Sep-06	1	8	8	3	0	0	8	0	Windhoek	To follow up previously trained Peer Educators for MET staff in Windhoek
TOT training for Mid level management staff from the MET	Training	NACSO	GTZ	12-Sep-06	3	102	34	14	0	0	34	0	Etosha	To build the capacity of the MET to respond to the HIV and AIDS pandemic through dissemination of information
Doro !Nawas Constitutional review	Training	RISE/MET/WWF/IRG	ICEMA	16-Sep-06	3	285	95	60	91	2	2	0	Conservancy area	To consolidate members input into constitution

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Lower Ugab river basin Forum	Training	RISE	UNDP-SGP	26-Sep-06	1	24	24	2	14	3	7	0	Ugab Camp	To provide feedback to stakeholders, elect committee and to develop an operational plan
Follow up after training for Peer Educators	Training	NACSO	GTZ	27-Sep-06	1	12	12	4	0	0	12	0	Windhoek	To build the capacity of the MET to respond to the HIV and AIDS pandemic through dissemination of information
Follow up after training for Peer Educators	Training	NACSO	GTZ	4-Oct-06	1	10	10	5	0	0	10	0	Rundu	To build the capacity of the MET to respond to the HIV and AIDS pandemic through dissemination of information
Roles and Responsibility Workshop (Otjimboyo)	Training	RISE	LIFE/Sida	5-Oct-06	2	36	18	8	15	2	1	0	Conservancy Office	Review and confirm Committee and staff roles, duties and responsibilities
Introduction to CBNRM Training Workshop	Training	MET	ICEMA/LIFE Plus	10-Oct-06	3	93	31	10		1	28	2	Heja Lodge	Introduction to CBNRM concepts to MET CSD staff
Review Tsiseb organizational policies	Training	RISE	LIFE/Sida	11-Oct-06	1	13	13	5	11	2	0	0	Conservancy Office	Identify gaps within Policies and to strengthen organizational management
Incident book introduction in Ai-Ais hot spring Resort	Training	NNF/MET	SPAN	11-Oct-06	1	7	7	1	0	1	7	0	Ai-Ais resort	To introduce the incident book monitoring system in Ai-Ais as is in other parks
TOT training for Peer Educators - MET staff Swakopmund	Training	NACSO	GTZ	17-Oct-06	3	72	24	10	0	0	34	0	Swakopmund	To build the capacity of the MET to respond to the HIV and AIDS pandemic through dissemination of information
TOT training for Peer Educators	Training	NACSO	GTZ	30-Oct-06	3	69	23	16	0	0	23	0	Windhoek	To build the capacity of the Ministry of Agriculture, Water and Forestry to respond to the HIV and AIDS pandemic through dissemination of information
TOT training for Peer Educators - Kunene region, Omatendeka, Orupupa and Ehrovipuka conservancies	Training	IRDNC, NACSO	PEPFAR	1-Nov-06	3	72	24	15	0	2	0	22	Kamanjab rest camp	To train Peer Educators to disseminate information on HIV and AIDS on conservancy level
TOT training for Peer Educators	Training	NACSO	GTZ	7-Nov-06	3	87	29	10	0	0	23	0	Rundu	To build the capacity of the Ministry of Agriculture, Water and Forestry to respond to the HIV and AIDS pandemic through dissemination of information
Conflict Management Part 1	Training	IDWG	IRG LIFE Plus / IDWG	7-Nov-06	3	66	22	8		9	11	2	RF Training Centre	Participants to acquire conflict management skills and gain knowledge on the COMMUNICATION concepts
Follow up after training for Peer Educators	Training	NACSO	PEPFAR	13-Nov-06	2	40	20	9	17	3	0	0	Nyae Nyae Conservancy	Support previously trained Peer Educators
Doro !Nawas Financial and Bookkeeping Workshop	Training	RISE	LIFE/Sida	16-Nov-06	3	36	12	4	10	2	0	0	Conservancy Office	Strengthen Bookkeeping skills and knowledge of Committee
Northwest Quota setting	Training	RISE, MET, NNF	LIFE/Sida	18-Nov-06	4	112	28	6	25	1	2	0	Conservancy offices	Review quota and develop new recommendations for Otjimboyo, Tsiseb and Doro !Nawas Conservancies

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Conservancy Meetings TOT	Training	IDWG	IRG LIFE Plus / IDWG	20-Nov-06	3	84	28	9	0	11	16	1	Outjo Lodge	Understand the importance of meetings and how to prepare and conduct effective meetings
Game count in Hardap	Training	NNF/WWF	WWF	26-Nov-06	2	20	10	4	0	2	8	0	Hardap	To count & find out the number of the game in Hardap
CLB Pilot Training in Rundu	Training	MET/MLR	GTZ/ Life Plus	26-Nov-06	5	120	24	10	8	5	8	3	Rundu	CBNRM awareness and education for the CLB as well as pilot testing the materials developed.
Incident book introduction in Hardap park/reserve	Training	NNF/WWF/MET	SPAN	28-Nov-06	1	15	15	3	0	2	13	0	Hardap	To introduce the incident book monitoring system in Hardap as is in other parks
Incident book introduction in Naute	Training	NNF/MET	SPAN	30-Nov-06	1	15	15	3	0	2	13	0	Keetmanshoop	To introduce the incident book monitoring system in Naute as is in other parks
Policy training for IRDNC staff	Training	NACSO	PEPFAR	2-Dec-06	1	14	14	8	0	14	0	0	Opuwo	To communicate the content of the policy to the IRDNC staff and make recommendation based on policy revision
Annual Caprivi conservancies Audit	Training	NNF/IRDNC/WWF/MET	IRDNC/NNF	4-Jan-07	8	1504	188	321	183	5	0	0	Caprivi	To collect annual data gathered for the year, asses progress of system and provide support and new materials for new year's work
Attending training on the International visitors program	Training	NACSO SECRETARIAT	ACC and State departmen	6-Jan-07	21	399	19	0	0	0	0	19	USA	International Visitors programme to share and learn some experience from the US Non - Profit sector.
Annual event book audits	Training	RISE, NNF	LIFE/Sida	6-Jan-07	8	352	44	4	38	3	3	0	Conservancy Office	Assess the NRM activities in Conservancies, develop a NRM report and to provide mentorship to CCG/Rangers
Annual incident book audit in NE Parks	Training	MET/NNF	SPAN	15-Jan-07	8	176	22	6	0	1	20	0	Each park in NE incl Nyae	To collect annual data gathered for the year, asses progress of system and provide support and new materials for new year's work
Annual audit in Kunene & Uukwaluudhi	Training	NNF/IRDNC/WWF/MET	WWF/LIFE /IRDNC	5-Feb-07	15	1050	70	0	67	2	1	0	Each conservancy in Kunene & Uukwaluudhi	To collect annual data gathered for the year, asses progress of system and provide support and new materials for new year's work
Annual audit in S Kunene & Erongo	Training	MET/RISE/NNF	MET/RISE /NNF	5-Feb-07	11	396	36	4	30	4	2	0	Each conservancy in Erongo plus Torra, Khoadi & Huab	To collect annual data gathered for the year, asses progress of system and provide support and new materials for new year's work
Environmental Screening Notes - USAID	Training	USAID	USAID	13-Mar-07	1	12	12	6	0	12	0	0	USAID Office Windhoek	To be able to review USAID funded or managed activities for environmental impacts.
TOT training for Peer Educators	Training	NACSO	GTZ	13-Feb-07	3	75	25	9	0	0	25	0	Keetmanshoop	To build the capacity of the MET to respond to the HIV and AIDS pandemic through dissemination of information

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Annual Audit in the South	Training	MET/NDT	MET/NDT	26-Feb-07	3	45	15	2	12	1	2	0	Khob Naub, Oskop & Gamaseb	To collect annual data gathered for the year, asses progress of system and provide support and new materials for new year's work
Policy, radio program and village visits	Training	NACSO	PEPFAR	1-Mar-07	3	72	24	13	21	3	0	0	Nyae Nyae Conservancy	Follow up training.
Financial Management - T.O.T.	Training	NACSO Institutional Development Working Group	NNF-USAID	5-Mar-07	5	125	25	5	0	8	17	0	Roof of Africa Windhoek	To strengthen NGO and MET staff capacity in order to support conservancies in their financial management.
Annual Audit in North central	Training	MET/ROSSING /NNF	MET/LIFE/ROSSING	17-Mar-07	2	82	41	18	36	2	3	0	King Nehale & Sheya	To collect annual data gathered for the year, asses progress of system and provide support and new materials for new year's work
Enterprise Working Group	Training	NACSO		26-Mar-07	5	60	12	2	12	0	0	0	African Roots Lodge	An practical course and introduction to outline Community Based Tourism.
Game count methods workshop/training	Training	NNF/IRDNC/WWF/MET	ICEMA/French Embassy	26-Mar-07	5	90	18	3	0	11	7	0	Etosha	To learn about different game count methods available and to be able to use that knowledge to select the best method/s for different areas
Annual Audit in Nyae	Training	WWF	WWF	29-Mar-07	1	9	9	0	8	1	0	0	Nyae Nyae	To collect annual data gathered for the year, asses progress of system and provide support and new materials for new year's work
Buffalo camp management	Training	WWF	WWF	30-Mar-07	2	8	4	0	3	1	0	0	Nyae Nyae	Provide support to field camp managers and discuss challenges and issues of managing the camp
CA contact farmer	Training	CEDP	FAO		2	130	65	38	65	0	0	0	Caprivi	prepare farmers to function as contact farmers
Chilli contact farmer	Training	CEDP	USAID		1	6	6	6	0	0	0	0	Caprivi	prepare farmers to function as chili CFs
CA Farmer	Training	CEDP	FAO		3	1509	503	302	503	0	0	0	Caprivi	Instruct farmers on CA practices
VDC committee training	Training	VDC	USAID		2	208	104	49	104	0	0	0	Caprivi	Improve organizational effectiveness of VDCs
Strategic Planning for KNC	Training	MET / RF	MET / RF	6-Nov-15	3	24	24	14	20	1	3	0	Ekulo SSS	Strategic planning KNC 2006/7 activities
Event Book Monitoring Syst Training for SUC	Training	NNF, MET, RF	MET/ NNF	27-Nov-06	1	26	26	13	23	2	1	0	Okahao	Event book training
Event Book Monitoring Syst Training for KNC	Training	NNF, MET, RF	NNF/ MET	29-Nov-06	1	21	21	12	16	2	3	0	Omuthiya	-train RM how to fill in cards and Supervisor how to transfer data to blue book

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Stigma and Discrimination	Training	NACSO HIV	Nacso HIV	11-Apr-07	1	1	1	1	0	1	0	0	Windhoek	Stigma and Discrimination training and awareness
Trust Implementation and Financial Management Training	Training	NNDFN	NNF/LIFE +	18-Apr-07	3	12	4	0	3	1	0	0	Tsumkwe	- Financial training for Trust implementation for Trustee, new NNC Manager and Office Administrator - Budgeting
Garden Development and Maintenance Training	Training	NNDFN & Min of Agri	ICEMA	24-Apr-07	2	32	16	5	14	1	1	0	N//oagfosi	- Show Villagers how to set up gardens - Show Villagers how to maintain and propagate gardens
Hunting Procedures -UC	Training	RF	RF	18-May-07	1	17	17	5	14	1	2	0	Omakange	Trophy Hunting training
KNC training workshop on AGM	Training	RF	RF	28-May-07	2	46	23	16	20	1	2	0	Okashana	To promote conservancies skills and capacity in AGM preparation and conduct
Basic Counselling Skills	Training	Philippi Trust	Nacso HIV	11-Jun-07	5	5	1	1	0	1	0	0	Arandis	Counselling skills training
Managing Benefit Distribution	Training	NNDFN	NNF/LIFE +	12-Jun-07	2	8	4	1	3	1	0	0	Tsumkwe	- Membership list updating - How to communicate with bank and amounts required - Liaison with police to provide security - Liaison with shop and other local stakeholders - Community communication - Logistics for distribution
HIV/AIDS P Educators w/shop	Training			18-Jun-07	3	102	34	24	30	2	2	0	Okashana	Enhance main streaming of HIV/AIDS activities into other activities
SARPO CBE Regional Workshop	Training	SARPO	SARPO	26-Jun-07	3	30	12	5	2	7	3	0	Pretoria, SA	To review the CBE Models in the region and provide guidance to User Guide Content.
CBO Level Event Book Training and Launching	Training	IDWG/ IRDNC	LIFE Plus/ ICEMA	4-Jul-07	2	92	46	13	37	6	1	2	Mashi Conservancy Office, Caprivi	To conduct participatory training of conservancies on use of ID Event Book and launch the event books for piloting
Water infrastructure maintenance	Training	NNDFN	KPF	24-Jul-07	1	12	12	3	11	1	0	0	!Ao=0	- Basic maintenance of pump and infrastructure - Living with wildlife
Water infrastructure maintenance	Training	NNDFN	KPF	24-Jul-07	1	20	20	4	19	1	0	0	//Xahoba	- Basic maintenance of pump and infrastructure - Living with wildlife
HIV & AIDS - Peer Educator counselling training	Training	NNDFN	NACSO/ NNF	31-Jul-07	2	40	20	2	18	2	0	0	Tsumkwe	- Basic counselling skills for Peer educators, review NNC HIV and Aids policy - Collect PE data from diaries - 2 x video showing

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Trust Implementation and Financial Management Training	Training	NNDFN	NNF/LIFE +	2-Aug-07	1	4	4	0	3	1	0	0	Tsumkwe	- Financial training for Trust implementation for new NNC Manager and Office Administrator in Budgeting and reviewing of accounts
SUC training workshop on AGM		RF	RF	8-Aug-07	2	48	24	9	21	1	2	0	Okahao	To promote conservancies skills and capacity in AGM preparation and conduct
Otjozondjupa and Omaheke CLB Training	Training	MLR/ NACSO	GTZ/ LIFE Plus	14-Aug-07	5	135	30	12	21	4	5	0	Out Of Africa Lodge, otjiwarongo	Conduct first training for 2 CLBs and get feedback on suitability of the Checklist and content from participants
How to talk to children about HIV and Aids	Training	NACSO HIV	Nacso HIV	17-Aug-07	0.5	0.5	1	2	0	1	0	0	Windhoek	Information on how to talk to children about HIV and Aids
JV Negotiation Workshop	Training	IRDNC, Caprivi Conservancies	WWF NL	22-Aug-07	2	36	18	1	15	3	0	0	Salambala Campsite	On request by Conservancy Committee members, a 2 day negotiation workshop was held, with particular focus on developing favourable JV and Hunting Concession partnerships
Monitoring and Evaluation	Training	NDT/NACSO	Nacso HIV	28-Aug	3	3	1	1	0	1	0	0	Windhoek	Monitoring and Evaluation training
Caprivi CLB Training	Training	MLR/ NACSO	GTZ/ LIFE Plus	18-Sep-07	5	115	23	8	11	9	3	0	Katima, Caprivi	Training CLB on how to make environmentally sound decision making and be aware of EIA and CBNRM issues
Revenue Distribution Workshop	Training	Kasika Conservancy		21-Sep-07	1	28	28	6	25	3	0	0	Kasika Conservancy Office	To assist Kasika Executive and Reprehensive meeting to have consensus on how to distribute revenue earned in 2006. Second objective was to develop an approach that can be used in other conservancies.
Ranger Training	Training	NNDFN/ WWF	WWF US	24-Sep-07	1	25	25	3	22	2	1	0	Tsumkwe	-Prepare rangers for the full-moon game count, rules about counting and recording
Business Principles Training and Sustainability Planning	Training	LIFE / IRDNC	LIFE	25-Sep-07	3	57	19	1	16	2	1	0	Katima	To provide a basic understanding of tourism / business and to agree on the roles and responsibilities of a Conservancy Enterprise Committee
Game count training	Training	WWF/RF	RF	26-Sep-07	5	110	22	0	19	2	1	0	Omakange	Expose Cons members to game count
Shareholding	Training	WWF	WWF	17-Oct-07	1	4	4	1	0	4	0	0	Windhoek	Understanding JV shareholding
Khaudum JV training	Training	WWF	WWF	19-Nov-07	1	16	16	1	13	3	0	0	Kavango	JV training & preparation
VSO CESP orientation	Training	WWF	WWF	12-Feb-08	1	5	5	3	0	5	0	0	Windhoek	Tourism Orientation

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Tourism Development	Training	WWF	WWF	27-May-08	5	105	21	5	0	0	21	0	Windhoek	Tourism skills development
Computer Training	Training	WWF	WWF	May-July 08	50	4500	90	40	0	89	0	0	Windhoek	Computer skills development
TOTAL TRAINING					952	26598	6949	2613	4738	1002	951	124		
Kasika Conservancy meeting with Bukalo Khuta	Networking	IRDNC		10-Oct-04	1.0	15	15	4	13	2	0	0	Bukalo	Kasika leaders (chair, vice chair and others) visited Bukalo Khuta to report on conservancy progress
Directorate of Forestry Introduction Meeting	Networking	LIFE/IRDNC		13-Oct-04	1.0	3	3	0	0	2	1	0	Directorate of Forestry Office	Introduction of LIFE staff to Forestry head in Caprivi, in anticipation that with LIFE Plus there will be more integration of conservancies with other NRs other than wildlife.
Ministry of Agriculture and Rural Development on Conservation Farming	Networking	LIFE/IRDNC		18-Oct-04	1.0	7	7	2	0	3	4	0	MAWRD Office	Introduction of Ron Philips and the concept of Conservation Farming to Agriculture. Interest expressed by MAWRD and next steps agreed.
Headmen Meeting in West Caprivi	Networking	IRDNC		19-Oct-04	1.0	26	26	4	23	3	0	0	Chetto Office	Quarterly meeting with headmen on developments in West Caprivi.
Mashi Conservancy AGM	Networking	IRDNC		21-Oct-04	1.0	505	505	150	502	2	1	0	Sachona	Well organised AGM with the committee giving a good feedback on activities and finances.
VSO/IRDNC review meeting	Networking	IRDNC & VSO		25-Oct-04	1.0	6	6	2	0	6	0	0	Katima	Strategic plans were made for a closer working relationship between IRDNC and VSO.
National CBNRM Co-ordinating Meeting	Networking	NACSO/ MET/ ICEMA/ LIFE		25-Oct-04	4.0	400	100	35	0	50	40	10	Windhoek	Presentation and alignment of the 3 major CBNRM funded programmes, ICEMA (Met), LIFE Plus (WWF/US) and IRDNC.
Craft networking meeting in Muyako	Networking	IRDNC		1-Oct-04	1.0	9	9	9	7	2	0	0	Muyako, Salambala	To gain feedback from producers to start making baskets for NCC.
Impalila Conservancy – transboundary large carnivore research	Networking	AWF/IRDNC		4-Oct-04	1.0	23	23	9	20	3	1	0	Impalila Conservancy	AWF meeting to discuss sightings and movements of large carnivores on the east Chobe Floodplain – rare sightings of lion.
Kasika Conservancy – transboundary large carnivore research	Networking	AWF/IRDNC		5-Oct-04	1.0	34	34	16	30	3	1	0	Kasika Conservancy	AWF meeting to discuss sightings and movements of large carnivores – sightings of lions are made in Kasika
Salambala Conservancy – transboundary large carnivore research	Networking	AWF/IRDNC		6-Oct-04	1.0	27	27	9	24	3	1	0	Salambala Conservancy	AWF held meeting to discuss sightings and movements of large carnivores – resident hyena and some lion coming through from Botswana.
Lusese Conservancy – transboundary large carnivore research	Networking	AWF/IRDNC		7-Oct-04	1.0	21	21	7	18	3	1	0	Lusese Conservancy	AWF held the meeting to discuss sightings and movements of large carnivores – similar to Salambala.

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Nakabolelwa Conservancy – transboundary large carnivore research	Networking	AWF/ IRDNC		8-Oct-04	1.0	38	38	15	35	3	1	0	Nakabolelwa Conservancy	AWF held meeting to discuss sightings and movements of large carnivores – also resident hyena and lion from Botswana.
Taking stock of CBNRM in Eastern Africa	Networking	IRDNC		1-Oct-04	9.0	9	1	0	0	1	0	0	Arusha, Tanzania	Regional workshop on CBNRM in Eastern Africa.
Angolan Governor visit to Caprivi	Networking	IRDNC		12-Oct-04	1.0	5	5	0	4	1	0	0	Caprivi	With CI financial support, IRDNC facilitated the trip of the Angolan Governor from Cuando Cubango to Caprivi. Two bilateral committees were formed for Security and Development
Launch of the National CBNRM Programme's LIFE Plus, ICEMA and IRDNC Caprivi/Kunene Projects	Networking	MET		25-Oct-04	1.0	74	74	22	8	34	18	14	Hotel Heinitzburg	To launch the LIFE Plus, ICEMA and IRDNC Caprivi/Kunene Projects
Preparation for Meeting with Lands Minister	Networking	NACOBTA		2-Nov-04	3.0	27	9	2	8	1	0	0	Greiter's Conference Centre	To prepare communities for a meeting with the Minister of Lands To attend a meeting with Lands in which clarity on land rentals will be given
British journalists visit to Caprivi & Kunene CBNRM programme	Networking	IRDNC		19-Nov-04	5.0	40	8	2	0	6	0	2	Caprivi & Kunene IRDNC	To launch Independent newspaper's Christmas Appeal for IRDNC. Main emphasis was the human wildlife conflicts of conservation.
FENATA Broad Based Black Economic Empowerment Workshop	Networking	FENATA		23-Nov-04	1.0	170	170	70	12	5	10	143	Windhoek	To develop a Tourism Sector Transformation Charter
Signing Ceremony of the First Community Forests in Namibia	Networking	MET		25-Nov-04	1.0	20	20	8	13	5	2	0	NAMPOWER Convention Centre	Signing Ceremony
Caprivi Tourism Working Group meeting	Networking	IRDNC		25-Nov-04	1.0	15	15	4	15	2	1	0	Kasika	Feedback was given on progress with tourism developments.
Study visit to Ngamiland Advisory Committee and Khai and Samkuyu Trusts	Networking	IRDNC		28-Nov-04	4.0	104	26	12	24	1	1	0	Kwandu-Linyanti area	Visited the community campsites, craft market and Kwandu and Mayuni Conservancies.
Tourism Study Trip to Livingstone and Vic Falls	Networking	IRDNC		6-Dec-04	5.0	125	25	15	23	1	1	0	Livingstone and Vic Falls	Members of Kasika and Impalila Conservancies visited cultural villages in Vic Falls and Livingstone to get ideas for developing similar enterprises in their conservancies.
LIFE Plus Grantee Preparation Workshop	Networking	LIFE		13-Jan-05	1.0	14	14	7	0	13	0	1	Windhoek	To orientate potential grantees with LIFE Plus proposal guidelines. To ensure clarity on all requirements for LIFE Plus proposals.
2005 Species Working Group	Networking	LIFE		31-Jan-05	3.0	159	53	20	0	48	2	3	Cape Town	Species Plan review

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National Quota Workshop	Networking	LIFE		3-Feb-05	2.0	118	59	5	47	9	3	0	Windhoek	Quota approval and official introduction and explanation of the new system
Reise pavillion - Fair Trade in Tourism	Networking	LIFE		4-Feb-05	3.0	3	1	0	0	1	0	0	Hannover	To attend a major Fair Trade in Tourism Fair and to participate in the various discussions and seminars around sustainable tourism issues.
Development Agency meeting on Sustainable Tourism	Networking	LIFE		7-Feb-05	1.0	1	1	0	0	1	0	0	Hannover	To participate in the Development Agency meeting on sustainable tourism with the aim of establishing a regular forum based in WTO.
Visit to WWF NL	Networking	LIFE		8-Feb-05	1.0	1	1	0	0	1	0	0	Utrecht	To visit WWF NL and make a presentation on the Namibia CBNRM Program and to make personal contact with potential work contacts.
31st NAPHA Annual General Meeting	Networking	NAPHA		16-Feb-05	1.0	400	400	40	0	5	10	385	WHK Country Club & Resort	AGM = Review and planning
Trophy Concession	Networking	LIFE		22-Feb-05	1.0	12	12	3	11	0	1	0	Khorixas	To plan and finilaze the possible creation of one trophy hunting unit
Caprivi Tourism Exchange	Networking	IRDNC		11-Apr-05	4.0	28	7	3	4	3	0	0	Caprivi	To visit Caprivi tourism enterprises amd to understand and review management systems with the aim of introducing similar systems in Kunene region.
Lloyd Pierson's Visit (USAID)	Networking	LIFE		18-Mar-05	3.0	15	5	1	0	1	0	4	D-Camp/Torra	Awareness raising
Trophy Concession	Networking	LIFE		28-Mar-05	1.0	17	17	3	15	1	2	0	Uukwaludhi	Explain trophy hunting as a income source and management tool
Game Count Wet Season	Networking	IRDNC		5-Apr-05	5.0	325	65	1	65	0	0	0	East Caprivi	Game count
Visit to local lodges and craft makers and traditional village	Networking	IRDNC		6-Apr-05	2.0	80	40	30	0	40	0	0	Kasika & Impalila	Awareness raising
Report back on progress this quarter. Presentation of work plans for next quarter. Information sharing	Networking	IRDNC		11-Apr-05	1.0	54	54	0	54	0	0	0	Caprivi	Awareness raising
Report back on progress this quarter. Presentation of work plans for next quarter. Information sharing	Networking	IRDNC		11-Apr-05	2.0	94	47	11	47	0	0	0	Caprivi	Awareness raising

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Tourism Enterprise systems	Networking	IRDNC / B&EWG	WWF NL	11-Apr-05	2.0	14	7	3	4	3	0	0	Caprivi	To develop understanding of enterprise support systems
Event Book Follow up	Networking	IRDNC		11-Apr-05	1.0	11	11	1	11	0	0	0	Malengalenga	Awareness raising
Tourism Option Plan Feedback	Networking	NACOBTA	Austria	11-Apr-05	3.0	33	11	3	10	0	0	1	Warmquelle	Present the final tourism options to the Anabeb Conservancy
Game Count	Networking	IRDNC		13-Apr-05	5.0	310	62	7	62	0	0	0	West Caprivi	Awareness raising
Report back on progress this quarter. Presentation of work plans for next quarter. Information sharing	Networking	IRDNC		14-Apr-05	1.0	49	49	0	49	0	0	0	Caprivi	Awareness raising
Findings from Membership Research	Networking	IRDNC		15-Apr-05	1.0	14	14	5	15	0	0	0	IRDNC	Feedback
Tourism Option Plan Feedback	Networking	NACOBTA	Austria	15-Apr-05	3.0	33	11	4	9	0	1	1	Khorixas	Present the final tourism options to the Huab Conservancy
Problem Animal Conflict	Networking	IRDNC		18-Apr-05	1.0	10	10	0	10	0	0	0	Batubaja, Wuparo, Mayuni, Mashi, Kwandu	Awareness raising
Tourism Option Plan Feedback	Networking	NACOBTA	Austria	19-Apr-05	3.0	30	10	0	9	0	0	1	Sesfontein	Present the final tourism options to the Sesfontein Conservancy
Chilli Follow-up	Networking	IRDNC		22-Apr-05	4.0	44	11	0	11	0	0	0	Kasika & Chetto	Awareness raising
Tourism Option Plan Feedback	Networking	NACOBTA	Austria	23-Apr-05	3.0	39	13	2	11	0	1	1	Omihana	Present the final tourism options to the Otjimboyo Conservancy
Tourism Option Plan Feedback	Networking	NACOBTA	Austria	27-Apr-05	3.0	27	9	2	8	0	0	1	Purros	Present the final tourism options to the Purros Conservancy
HIV/AIDS Meeting	Networking	IRDNC		30-Apr-05	1.0	11	11	11	11	0	0	0	Ngoma Village	Awareness raising
Learning ExchangeWorkshop	Networking	WWF/JUN	WWF/JUN	17-May-05	9.0	450	50	15	40	5	5	0	UNDP	Forging Better Partnerships to achieve the Millennium Development Goals and Indigenous Peoples.

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Problems encountered in Impalilla Conservancy	Networking	IRDNC		24-May-05	1.0	20	20	10	20	0	0	0	Mukotokoto	Review
Staff Evaluation and Appraisal Methodology	Networking	IRDNC		31-May-05	2.0	24	12	4	0	12	0	0	Caprivi	Awareness raising
NACSO Members Meeting	Networking	IRDNC		8-Jun-05	1.0	17	17	2	0	14	3	0	Tabitha Centre	To invite Minister and Deputy Ministry to member's meeting and share regional and programatic updates
Otjozondjupa Regional Council Meeting	Networking	NACSO		18-Jun-05	1.0	13	13	3	0	1	0	0	Oljiwarongo Regional Council Offices	Create awareness with Regional Councils and Landboards on CBNRM issues.
Inauguration of Grootberg Lodge	Networking	MET		24-Jun-05	1.0	50	50	20	20	5	10	15	Grootberg Lodge	Inauguration of the Grootberg Lodge
State of Conservancy Report Launch	Networking	NNF/NACSO		9-Jul-05	1.0	123	123	56	0	30	6	87	Polytechnic Hotel school	MET Deputy Minister launched the first National State of Conservancy report and the 2004 update
Monitoring and Training	Networking	NACOBTA	Austria	4-Aug-05	1.0	8	8	4	6	2	0	0	Grootberg	Official opening of the Hoada campsite, management arrangements with the Grootberg lodge
Consultative meeting between guides at National Monuments sites and LAC	Networking	NACOBTA	Austria	15-Aug-05	1.0	12	12	4	8	2	1	1	Khorixas	Solicit advice from LAC on how to deal with NMC's proposal at the sites
Introductory meeting for a campsite that applied for NACOBTA membership	Networking	NACOBTA/NNF/MET & MAWF	NACOBTA	18-Aug-05	1.0	19	19	6	13	3	3	0	Gove	To introduce NACOBTA's membership criteria. To familiarize NACOBTA staff with the Joseph Mbambangandu Conservancy
Introductory meeting for a campsite that applied for NACOBTA membership	Networking	NACOBTA/MAWF	NACOBTA	19-Aug-05	1.0	10	10	5	7	1	2	0	Omauni	To introduce NACOBTA's membership criteria. To familiarize NACOBTA staff with the Jokongo Community Forestry.
Co-ordinating meeting of Nyae Nyae and N#á Jaqna Conservancy Chairs with the MET PS	Networking	NNDFN		25-Aug-05	0.5	4	8	1	4	2	2	0	Windhoek	To network and raise land and game issues of the conservancies with the PS
WWF/SARPO Regional forum workshop	Networking	WWF/SARPO		30-Aug-05	3.0	99	33	16	0	3	4	6	Jo'burg - Indaba Hotel	To discuss and form a SADC regional network for CBNRM collaboration
CBNRM Information sharing session - VSO Annual Conference	Networking	VSO/ NNF		6-Sep-05	1.0	35	35	26	0	2	0	33	Hodygos Training Centre	To provide VSO volunteers from across Namibia with information and insights into the CBNRM programme
21st Meeting of the Traffic Network and Traffic/WWF/IUCN Wildlife Trade Action Workshop	Networking	WWF/Traffic	WWF/Traffic	12-Sep-05	5.0	2000	400	150	5	200	150	50	Russia	Programme introduction, Network Development , Team Development

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Exposure Trip to four Conservancies	Networking	NACOBTA	USAID	18-Sep-05	6.0	168	28	8	25	1	1	1	North West	To exchange ideas with other conservancies that already have joint ventures and community lodges.
Paliamentarians Exchange Visit	Networking	NACSO	SARPO	27-Nov-05	4.0	160	40	10	9	11	13	7	Conservancies	CBNRM awareness for decision makers
Tourism Management Study Tour	Networking	IRDNC/WWF	LIFE Plus/WWF	2-Apr-06	6.0	108	18	2	14	3	1	0	Kavango/Caprivi/4 Cons	Tourism Awareness/Marketing/Promotion
Participating as part of the African Lodges Company	Networking	MET		4-Apr-06	1.0	8	8	2	0	4	2	2	DOT BOARD ROOM	To discuss and set some TOR for activities on the ASL
NACSO Secretariat attended Meetings with CANAM to establish Wildlife Utilization Forum	Networking	CANAM	CANAM	13-Apr-06	1.0	1	1	1	0	5	3	20	WINDHOEK COUNTRY CLUB	To coordinate activities that plays a role in wildlife utilization by forming a coordinated body such as the WUF
Update on the JV activities in the Caprivi	Networking	IRDNC	WWF/LIFE PLUS	20-Apr-06	1.0	1	1	1	0	2			NACSO SECRETARIAT OFFICE	To get regular updates on Joint Venture activities in the Caprivi Region; To feed information around JV's into the BEL working group
Kwando Linyanti Hunting Concession Committee	Networking	KLHC		27-Apr-06	1.0	14	14	2	14	2	1	2	Wuparo Conservancy Office	Committee was unhappy with hunters in not paying the guarantee buffalo and lion fees for both 2005 and 2006. Hunters thought they had agreed that buffalo and lions should be deducted off the guarantee payments. KLHC wanted to stop the hunting immediately until outstanding was resolved. Way forward was for MET and LIFE to discuss with individual parties.
Kwando Linyanti Hunting Concession Committee	Networking	KLHC		2-May-06	1.0	14	14	1	10	3	1	0	IRDNC Kongola Office	Discussed issues causing problems with the hunters;
Communal Land Board Conference	Networking	MLR	GTZ	8-May-06	5.0	975	195	78	161	4	30	5	Heja Lodge	Induction of CLBs and identification of gap areas for further support
Participatory Learning and Action Workshop	Networking	SARPO/SASSUG	SARPO	12-May-06	2.0	30	15	5	0	12	0	3	Jo'burg	PLA and Performance Monitoring
Attending the launch of the Biodiversity Booklet and celebrating Environmental Day	Networking	MET		22-May-06	1.0	1	1	1	0	0	0	0	BOTANICAL GARDENS	To honour Biodiversity as day that needs to raise awareness about ecological systems in Namibia
Regional Elephant Workshop: Presentation of Paper	Networking	CI		23-May-06	2.0	94	47	10	0	17	15	5	Gaborone Big 5 Lodge	Presented paper on how communities, when properly empowered can contributed towards the management of elephant ranges in the region, including address the human elephant conflict problems and maximizing benefits that can be channeled into conservation and local development.

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NACSO Meeting	Networking	NACSO		14-Jun-06	2.0	100	50	20	0	45	4	1	Mbanga Campsite, Kavango	Attended meeting. Discussed with the Ever River has its People programme the way forward in reviewing the JV opportunities within their support areas.
West Caprivi re Interviewing PHs	Networking	Organization		21-Jun-06	1.0	34	34	6	25	6	3	3	Chetto	Three professional hunters were interviewed for the BNP Hunting Concessions. Two were aware the hunting concessions.
World Conservation Society visit to Caprivi	Networking	WCS		30-Jun-06	1.0	3	3	1	0	3	0	0	Bumhill, Kwandu & Imusho	Programme Officer and Trustee of WCS on visit to Caprivi to hear and learn about the community conservation programme. Their interest is explore potential of a possible involvement in Zambia around Sioma Ngwezi.
Doro !Nawas Field Workshops	Networking	Doro !Nawas	ICEMA/LIFE Plus	3-Jul-06	6.0	660	110	66	105	3	1	1	DN Areas	To facilitate the constitution formulation process and get conservancy members' input.
Presentations to PhD Students from University of Florida	Networking	Florida University		7-Jul-06	1.0	21	21	5	0	0	0	21	Caprivi	Presentations on MOMS and Caprivi CBNRM Programme. Sought ways to develop PhD research topics that can contribute towards the implementation of CBNRM projects in the region.
John Hanks - meeting on HEC and KAZA	Networking	CI		10-Jul-06	0.5	0.5	1	0	0	1	0	0	IRDNC Office Katima	Have input into the HEC policy / approach / ideas for KAZA.
Interviews on the MET survey on the Tourism Satellite Account	Networking	MET		15-Jul-06	1.0	1	1	1	0	1	0	0	NACSO OFFICES	To determine the potential of tourism in the communal areas of Namibia and how it could contribute towards our GDP and Poverty alleviation programs.
HIV/AIDS Working Group	Networking	NACSO		17-Jul-06	1.0	10	10	8	0	10	0	0	NACSO SECRETARIAT OFFICE	To coordinate HIV / AIDS activities through the network of members participating as part of the HIV / AIDS activities
Meeting with one PHD Student (Canada)	Networking	NACSO		3-Aug-06	2.0	2	1	1	0	1	0	0	NACSO SECRETARIAT OFFICE	To assist and advice students on their thesis's regarding CBNRM.
Meeting and hosting Global Education Students	Networking			3-Aug-06	2.0	2	1	1	0	1	0	0	NACSO SECRETARIAT OFFICE	Creating awareness with volunteer students through the global education Network.
Local level Monitoring Discussions	Networking	WWF/IRG		9-Aug-06	0.3	0.9	3	1	0	3	0	0	WWF Board Room	Present and discuss ideas for Institutional Development
Visiting Mutenge T/A including Chief Liswani	Networking	Bukalo Khuta		9-Aug-06	0.5	10.5	21	1	14	3	1	2	Bukalo Khuta and Chief's Place	Courtesy call to the Chief. Discuss with T/A way forward with JV negotiations in Kasika and Impalila. Have T/A filmed for the KAZA production.
Visiting Mayuni T/A including Chief Mayuni	Networking	Mashi Khuta		10-Aug-06	0.5	3	6	1	0	3	1	2	Chief's Place	Courtesy call to the Chief. Discuss with T/A way forward with JV negotiations in Kasika and Impalila. Have T/A filmed for the KAZA production.

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UNAM Meeting	Networking	Universities	NACSO/Univ. of Kwazulu/Natal and Montana Univ.	12-Aug-06	1.0	1	1	1	0	1	0	0	NATAL, MOZAMBIQUE	To discuss and debate issues of conservation covering Parks, Communal area conservation and private sector
Ruacana Conservancy Meeting	Networking	IRG/MRCC		18-Aug-06	0.5	1.5	3	2	0	1	0	2	MRCC Board Room	Brainstorm on UNAM US visit checklist, FRAME and Research funding in the program
JV Negotiation Process	Networking	RF/MET/IRDNC /IRG/RC	RF/LIFE Plus	21-Aug-06	1.0	45	45	18	35	3	4	3	TA Offices	Participate in the supposed to be AGM but failed due to no quorum.
Hunting Negotiation Process	Networking	Kwandu Conservancy / Partner (Druten)	WWF	22-Aug-06	0.5	9.5	19	3	12	2	0	2	Kwandu Office	Discuss / negotiate business plan and contractual issues. Come up with next steps
JV Negotiation Process	Networking	KLHC and Partner		23-Aug-06	0.5	4.5	9	2	8	3	2	3	Wuparo Office	Agree on 2005 Outstanding Payments and 2006 Outstanding Quota
SDC External Evaluation	Networking	Mayuni Conservancy and Partner (Mazambala)		24-Aug-06	0.5	6	12	2	7	2	0	1	Mayuni Office	Negotiate contract. Key issues on agenda were: Effective Date, Holder of Lease Rights, Period and Minimum Fee. Operator agreed to a provisional payment of N\$ 3,000 per month until contract was signed.
Meeting with Governor	Networking	IRDNC/East Caprivi		29-Aug-06	0.5	8.5	17	3	0	11	0	3	Katima Office	Present and discuss performance of IRDNC regarding the SDC funding
Meetings with GTZ on funding for the HIV/AIDS activities and NACSO Secretariat	Networking	Regional Council		29-Aug-06	0.5	1	2	2	0	1	1	0	Katima Mulilo	West Caprivi Situation, SDC Evaluation, Filming re KAZA
SDC External Evaluation Review	Networking	NACSO/GTZ		1-Sep-06	0.5	1.5	3	3	0	3	0	0	NACSO OFFICES	To discuss activities for funding mechanism for the unit and also forward a concept paper to GTZ FOR Funding of workplace programs in three government ministries
Conservancy Local Level Monitoring	Networking	IRDNC/CI/AWF/ IUCN/SDC		5-Sep-06	2.0	34	17	4	0	11	0	2	Kasane	Review External Evaluation and Plan Way forward for SDC funding 2007-2008
Meeting with the representative of the Democracy Centre	Networking	NACSO/IRG/ID WG/CON		6-Sep-06	0.5	1.5	3	2	0	3	0	0	IRG Office	To brainstorm on ID local level monitoring
Local level Monitoring Discussions	Networking	DEMOCRACY CENTRE		7-Sep-06	1.0	1	1	1	0	0	0	0	NACSO SECRETARIAT OFFICE	To create networks and linkages with organizations that could assist in bringing us closer to decision makers.
EU Proposal for Tourism	Networking	WWF/IRG		8-Sep-06	0.4	1.2	3	1	0	3	0	0	WWF Board Room	To discuss some of the proposals and get idea on way forward

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Hosting WWF-UK 'Seeing is Believing'	Networking	IRDNC/ Conservancies		12-Sep-06	2.0	10	5	0	0	4	0	1	East Caprivi	Visit potential campsites in conservancies, Priorities areas for support and draw up logframe
Initiating a meeting between NACSO HIV/AIDS unit and GTZ.	Networking	IRDNC/WWF-UK		15-Sep-06	2.0	18	9	3	0	0	0	6	Lianshulu Lodge and East Caprivi	Host supports of WWF-UK. Show them the Project and the value of WWF UK support to the region.
Ugab Basin Forum	Networking	NACSO/ GTZ/ USAID		18-Sep-06	1.0	6	6	5	0	5	1	0	NACSO OFFICES	To discuss funding mechanism by PEPFAR and GTZ not duplicate activities over the next three years cycle of HIV /AIDS funding through coordinating the two funding
Feedback & Presenting administration and communication policies of Tsiseb to the management committee.	Networking	RISE	UNDP/SGP	26-Sep-06	1.0	24	24	2	14	3	7	0	Ugab Camp	Integrated resource management in the Middle Ugab basin
	Networking	RISE	LIFE	11-Oct-06	1.0	13	13	5	11	2	0	0	Tsiseb Information Centre	To share inputs, finalised the policies, assess the gaps and reinforce important working relationships .
Meeting with Governor of Caprivi	Networking	NACSO	CEAD	8-Oct-06	5.0	5	1	1	0	0	0	0	Travelling through the Kunene and Erongo Conservancies	Familiarize themselves with activities from the CBNRM programme in Namibia. The activities and lessons learned will be incorporated in the next African Leadership course
Sangwali Khuta	Networking	WWF/LIFE and Regional Council	WWF/LIFE	9-Oct-06	1.5	4.5	3	1	0	2	1	0	Governor's Office	Two meetings to brief the Governor and then in his presence the Councilor of Linyanti, Mrs Kabenda, of the development in Lianshulu Village versus Balyerwa Conservancy and Lianshulu Wilderness Lodge
Exchange visit for Tanzanian Parliamentarian delegation	Networking	WWF/LIFE, Mayeyi Traditional Authority	WWF/LIFE	6-Nov-06	1.5	7.5	5	0	2	3	0	0	Sangwali Khuta	Discuss new position of RWD.
Meeting with Governor of Caprivi	Networking			20-Nov-06	5.0	110	22	4	0	2	15	0	Visited the Erongo and the Kunene regions	Conservancies sharing experiences on issues of CBNRM and the conservancy program in Namibia .
Kasika Launch	Networking	WWF/LIFE, Regional Council	WWF/LIFE	27-Nov-06	1.5	1.5	1	2	0	1	1	0	Regional Council Office, KM	Report back on West Caprivi, income from concession, meeting with Deputy Prime Minister.
KAZA TFCA MoU Signing	Networking	WWF/LIFE, Kasika Conservancy	WWF/LIFE	30-Nov-06	1.5	45	30	10	22	4	4	0	Kasika Village	Celebration for the registration of Conservancy, Minister (MET) and Governor guests of honour
KAZA TFCA MoU Signing	Networking	WWF/LIFE, Officials from Angola, Bots, Nam, Zam, Zim		7-Dec-06	1.5	45	30	10	0	5	25	0	Victoria Falls Hotel, Zim	Official signing by 5 Ministers of their intent to develop and implement KAZA TFCA objectives.

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Policy	Networking	WWF/LIFE	WWF/LIFE	19-Feb-07	3.0	69	23	5	3	11	1	8	WWF/LIFE Board Room	Policy Review
Kenyan Visit - presentation	Networking	LIFE Plus	LIFE Plus	19-Feb-07	0.5	7.5	15	4	0	10	0	5	WWF Board Room	Brief visitors on Namibia LIFE Plus Program and WG activities
Strengthening the links: Rural Communities with Tourism Products	Networking	NACSO SECRETARIAT	LIFE / PLUS	26-Feb-07	1.0	40	40	0	0	0	0	40	Hotel School Polytechnic	Launching of the 2005 conservancy report
Inauguration of the Ohungu Conservancy	Networking	NNF, FENATA	WWF/LIFE, NNF, SIDA	22-Mar-07	2.0	150	75	25	40	3	2	0	Ohungu	Launch Conservancy
Exchange visit to Kavango region	Networking	RISE	NNF		7.0	98	14	4	12	2	0	0	Kavango region	Share experience on Conservancies, Aquaculture and Horticulture with host organization
Society for Conservation Biology Annual Conference	Networking			1-Apr-07	3.5	3.5	1	0	0	1	0	0	Port Elizabeth	To present a paper on the impact of trophy hunting for community conservation in Namibia. To network with colleagues and conservation organisations.
HIV/AIDS Workshop	Networking	NACSO	USAID	11-Apr-07	1.5	45	30	19	0	6	24	0	Nampower Convection Centre	To bring awareness on the HIV/AIDS Stigma Issues and discuss wayforward
Kavango-Zambezi TFCA Meeting	Networking	WWF/CI/AWF/P PF	LIFE	18-Apr-07	1.0	2	2	0	0	2	0	0	South Africa	Information sharing
Edmond Blanc Award	Networking	WWF/LIFE/MET/Kyaramacan	CIC	5-May-07	5.0	15	3	0	1	1	1	0	Belgrade	Awards given to MET, Kyaramacan Association
#Khoadi //Hoas Conservancy 10th Anniverssary Celebrations	Networking	Conservancy	ICEMA/ LIFE Plus	25-May-07	2.0	1370	685	300	650	15	20	15	Grootberg Hall	10th Anniverssary Celebration and meeting with conservancy committee to discuss the conservancy planning sessions including constitution amendment
NACSO Meeting	Networking	NACSO	NACSO	14-Jun-07	1.0	32	32	8	0	32	0	0	Roof Of Africa Lodge, Windhoek	To share expeirences and lessons from the regions and discuss critical CBNRM issues
Malawi-Zambia TFCA Ministerial Meeting & Kaza TFCA Donor Conference	Networking	WWF/NACSO	LIFE	19-Jun-07	11.0	1100	100	35	10	30	50	10	Malawi	KAZA Donor Planning
KaZa Donor Meeting	Networking	WWF/LIFE	WWF/NL	26-Jun-07	2.0	60	30	10	0	15	10	5	Gaborone	KaZa Donor Meeting
Zambian KAZA community Delegation	Networking	Zambian Communities with AWF		17-Jul-07	0.5	18	36	4	32	3	1	0	IRDNC Katima Office	To present and discuss what CBNRM is and what impact it has had in Caprivi.
Sesfontein Exchange and Learning Tour	Networking	NACSO/ MET	LIFE Plus	18-Jul-07	3.0	102	34	8	22	7	5	0	Sesfontein Conservancy, Kunene NW	To see and learn from a LIVE AGM and make recommendations

Event	Event Type	Organization	Funding source	Date Begun	Length (days)	Person Days/ Trng	Participants						Venue	Objectives
							Total	Female	Comm	NGO	Gov't	Other		
Exchange and Learning Tour	Networking	WWF/Sesfontein Cons	LIFE	18-Jul-07	4.0	128	32	7	19	8	5	0		To observe and learn from an actual "Live AGM" - facilitation, chairing, organization, reporting, participation of members, discussion control, etc.
CBNRM Sustainability Workshop	Networking	MET/ NACSO	ICEMA/ LIFE Plus	24-Jul-07	2.0	90	45	10	10	20	15	10	SAFARI Court Hotel, Windhoek	Discuss and plan the wayforward of the CBNRM Program based on the experiences of the 11last 0 years
Conservation Biology	Networking	WWF/LIFE	LIFE	28-Jul-07	1.0	2	2	0	0	2	0	0	Port Elizabeth	Sharing of Best Practices and Standards in Wildlife Utilization
Conservancy Good Governance Seminar	Networking	NACSO/ MET	LIFE Plus / ICEMA	20-Aug-07	3.0	117	39	15	1	22	16	1	SAFARI Court Hotel, Windhoek	To critical look at the governance issues and come up with recommendations based on field experiences.
Hosting Mark & Elinor Durr	Networking	IRDNC		27-Aug-07	4.0	8	2	0	0	2	0	0	Caprivi	Determine if Mark and Elinor would be interested and is suitable to work for IRDNC as consultancy by supporting the enterprise team, with particular focus on CBTs and their development, management and marketing.
Kwandu Exchange and Learning Tour	Networking	NACSO/ MET	LIFE Plus	4-Sep-07	3.0	102	34	5	25	5	4	0	Kwandu Conservancy Office	For the NC, Otjozondjupa, Kunene S and Kavango conservancies learn from Live AGM - Kwandu AGM
Workshop	Networking	WWF/LIFE/Safari Club International	LIFE	13-Sep-07	2.0	4	2	0	1	1	0	0	Safari Hotel	Best Practices in Southern Africa Trophy Hunting Industry
Accompany Anders Johansson Group	Networking	IRDNC		22-Sep-07	2.0	0	0	0	0	0	0	6	Caprivi	To show Anders Johansson group the programme and area and discuss the concepts, success and challenges of what we are doing.
SADC Meeting	Networking	WWF/IRDNC	LIFE	24-Sep-07	3.0	3	1	0	1	0	0	0	Johannesburg	To share lessons and experiences in the establishment and development of TFCA in the SADC Region.
WWF Mongolia Exchange Visit	Networking	WWF	LIFE	26-Nov-07	8.0	64	8	2	0	5	2	1	North West	Awareness raising and exchange regarding CBNRM
Responsible Tourism Network	Networking	WWF	RT SA	8-May-08	1.0	25	25	10	0	15	10	0	Durban	Establish a regional tourism network
CBNRM Case Studies	Networking	WWF	LIFE	26-Jun-08	1.0	31	31	12	0	25	3	3	Windhoek	Enterprise Case Study presentation
SARPO Regional BE Working Group	Networking	WWF	SARPO	2-Jul-08	1.0	20	20	2	0	20	0	0	Windhoek	Regional enterprise lessons shared
TOTAL NETWORKING					301	13067	5271	1686	2680	1032	597	961		

Summary

Planning
Networking
Training

516	12500	5903	1905	3153	1535	531	483
301	13067	5271	1686	2680	1032	597	961
952	26598	6949	2613	4738	1002	951	124
1768	52164	18123	6204	10571	3569	2079	1568

APPENDIX FOUR:

LIFE PLUS INDICATOR TABLES

September, 2004 – June, 2008

Indicator Tables for SO#7 RP – LIFE PLUS
Updated May 2008

USAID/Namibia Objective: SO#7	Improved Rural Livelihoods Through Sustainable Integrated Natural Resources Management		
SO#7 Result 1:	Livelihood benefits to targeted rural communities increased		
Indicator 1:	Value of quantifiable cash, employment and in – kind livelihood benefits received by conservancies, CBNRM enterprises and participants in the CBNRM program		
Unit of measure: Namibian Dollars (Annual)			
Baseline 2004: N\$ 14,113,901			
Source: State of Conservancy reports; Conservancy audits; National Enterprise database	Year	Target	Actual
Indicator description: The value of total benefits earned by registered conservancies, CBNRM enterprises and participants in the CBNRM program in Namibian dollars, between Jan 1 and December 30. This amount is calculated by conservancy, and equals the sum of: gross conservancy income earned from private sector partnerships/contracts, for example from lodges & trophy hunting; net income from conservancy-managed enterprises, such as campsites; the value of in kind benefits such as meat distributed through own use or trophy hunting quotas; non-conservancy employment income, such as employment at lodges; & income earned from household-level natural resource-based activity, e.g., craft sales and thatching grass	2005	16, 900, 000	N\$20,099,173
	2006	24, 300, 000	N\$26,834,772
	2007	29, 200, 000	39,127,982
	2008	29, 200, 000*	39,127,982 (May)
Comments: Data on CBNRM benefits is gathered annually and is gathered to cover a calendar year (1 January, to 31 December) as captured in the State of Conservancy report. * The target for 2008 is the same as 2007 as the actual results for the 2007 calendar year are the same as the 2008 March target			

SO#7 Result 2:	Individuals in registered conservancies that benefit from program supported CBNRM activities increased		
Indicator 1:	Number of residents of registered conservancies		
Unit of measure: Number (Annual)			
Baseline 2004: 98, 995			
Source: National census and household survey data, State of Conservancy reports;	Year	Target	Actual
<p>Indicator description: The population of registered conservancies is updated with information available from the 2001 national census. Future projections for years 2005-2009 are consistent with the expectations for the number of new conservancies that will be registered during the LIFE PLUS Project.</p> <p>Comments: Data is based on the populations of the following conservancies, as determined by the number of registered adults (assuming an average household size of 6.2 persons), but with improved accuracy through incorporating the latest results of the 2001 census.</p> <p>2005: 11 conservancies were gazetted in September 2005 2006: 2 conservancies were gazetted in December 2005 bringing the current total to 44. 2007: 6 conservancies were gazetted in October 2006 bringing the current total to 50 2008: 2 conservancies registered in May 2008, and the registration of 10 additional conservancies is eminent, as these applications have now been with the MET for several months.</p>	2005	125, 000	119, 075 (September)
	2006	135, 000	211,120 (September)
	2007	225,560	220,620 (September)
	2008	240,000 (March)	223,620 (June)
Gazetted:			

Doro Inawas: 1,500 Ehrovipuka 2,500 #Khoadi//Hóas: 3,200 Kwandu: 4,334 Marienfluss: 300 Mayuni: 2,412 Nyae Nyae: 2,288 Oskop: 120 Salambala: 7,718 Torra: 1,200 Tsiseb 2,000 Uibasen: 230 Wuparo: 2,083 Puros: 260 Uukwaluudhi: 25,000 Omatendeka: 2,500 Otjimboyo: 1,000 Sorri - Sorris: 1,300 Mashi: 3,900 !Khob !Naub: 5,000 (Kalk Plateau) //Gamaseb: 5,000 //Huab: 5,000 Orupembe: 400 Sanitatas: 250 Anabeb: 2,000 Sesfontein: 2,500	Okangundudumba: 2500 N#a Jaqna Ozondundu: 2,000 #Gaingu: 2,800 Joseph Mbambangandu: 1000 !Gawachab: 500 George Mukoya: 2000 Muduva Nyangana: 2000 Shamungwa: 1000 Uukolonkadhi/Ruacana: 35,000 Okomatapati: 1,600 Ozonahi: 4580 African Wild Dog: 9500 Otjituuo: 600 Sheya Shuushona: 35000 King Nehale: 20,000 Impalila: 1,500 Kasika: 1,500 Sobbe: 2000 Kunene River: 2000 //Audi: 1000 Ohungu: 1000 Ondjou: 2000 Balyerwa: 1500
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USAID/Namibia Objective: SO#7	Improved Rural Livelihoods Through Sustainable Integrated Natural Resources Management		
SO#7 Result 3:	Conservancies/CBOs implementing integrated natural resource management plans increased		
Indicator 1:	Number of conservancies and other CBOs implementing integrated natural resource management plans		
Unit of measure: Number of completed plans (Annually)			
Baseline 2004: 3			
Source: Conservancy audits	Year	Target	Actual
Indicator description: The number of conservancies or program supported community based organizations (CBOs) that have developed management plans that incorporate the management of wildlife <i>and</i> other natural resources e.g. fish, rangeland, veld products, small scale mining.	2005	5	5 (September)
	2006	7	9 (September)
	2007	9	9 (September)
	2008	11 (March)	11 (May)

<p>Comments: Baseline consists of Kwandu, #Khoadi-//Hôas & Salambala Conservancies</p> <p>2005: During August 2005 Mayuni and Mashi conservancies completed their plans which together with Kwandu form part of the 'Bwabwata, Mudumu, and Mamili Complex'.</p> <p>2006: In late 2005, four conservancies in Otjozondjupa implemented management and monitoring systems that include wildlife, rangeland and water (Ozonahi, Okamatapati, Oljituuo and African Wild Dog)</p> <p>2007: Initial consultation and planning has begun with Wuparo, Balyerwa and Malengalenga (emerging conservancy) which form part of the "Mudumu South Complex". The Huab and N#Jaqna Conservancies have initiated the integration of conservancy management and community forestry management efforts.</p>			
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USAID/Namibia Objective: SO#7	Improved Rural Livelihoods Through Sustainable Integrated Natural Resources Management		
Intermediate Result name IR#7.1:	Strengthened Institutional Capacity (strengthened Management and Technical Capacity of MET, Service Providers, and Conservancies)		
Result 7.1.1:	Service delivery by LIFE Plus supported CBNRM service providers improved		
Indicator 1:	Percentage of client service assessments that achieve a score of 70% or more		
Unit of measure:	Score on client assessment tool (Annually)		
Baseline 2004: 0			
Source: Assessment reports	Year	Target	Actual
<p>Indicator description: The number of LIFE Plus supported service providers (NGO or government agencies) that achieve a score of 70% on the LIFE Plus service assessment tool to be filled out by clients receiving support from LIFE Plus supported service providers.</p> <p>Assessments will be conducted on an annual basis and will form part of performance monitoring for all LIFE Plus grantees.</p>	2005	50%	0 (September)
	2006	60%	0 See explanation below
	2007	70%	0 See explanation below
	2008	80% (March)	
<p>Comments: During 2006, two (Nyae Nyae Development Foundation and Rossing Foundation) out of the five original grantees conducted the 'Client Assessment'. Two of the two grantees scored an overall score of 67% - marginally under the 70% score targeted under this indicator. A third grantee scored 53%.</p> <p>Soon thereafter, the LIFE Project was notified of the early closure of the LIFE CA. From that point onwards, the staff who were involved in conducted these assessments were focused on issues to realigning grant budgets, and working with grantees on a fast-track grant close-out. Given this situation, and the resulting morale of grantees, it was deemed not appropriate to continue pursuing this indicator.</p>			

USAID/Namibia Objective: SO#7	Improved Rural Livelihoods Through Sustainable Integrated Natural Resources Management		
Intermediate Result name IR#7.1:	Strengthened Institutional Capacity (strengthened Management and Technical Capacity of MET, Service Providers, and Conservancies)		
Result 7.1.2:	Conservancies financially independent of donor funding increased		
Indicator 1:	Number of registered conservancies covering conservancy annual operational costs with conservancy generated income,		
Unit of measure: Number of registered conservancies covering: 1) 100% of annual operational costs with conservancy generated income, 2) 50 – 99% of annual operational costs with conservancy generated income or 3) 1 – 49% of annual operational costs with conservancy generated income			
Source: State of Conservancy reports; Conservancy audits; National Enterprise database			
Indicator description: The number of registered conservancies covering; between 50 and 99% or between 1 and 49% of their annual operational costs with conservancy generated income. Operational costs are defined as day to day running and management costs of the conservancy as well as related capital expenses.			
	Year	Target	Actual
1. Number of registered conservancies covering 100% of annual operational costs with conservancy generated income (Nyae Nyae, Torra, Salambala and Uibasen are baseline) 2005: Kwandu, Mayuni and Wuparo and #Khoadi – //Hóas. 2006: Mashi, Doro Inawas, Tsiseb and Sorri Sorris 2007: Kasika, Marienfluss, Puros, Kyramacan Association	2004	Baseline	4
	2005	10	8 (September)
	2006	13	12 (September)
	2007	16	15 (September)
	2008	18 (March)	16 (March)
2. Number of registered conservancies covering 50 – 99% of annual operational costs with conservancy generated income (Kwandu, Mayuni, Wuparo and #Khoadi – //Hóas are baseline) 2005: Tsiseb, Mashi, Puros, Marienfluss, Doro Inawas and Ehrirovipuka. 2006: Puros, Ehrirovipuka, Marienfluss and Uukwaluudhi 2007: Ehrirovipuka, Uukwaluudhi, Anabeb, Sesfontein, Omatendeka 2008: Ehrirovipuka, Uukwaluudhi, Anabeb, Sesfontein, Omatendeka, Sobbe, Balyerwa (Note: Anabeb, Sesfontein, Sobbe and Balyerwa will move into the category of self-financing on July 1, 2008 following conclusion of their current grant support).	2004	Baseline	4
	2005	6	6 (September)
	2006	8	4 (September)
	2007	10	5 (September)
	2008	12 (March)	7 (March)
3. Number of registered conservancies covering 1 – 49% of annual operational costs with conservancy generated income (Puros, Ehrirovipuka, Tsiseb and Sorri Sorris are baseline) 2005: Sorri Sorris, Anabeb, Sesfontein, Omatendeka 2006: Anabeb, Sesfontein, Omatendeka, Oskop, !Khub !Nuab, Ozonahi, Okamatapati, Oljituuo and African Wild Dog 2007: Oskop, !Khub !Nuab, Ozonahi, Okamatapati, Oljituuo, African Wild Dog and Orupembe 2008: Oskop, !Khub !Nuab, Ozonahi, Okamatapati, Oljituuo, African Wild Dog and Orupembe //Gamaseb, //Huab, N#a-jaqna, Muduva Nyangana, Uukolonkadhi Ruacana, Sheya Uushona, King Nehale, Impalilla	2004	Baseline	4
	2005	8	4 (September)
	2006	4	9 (September)
	2007	4	7 (September)
	2008	2 (March)	15 (May)
Comments: The targets for this indicator require revision as they do not cater for conservancies moving up the scale of covering their own costs. During 2007/08 a greater number of conservancies are contributing to their running costs and more conservancies are covering more of their costs with own income.			

USAID/Namibia Objective: SO7	Improved Rural Livelihoods Through Sustainable Integrated natural Resources Management		
Intermediate Result name IR#7.1:	Strengthened Institutional Capacity (strengthened Management and Technical Capacity of MET, Service Providers, and Conservancies)		
Result 7.1.3	Conservancies with business management plans increased		
Indicator 1:	Number of conservancies implementing formal business management plans		
Unit of measure:	Number of business plans (Annually)		
Baseline 2004: 0			
Source: Approved business plans, Conservancy audits;	Year	Target	Actual
Indicator description: The number of conservancies who can demonstrate a clear plan for the development and management of their income generating activities. This will assist conservancies to provide information to their members as well as assist in the co-ordination of support from service providers.	2005	4	0 (September)
	2006	9	0 (September)
	2007	8	9 (September)
	2008	15 (March)	21 (May)
Comments: 2007: Draft Sustainability Plans developed with 21 Conservancies: Torra, #Khoadi – //Hôas , Ehrovipuka, Omatendeka, Marienfluss, Puros, Sesfontein, Anabeb , N#a Jaqna, Kasika, Impalila, !khob Naub, //Gamaseb, George Mukoya, Muduva Nyangana, Joseph Mbangandu, Sheya Uushona, Uukolonkadhi Ruacana, //Huab, Doro Inawas, Sorri Sorris			

USAID/Namibia Objective: SO7	Improved Rural Livelihoods Through Sustainable Integrated Natural Resources Management		
Intermediate Result name IR#7.2:	Increased Economic growth (Economic Benefits and Household level impact are maximized)		
Result 7.2.1	Enterprises and income Generating activities increased		
Indicator 1:	Number of enterprises/income generating activities established		
Unit of measure:	Number of enterprises/activities (Annually)		
Baseline 2004: 68			
Source: National Enterprise database, State of Conservancy reports; Conservancy audits;	Year	Target	Actual
Indicator description: Cumulative total (number) of all program supported enterprises and income-generating activities including conservancy managed activities and enterprises (up market & mid market joint ventures, campsites, craft outlets, information centers, filming concessions, veld and forest products, trophy and premium hunting, shoot and sell, live game sale and own use quotas). This indicator also includes non - conservancy or non - affiliated community tourism and wildlife activities as well as non-wildlife and tourism activities in conservancies and program supported communities.	2005	109	101 (September)
	2006	136	133 (September)
	2007	148	153 (September)
	2008	171 (March)	180 (May)
Comments: This indicator will be a cumulative total of all data collected for indicators under Results 7.2.2, 7.2.3 and 7.2.4 2005: A total of 33 additional enterprises were operational in 2005 2006: A total of 32 additional enterprises were operational in 2006 2007: A total of 20 additional enterprises were operational in 2007 (September) 2008: A total of 27 additional enterprises were operational in 2008 (March)			

USAID/Namibia Objective: SO7	Improved Rural Livelihoods Through Sustainable Integrated Natural Resources Management		
Intermediate Result name IR#7.2:	Increased Economic growth (Economic Benefits and Household level impact are maximized)		
Result 7.2.2	Conservancy Managed income/benefit generating activities increased		
Indicator 1:	Number of conservancies with operational up-market lodge agreements		
Indicator 2:	Number of conservancies with operational mid-market lodge agreements		
Indicator 3:	Number of conservancy owned campsites		
Indicator 4:	Number of additional conservancy enterprise and activities		
Indicator 5:	Number of conservancies/CBOs receiving income from trophy hunting		
Indicator 6:	Number of conservancies practicing premium hunting		
Indicator 7:	Number of conservancies practicing shoot and sell		
Indicator 8:	Number of conservancies benefiting from live game sales		
Indicator 9:	Number of conservancies practicing own-use hunting		
Source: National Enterprise database, State of Conservancy reports; Conservancy audits;			
	Year	Target	Actual
1. Number of conservancies with operational up-market JV lodge agreements Baseline: Damaraland Camp, Susuwe Island Lodge, Twyfelfontein Country Lodge, Serra Kafema Lodge, Kunene Lodge 2005: Doro !Nawas Lodge 2006: Palmwag Concession – WSN, Puros - Okahirongo; Lianshulu, Balyerwa Conservancy, 2007 Kasika (Chobe Savannah) 2008: Kings Den (,Kaiska) Under negotiation/development: Nyae Nyae, Ichingo, Kings Den, Red Mountain, Etendeka, Impalila Island, Ntwala - Impalila,, Kuidas Camp - Torra	2004	Baseline	5
	2005	12	6 (September)
	2006	15	9 (September)
	2007	12	10 (September)
	2008	12 (March)	11 (March)
2. Number of conservancies with operational mid market lodge agreements. Baseline: Camp Synchro, Brandberg White Lady Lodge, Mazambala Island Lodge. 2005: Grootberg Lodge, 2007: Kunene River Lodge, Namushasha Under negotiation: Fort Sesfontein, Loxondata Lodge, Tsuchub Camp, Camp Aussicht, Camp Kwandu, Izwi Lodge, Uukwaluudhi, Epupa (2)	2004	Baseline	3
	2005	5	4 (September)
	2006	7	4 (September)
	2007	8	6 (September)
	2008	8 (March)	6 (March)
3. Number of conservancy owned campsites. Baseline: Salambala, Bum Hill, Kubunyana, Nambwa, Khoadi Hôas (Hoada) , Puros, Okarohombo, Makuri, Djokwe, 2005: Granietkop, SRT Tsiseb, N/goabaca 2006: Khowareb, Granietkop 2007: Ongongo Under negotiation/development: Orupembe, Sesfontein	2004	Baseline	9
	2005	11	12 (September)
	2006	14	14 (September)
	2007	15	15 (September)
	2008	16 (March)	15 (May)

4. Number of additional conservancy enterprises and activities (information centres, craft outlets, forest and veld products, cultural tourism and filming concessions) Baseline: Filming concession – Nyae Nyae, Tsiseb Information Centre, Puros Traditional Village 2005: Bottle opener manufacture (Tsiseb), sale of skins (Tsiseb, Torra) 2007: Puros Film contract;	2004	Baseline	3
	2005	4	6 (September)
	2006	7	6 (September)
	2007	9	7 (September)
	2008	8 (March)	7 (May)
5. Number of conservancies/CBOs receiving income from trophy hunting Baseline: Nyae Nyae, Salambala, Torra, Khoadi //Hôas, Ehrovipuka, Doro Inawas, Kwandu, Mayuni, Wuparo, Mashi, Omatendeka, Tsiseb 2005: Puros, Uukwaluudhi, Kasika, N#a-jaqna 2006: Anabeb and Sesfontein, //Huab and Sorri Sorris, George Mukoya, Muduva Nyangana, Orupembe, Kyaramacan Association, 2007: Ozondundu, Okangundumba, Sobbe,, Balyerwa, Otjimboyo, 2008: Ruacana Uukolonkadhi, Marienfluss, , Sanitatas Under negotiation:, Sheya Uushona,	2004	Baseline	12
	2005	15	16 (September)
	2006	18	24 (September)
	2007	19	29 (September)
	2008	30 (March)	32 (May)
6. Number of conservancies practicing premium hunting Baseline: Orupembe 2005: Puros, 2006: Orupembe, Puros, 2008: Doro Inawas, Tsiseb Under Negotiation: Torra, // Huab	2004	Baseline	1
	2005	2	2 (September)
	2006	4	2 (September)
	2007	3	2 (September)
	2008	3 (March)	4 (May)
7. Number of conservancies practicing shoot and sell Baseline: Tsiseb 2005: Otjimboyo, Doro Inawas, Sorri Sorris, //Gamaseb 2006: Torra, Ehrovipuka, Khoadi – Hôas, 2007: Nyae, Nyae, Puros, Sesfontein, Anabeb, Orupembe, !Khub !Naub 2008: Omatendeka, Uukwaluudhi	2004	Baseline	1
	2005	2	5 (September)
	2006	2	8 (September)
	2007	3	14 (September)
	2008	14 (March)	16 (May)
8. Number of conservancies benefiting from live game sales Baseline: Torra 2007: Torra (September) Under development: Nyae Nyae (buffalo), Salambala,	2004	Baseline	1
	2005	1	1 (September)
	2006	2	1 (September)
	2007	3	1 (September)
	2008	3 (March)	1 (May)
9. Number of conservancies practicing own use hunting Baseline: Nyae Nyae, Torra, Khoadi //Hôas, Puros, Ehrovipuka, Sorri Sorris, Omatendeka, Orupembe, Anabeb, Sesfontein, Okangundumba, Tsiseb 2005: Salambala, Kwandu, Mayuni, Mashi, Wuparo, Otjimboyo, Uukwaluudhi, //Gamaseb 2006: N#a-jaqna, Kasika, Huab, Sanitatas, Marienfluss, Doro !nawas, Ozondundu, Oskop, !Khub !Naub, !Gawachab 2008: Ruacana – Uukolonkadhi, Sheya Uushona, King Nehale //Gangu, Balyerwa, Sobbe	2004	Baseline	12
	2005	23	20 (September)
	2006	27	30 (September)
	2007	33	30 (September)
	2008	34 (March)	36 (May)
Comments:	2004	28	28
	2005	75	71
	2006	96	98
	2007	108	114
	2008	128	128

USAID/Namibia Objective: SO7	Improved Rural Livelihoods Through Sustainable Integrated Natural Resources Management		
Intermediate Result name IR#7.2:	Increased Economic growth (Economic Benefits and Household level impact are maximized)		
Result 7.2.3	Non registered conservancy or non-affiliated community tourism and wildlife income generating activities increased		
Indicator 1:	Number of non conservancy or non affiliated community based tourism and wildlife enterprises and activities		
Unit of measure: Number of enterprises/activities (Semi -annually)			
Baseline 2004: 22			
Source: National Enterprise database, State of Conservancy reports; Conservancy audits;	Year	Target	Actual
Indicator description: The number of non-conservancy or non-affiliated program supported community based tourism and wildlife enterprises and activities. This includes enterprises found within conservancies that are not conservancy owned such as tyre repair centers, individual craft activities etc	2005	28	23 (September)
	2006	31	23 (September)
	2007	25	23 (September)
	2008	26 (March)	23 (May)
Comments: Baseline: Aba Huab, Khowarib, Kunene Village Restcamp, N//goabaca, Omatako Valley, Ongongo, Spitzkoppe, Brukaros, Oljihauriro, Elephant song, Caprivi Arts centre, Daureb crafts, Brandberg Mountain Guides, Kaoko Info centre, Lizauli TV, Mashi crafts, Nakambale Museum, Petrified Forest Guides, Warmbad, Garies, Tsandi Traditional Homestead, Face to Face tours During 2005: Ombalantu Baobab			

USAID/Namibia Objective: SO7	Improved Rural Livelihoods Through Sustainable Integrated Natural Resources Management		
Intermediate Result name IR#7.2:	Increased Economic growth (Economic Benefits and Household level impact are maximized)		
Result 7.2.4	Non wildlife and tourism livelihood activities diversified in target communities/conservancies		
Indicator 1:	Number of different types of non wildlife and tourism micro, small, and medium enterprises, JV's and livelihood activities supported in target communities/conservancies		
Unit of measure:	Number of enterprises/activities (Semi -annually)		
Baseline 2004: 2			
Source: National Enterprise database, State of Conservancy reports: Conservancy audits;	Year	Target	Actual
Indicator description: Number of different types of non wildlife and tourism micro, small, and medium enterprises, JV's and livelihood activities supported in target communities/conservancies. This includes activities/enterprises such as conservation farming, veld and forest products (hoodia , devils claw, and melon seed), micro-credit, thatch sales, small scale fish farming and range management. Baseline: Thatch grass sales in Caprivi & Kavango 2005: Thatch in Caprivi and Kavango, <i>Hoodia</i> cultivation in Ozondundu, <i>Commiphora</i> in Orupembe and Sanitatas, melon seed in King Nehale 2006: Chili pepper sales: Salambala (2), Kwandu, Kyaramacan Trust; maize sales 2007: <i>Commiphora</i> in Puros, Marienfluss, Otuzemba, Sheya Uushona Mopane worms, Sesfontein Mopane Seed oil (Pilot) 2008: Devils Claw in Nyae Nyae and N#a jaqna, six fish ponds in Caprivi, four poultry enterprises in Caprivi, and one Savings & Credit Cooperative in Caprivi	2005	6	6 (September)
	2006	9	11 (September)
	2007	15	16 (September)
	2008	17 (March)	29 (May)
Comments:			

USAID/Namibia Objective: SO7	Improved Rural Livelihoods Through Sustainable Integrated Natural Resources Management		
Intermediate Result name IR#7.2:	Increased Economic growth (Economic Benefits and Household level impact are maximized)		
Result 7.2.5	Jobs created through CBNRM related activities increased		
Indicator 1:	Number of jobs created by CBNRM-related activities in target communities/conservancies		
Unit of measure:	Number of Jobs disaggregated as full time (FT) or part time (PT) (Annually)		
Baseline 2004: FT = 547; PT = 3250			
Source: National Enterprise database, State of Conservancy reports: Conservancy audits;	Year	Target	Actual
Indicator description: The number of jobs created by CBNRM related activities in target communities/conservancies. This will include jobs created through wildlife and tourism enterprises (JV's, campsites, crafts, hunting operations) as well as conservancy self financed jobs (Game Guards, Field Officers, Community Resource Monitors, managers) and jobs created through non-wildlife and tourism livelihood activities in target areas.	2005	FT = 574 PT = 3412	FT = 682 PT = 5,155
	2006	FT = 603 PT = 3583	FT = 794 PT = 5101
	2007	FT = 830 PT = 5200	FT = 946 PT = 6227
	2008	FT = 830 PT = 5200 (March)	FT = 946 PT = 6227 (May)
Comments: Data on CBNRM benefits is gathered annually and is gathered to cover a calendar year (1 January, to 30 December) as captured in the State of Conservancy report. The current data set (March 2008) is for January to December 2007. 2006: Part time jobs declines in 2006 as a number of jobs created during the construction of the Puros, Khoadi //Hôas and Doro Inawas lodges came to an end 2008: Part time jobs show a considerable increase in 2007/2008 due to increase in thatch grass sellers and <i>Commiphora</i> resin and devil's claw harvesters			

USAID/Namibia Objective: SO7	Improved Rural Livelihoods Through Sustainable Integrated Natural Resources Management		
Intermediate Result name IR#7.3:	Improved Governance (Improved Natural Resources Policy and Governance)		
Result 7.3.1	Conservancies practicing improved governance in a transparent and accountable manner increased		
Indicator 1:	Number of Management Plan Frameworks Implemented		
Indicator 2:	Number of conservancies with positive governance audits		
Unit of measure:	1: Number of Management Plan Frameworks in place (Annually) 2: Number of Conservancies with score of 50% or higher on governance audits (Annually)		
Source: Conservancy audits;	Year	Target	Actual
Indicator description: 1. Number of conservancies that have been through the process of establishing and implementing their Management Plan Frameworks. The Management Plan Framework is a tool developed by the Institutional Development Working group to guide conservancies with strategic planning, management plan compilation and monitoring and evaluation. Some groups have adapted this tool to suit local conditions and are also included under this indicator. Baseline includes: Tsiseb, Kasika, Impalila, Mayuni, Kwandu, Wuparo, Salambala, Kyaramacan Trust, Sorri Sorris, Ehrovipuka, Nyae Nyae, Ozonahi, Okomatapati, African Wild Dog, Ojituuo, King Nehale, Sheya Shuushona, Uukwaluudhi, Uukolonkadhi, Oskop, //Gamaseb, // Khob Naub 2005: Anabeb, Joseph Mbambangandu, George Mukoya, Muduva Nyangana and Shamungwa, //Huab, Doro !nawas, /Audi, Ojimboyo 2006: Puros, Marienfluss, Omatendeka, Sesfontein, 2007: Sobbe, Balyerwa Malengalenga, Sikunga, Mulisi, Orupembe, Sanitatas, Okangundumba, Ozondundu 2008: Orupupa	2004	Baseline	22
	2005	5	31 (September)
	2006	12	35 (September)
	2007	37	44 (September)
	2008	39 (March)	45 (May)
Indicator description: 2. Number of conservancies that score 50% or more on their annual Institutional/governance audit each year. Comment: Work was begun in 2007 to pilot a system that provides ongoing monitoring and be evaluated annually in 18 Caprivi conservancies. However, as of project closure, the governance audits had been delayed and were not scheduled for initiation until early 2009.	2004	Baseline	0
	2005	4	0
	2006	12	0
	2007	20	0
	2008	30 (March)	0 (May)

USAID/Namibia Objective: S07	Improved Rural Livelihoods Through Sustainable Integrated Natural Resources Management		
Intermediate Result name IR#7.3:	Improved Governance (Improved Natural Resources Policy and Governance)		
Result 7.3.2	Recognition of conservancy rights by regional and national government increased		
Indicator 1:	Number of conservancy management plans lodged with Regional Land Boards		
Unit of measure:	Number of plans formally submitted to Regional Land Boards (Semi-annually)		
Source: Conservancy audits/Support agency reports;			
Baseline: 0			
Indicator description: Number of conservancies that have formally presented and lodged their Management Plans (or a summary document) with their respective Regional Land Boards.	Year	Target	Actual
	2005	5	16 (September)
	2006	12	17 (September)
	2007	22	24 (September)
	2008	28 (March)	29 (May)
Comments: 2005 plans submitted by: Ehrovipuka Omatendeka Orupembe Sanitatas Marienfluss Puros Torra Mayuni Kwandu Mashi Salambala Wuparo Kasika Impalila Tsiseb N#Jaqna 2006: Uukwaluudhi 2007: Nyae Nyae; #Khoadi – //Hóas; Uibasen, Okamatapati, Ozonahi, African Wild Dog, Otjituuu 2008: Doro Inawas, Ruacana - Uukolonkadhi, Sheya Uushona, Sobbe, Balyerwa			

USAID/Namibia Objective: S07	Improved Rural Livelihoods Through Sustainable Integrated Natural Resources Management																																																																																																														
Int Result name IR#7.3:	Improved Governance (Improved Natural Resources Policy and Governance)																																																																																																														
Result 7.3.3	Conservancies in which women play an influential role in conservancy decision-making and management increased																																																																																																														
Indicator 1:	Number of conservancies with committees composed of 25% or more of women																																																																																																														
Unit of measure:	Number of conservancies (Annually)																																																																																																														
Source:	Conservancy audits																																																																																																														
Baseline:	22																																																																																																														
Indicator description: A meaningful proportion of women serving on management committees is considered important to developing conservancy management committees that are <i>representative</i> of resident populations, a requirement of Namibia's conservancy registration process. In particular, the LIFE Plus Project will encourage greater participation of women on conservancy management committees, and will help to ensure that the needs of female-headed households are considered by conservancies in the development of benefits distribution plans.																																																																																																															
Of the 50 conservancies for which information is available, there are 680 management committee members, of which 249 are female. This means that 37% of committee members are female																																																																																																															
<table border="1"> <thead> <tr> <th>Name</th> <th>Percentage</th> <th>Name</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Nyae Nyae</td><td>24%</td><td>Sesfontein</td><td>22%</td></tr> <tr><td>Salambala</td><td>61%</td><td>Okangundumba</td><td>18%</td></tr> <tr><td>Torra</td><td>14%</td><td>N#a -Jaqna</td><td>33%</td></tr> <tr><td>≠ Khoadi - //Hôas</td><td>18%</td><td>Ozondundu</td><td>33%</td></tr> <tr><td>Twyfelfontein-Uibasen</td><td>44%</td><td>Joseph Mbambangandu</td><td>40%</td></tr> <tr><td>Doro !Nawas</td><td>29%</td><td>≠Gaingu</td><td>38%</td></tr> <tr><td>Kwandu</td><td>17%</td><td>!Gawachab</td><td>43%</td></tr> <tr><td>Mayuni</td><td>23%</td><td>George Mukoya</td><td>40%</td></tr> <tr><td>Wuparo</td><td>33%</td><td>Muduva Nyangana</td><td>30%</td></tr> <tr><td>Puros</td><td>15%</td><td>Shamungwa</td><td>40%</td></tr> <tr><td>Tsiseb</td><td>57%</td><td>Uukolonkadhi/Ruacana</td><td>52%</td></tr> <tr><td>Ehrovipuka</td><td>0%</td><td>Okomatapati</td><td>50%</td></tr> <tr><td>Marienfluss</td><td>33%</td><td>Ozonahi</td><td>25%</td></tr> <tr><td>Oskop</td><td>33%</td><td>African Wild Dog</td><td>47%</td></tr> <tr><td>Sorri-Sorris</td><td>33%</td><td>Otjituuo</td><td>44%</td></tr> <tr><td>Mashi</td><td>14%</td><td>Sheya Shuushona</td><td>57%</td></tr> <tr><td>Uukwaluudhi</td><td>17%</td><td>King Nehale</td><td>67%</td></tr> <tr><td>Omatendeka</td><td>14%</td><td>Kasika</td><td>18%</td></tr> <tr><td>Ojimboyo</td><td>67%</td><td>Impalila</td><td>56%</td></tr> <tr><td>!Khob !Naub</td><td>36%</td><td>Sobbe</td><td>50%</td></tr> <tr><td>//Gamaseb</td><td>33%</td><td>Kunene River</td><td>38%</td></tr> <tr><td>//Huab</td><td>31%</td><td>//Audi</td><td>43%</td></tr> <tr><td>Orupembe</td><td>33%</td><td>Ohungu</td><td>38%</td></tr> <tr><td>Sanitatas</td><td>25%</td><td>Ondjou</td><td>36%</td></tr> <tr><td>Anabeb</td><td>14%</td><td>Balyerwa</td><td>38%</td></tr> <tr><td></td><td></td><td></td><td>37%</td></tr> </tbody> </table>				Name	Percentage	Name	Percentage	Nyae Nyae	24%	Sesfontein	22%	Salambala	61%	Okangundumba	18%	Torra	14%	N#a -Jaqna	33%	≠ Khoadi - //Hôas	18%	Ozondundu	33%	Twyfelfontein-Uibasen	44%	Joseph Mbambangandu	40%	Doro !Nawas	29%	≠Gaingu	38%	Kwandu	17%	!Gawachab	43%	Mayuni	23%	George Mukoya	40%	Wuparo	33%	Muduva Nyangana	30%	Puros	15%	Shamungwa	40%	Tsiseb	57%	Uukolonkadhi/Ruacana	52%	Ehrovipuka	0%	Okomatapati	50%	Marienfluss	33%	Ozonahi	25%	Oskop	33%	African Wild Dog	47%	Sorri-Sorris	33%	Otjituuo	44%	Mashi	14%	Sheya Shuushona	57%	Uukwaluudhi	17%	King Nehale	67%	Omatendeka	14%	Kasika	18%	Ojimboyo	67%	Impalila	56%	!Khob !Naub	36%	Sobbe	50%	//Gamaseb	33%	Kunene River	38%	//Huab	31%	//Audi	43%	Orupembe	33%	Ohungu	38%	Sanitatas	25%	Ondjou	36%	Anabeb	14%	Balyerwa	38%				37%
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	Comment: Due to re-election of committees every 3 to 4 years the proportion of women may fluctuate slightly but is continuing to show an upward trend																																																																																																														

USAID/Namibia Objective: S07	Improved Rural Livelihoods Through Sustainable Integrated Natural Resources Management		
Intermediate Result name IR#7.3:	Improved Governance (Improved Natural Resources Policy and Governance)		
Result 7.3.4	Supportive legislation and policies strengthened for conservancies and other natural resource CBOs		
Indicator 1:	Number of acts and policies that are strengthened to provide recognition and support for group rights over natural resources management		
Unit of measure:	Number of acts/policies strengthened (Semi-annually)		
Source: Policy log;			
Baseline: 12			
Indicator description: The number of pieces of existing or new legislation or policies that are reviewed and revised in ways which strengthen the recognition or rights of conservancies or related CBOs over natural resources and their use. This includes policy and legislation related to the following areas: parks & neighbors; community-based tourism; forestry; range management; land tenure; local government and other policies in support of CBNRM. 2005: New Quota Setting Policy in place 2006: Tourism Concession Policy Legislation review pending includes: Parks & Wildlife Act (05) Quota Setting Policy (05) Communal Lands Act (05) Tourism Policy (06) Tourism Act (06)	Year	Target	Actual
	2005	15	13 (September)
	2006	17	14 (September)
	2007	17	14 (September)
	2008	17 (March)	14 (May)
Comments:			

USAID/Namibia Objective: S07	Improved Rural Livelihoods Through Sustainable Integrated Natural Resources Management		
Intermediate Result name IR#7.4:	Enhanced recovery and sustainability of natural resources (CBNRM expands beyond wildlife to an integrated natural resource management approach)		
Result 7.4.1	Area encompassed by registered conservancies increased		
Indicator 1:	Number of square kilometers covered by gazetted conservancies		
Unit of measure:	Area in square kilometers (Semi-annually)		
Source: MET database; conservancy registration documents			
Baseline: 78,708 km ²			
Indicator description: The number of Square kilometers of land of all registered conservancies	Year	Target	Actual
Nyae Nyae 9,003 Okomatapati 3,096 Salambala 930 Ozonahi 3,204 Torra 3,522 African Wild Dog 3,824	2005	103,000	105,055 (September)
≠ Khoadi - //Hóas 3,366 Otjituuo 6,132 Twyfelfontein-Uibasen 286 Sheya Shuushona 5,304 Doro !Nawas 4,073 King Nehale 508	2006	118,000	105,276 (September)
Kwandu 190 Kasika 147 Mayuni 151 Impalila 73 Wuparo 148 Sobbe 404	2007	123,000	118,704 (September)
Puros 3,568 Kunene River 2,764 Tsiseb 8,083 //Audi 335 Ehrovipuka 1,975 Ohungu 1,211 Marienfluss 3,034 Ondjou 8,729 Oskop 95 Balyerwa 223 Sorri-Sorris 2,290 !Han /Awab 1,923 Mashi 297 Ovitoto 625	2008	130,000 (March)	122,318 (May)
Uukwaluudhi 1,437 TOTAL: 122,318 Omatendeka 1,619 Otjimboyo 448 !Khob !Naub 2,747 //Gamaseb 1,748 //Huab 1,817 Orupembe 3,565 Sanitatas 1,446 Anabeb 1,570 Sesfontein 2,591 Okangundumba 1,131 N#a -Jaqna 9,120 Ozondundu 745 Joseph Mbambangandu 36 ≠Gaingu 7,677 !Gawachab 132 George Mukoya 486 Muduva Nyangana 615 Shamungwa 53 Uukolonkadhi 2,993			

USAID/Namibia Objective: SO7	Improved Rural Livelihoods Through Sustainable Integrated Natural Resources Management		
Intermediate Result name IR#7.4:	Enhanced recovery and sustainability of natural resources (CBNRM expands beyond wildlife to an integrated natural resource management approach)		
Result 7.4.2	Communal Area conservancies registered increased		
Indicator 1:	Number of communal area conservancies gazetted by the Government of Namibia		
Unit of measure:	Number of registered conservancies (Semi-annually)		
Source:	Government Gazette/ MET database;		
Baseline:	31		
Indicator description:			
<p>Number of registered conservancies:</p> <p>Note: As of September 30, 2004 a total of 31 conservancies had been registered with MET.</p> <p>2005: By September 2005 a further 11 were gazetted. A further four still await registration after a delay of at least 18 months. An additional 30- 45 communal area conservancies are currently under development.</p> <p>2006: A total of 10 additional conservancies are pending registration at the time of this report.</p> <p>2007: In October 2006 a further 6 conservancies were registered. At least 10 additional conservancies have submitted applications and await to be gazetted.</p>	Year	Target	Actual
	2005	47	42 (September)
	2006	55	44 (September)
	2007	55	50 (September)
	2008	55 (March)	52 (May)
Gazetted Conservancies:			
<p>Baseline: Nyae Nyae Salambala Torra #Khoadi/Hoas Twyfelfontein/Uibasen Doro Inawas Kwandu Mayuni Wuparo Puros Tsiseb Ehrirovipuka Marienfluss Oskop Sorri - Sorris Mashi Uukwaluudhi Omatendeka Oljimboyo !Khub !Naub (Kalk Plateau)</p>	<p>//Gamaseb //Huab Orupembe Sanitalas Anabeb Sesfontein Okangundudumba N#a Jaqna Ozondundu #Gaingu Joseph Mbambangandu</p> <p>2005: !Gawachab George Mukoya Muduva Nyangana Shamungwa Uukolonkadhi/Ruacana Okomatapati Ozonahi African Wild Dog Otjituuu Sheya Shuushona King Nehale</p>	<p>2006: Impallila Kasika Sobbe Kunene River: //Audi Ohungu Ondjou Balyerwa</p> <p>2008: !Han/Awab Ovitoto</p> <p>Pending: Orupupa Okongoro Otuzemba Malengalenga Sikunga, Mulisi Bamumu</p>	

USAID/Namibia Objective: SO7	Improved Rural Livelihoods Through Sustainable Integrated Natural Resources Management		
Intermediate Result name IR#7.4:	Enhanced recovery and sustainability of natural resources (CBNRM expands beyond wildlife to an integrated natural resource management approach)		
Result 7.4.3	Area managed under integrated community management increased		
Indicator 1:	Number of kilometers (square) included within conservancies an other CBOs that are managing their natural resources in an integrated manner		
Unit of measure:	Area in kilometers (sq) (Semi-annually)		
Source: Conservancy management plans			
Baseline: 4,500 km ²			
Indicator description: Area of land within conservancies or other related CBOs which fall within a regime of integrated management i.e. a management that incorporates more than one resource. The 2004 baseline is made up of #Khoadi - //Hóas, Kwandu and Salambala. This indicator relates to SO #7 results 3 "Conservancies/CBOs implementing integrated natural resource management plans increased" and reflects the related area of land under integrated management. 2005: Areas of #Khoadi - //Hóas, Kwandu, Salambala, Mayuni and Mashi 2006: Okomatapati, Ozonahi, Otjituuu, African Wild Dog 2007: The Huab and N#Jaqna conservancies are now integrating conservancy and community forest management plans and procedures together. Initial work begun on Wuparo and Balyerwa as part of Mudumu South Complex	Year	Target	Actual
	2005	12,695	4,934 (September)
	2006	17,773	21,191 (September)
	2007	22,851	21,191 (September)
	2008	27,929 (March)	32,128 (May)
Comments:			