

Conservation Partnerships for Sustainability in Southern Africa (COPASSA)

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Performance Monitoring Report: October 1, 2011 – September 30, 2012

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COPASSA PROJECT PROGRESS AGAINST STRATEGIC OBJECTIVES AND INTERMEDIATE RESULTS:

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

- Ten results were either achieved or exceeded;
- Three results were mostly achieved;
- Two results were not achieved.

In summary, the COPASSA Project mostly achieved or exceeded 13 of the 15 results, while two results were not achieved.

The following section summarizes specific progress that was achieved against the results for each SO and IR followed by a presentation of results in indicator tables.

STRATEGIC OBJECTIVES (SO):

SO 1: *To incubate innovative new partnerships with relevant public and private entities that will accelerate success and secure sustainable conservation of community-managed resources and biodiversity in Namibia and other countries of Southern Africa*

Result: Sustainable conservation of community-managed resources and biodiversity secured in targeted countries of Southern Africa

The COPASSA target for this result was eight countries that maintained or strengthened their community conservation programs. The target was achieved as Tanzania was added to the baseline of seven countries that maintained their community conservation programs.

SO 2: *To strengthen local and regional capacity to consolidate, accrue, share and apply lessons learned on CBNRM and biodiversity programming.*

Result: Lessons learned on CBNRM and biodiversity programming consolidated, accrued, shared and applied in targeted countries of Southern Africa

The target for this result was six countries applying new lessons learned on CBNRM and biodiversity programming. The target was mostly achieved with five countries (Botswana, Malawi, Mozambique, Zambia and Zimbabwe) applying new lessons/approaches including MOMS and community private sector partnership arrangements.

INTERMEDIATE RESULTS (IR):

IR-1: A strong transnational network of public, private, and civil society partners is strengthened and able to implement sustainable CBNRM using best practices:

IR1.1: Increased participation at Regional CBNRM Forum

The project has achieved its revised target for this result - eight countries participating in the Regional CBNRM Forum.

The other project target for this result was 50 participants (including 15 women) attending the Regional CBNRM Forum meeting. This was mostly achieved as 49 participants (including 16 women) attended the meeting in November 2011.

IR1.2: Increased collaboration and sharing of experiences amongst key stakeholders around the Caprivi CBNRM Node

One of the project targets for this result was four cross border exchange visits in the Caprivi CBNRM node. This was fully achieved as five exchange visits were undertaken.

As a part of these visits, a total of 25 people, including eight women, were to participate. The result achieved was 99 participants, including 17 women.

The third project target for this result was 10 complementary CBNRM interventions introduced into the Caprivi CBNRM node. This target has been achieved. The following CBNRM best practices were shared and adopted between the Silwana Complex in SW Zambia and Caprivi in Namibia: i) MOMS; ii) Human Wildlife Conflict management through land-use planning and zoning for wildlife dispersal areas (previously referred to as wildlife corridors), as well as the use of chilli plantations and bombs¹ as deterrents; iii) strengthened governance through participatory planning and decision-making, i.e. 25 Village Action Groups (VAGs) formed and trained; iv) honey production initiated in the project area; v) fire management systems introduced to VAGs; vi) the use of experienced Caprivi conservancy members and staff to train VAGs in Zambia; and vii) women's public speaking training to promote the involvement of women in their VAGs; viii) sustainable harvesting, monitoring and marketing of devil's claw; ix) local ownership strengthened through appointment of development facilitators almost entirely from the project area; x) conservation agriculture.

IR1.3: Regional conservancy associations in Namibia strengthened

The target for this result was five training courses held for regional conservancy associations. The result was not achieved, as only two Advocacy and Constitutions training workshops were offered to the Kavango Regional Conservancy and Community Forestry Association and the Caprivi Regional Conservancy and Community Forestry Association.

¹ Chilli bomb: mixture of elephant dung and chilli that is burned to scare away elephants from crop fields.

IR-2: New partnerships developed and new resources leveraged to support sustainable CBNRM in areas of resource management, tourism, hunting and/or natural products:

IR2.1: CBNRM support mechanisms secured as a pilot model for Southern Africa

The project target for this result was the CBNRM Sustainability Strategy for Namibia completed. This has been achieved, with the final Strategy presented at the stakeholders meeting in May 2012.

The other target for this result was the completion of the Sustainable Financing Strategy for Namibia. This has been achieved, as the final Sustainable Financing Strategy was presented as part of the CBNRM Sustainability Strategy at the same stakeholders meeting in May 2012.

IR2.2: Transboundary relationships between conservation CBOs surrounding Caprivi developed, maintained and fostered

The project has achieved its revised target for this result - five transboundary forums between conservation CBOs maintained and / or strengthened.

IR2.3: CBO / Private Sector partnerships expanded and fostered regionally

The target for this result was 85 CBO/Private sector partnerships supported. This target was exceeded as 97 partnerships were supported.

IR2.4: Enhanced CBO leadership capacity

The target for this result was five training modules on CBO leadership development introduced in at least two target countries. This target is yet to be achieved.

IR-3: Active learning process fostered that supports continual updating of state-of-the-art CBNRM knowledge through capturing, documenting and applying of lessons in ways that inform decision making and practice within Namibia and other Southern African countries:

IR3.1: Regional CBNRM stocktaking undertaken

The project target for this result was six countries with CBNRM profiles in place. This target was already achieved in FY11, with profiles in place for Zimbabwe, Zambia, Malawi, Namibia, Mozambique and Botswana. During FY12, the COPASSA project collaborated with the WWF Coastal East Africa Initiative to support a similar CBNRM stocktaking exercise for Tanzania.

IR3.2: Enhanced gender equity through CBNRM

The target for this result was three countries undertaking gender assessments. This target has been achieved as the impacts of CBNRM on gender were assessed in Botswana, Malawi, Namibia and Zimbabwe.

IR3.3: CBO governance performance-based MOMS developed and promoted

The target for this result was seven countries with CBO governance MOMS developed and used. This target was mostly achieved, as all the countries implementing MOMS, i.e. Botswana, Malawi, Mozambique, Namibia, Zambia and Zimbabwe, have integrated governance aspects into their monitoring systems. MOMS is yet to be introduced in Tanzania.

IR3.4: Regional knowledge management mechanism / process developed

The project has achieved its revised target - a regional knowledge management mechanism in place.

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

IR4.1: CBNRM Policy environment strengthened in target countries

The project target for this result was three countries with communication strategies. This result was mostly achieved, as the project supported the development of a regional communication strategy; and Namibia has a communication strategy in place.

The other project target for this result was two countries with strengthened policies. The target for this indicator has been adjusted in accordance with the number of countries that have communication strategies in place. The result is one country (Namibia), where progress was made with the Ministry of Lands and Resettlement (MLR) on issues such as land tax and small scale livestock farms; and an enabling CBNRM Policy developed in 2012.

IR4.2: Viability of CBNRM enabling environments assessed

The target for this result was seven countries using the CBNRM Policy Index². This result has been achieved as seven countries are currently pilot testing the CBNRM Enabling Environment Framework.

² The CBNRM Enabling Environment Framework was formerly referred to as the Policy Index Tool.

Indicator Tables for COPASSA Project

October 2012

Project Strategic Object 1:	Incubate innovative new partnerships with relevant public and private entities that will accelerate success and secure sustainable conservation of community-managed resources and biodiversity in Namibia and other countries of Southern Africa.		
SO1 Result:	Sustainable conservation of community managed resources and biodiversity secured through innovative new partnerships with relevant public and private entities in Namibia and other countries of Southern Africa.		
Indicator:	Number of countries that maintained or strengthened their community conservation programs.		
Unit of measure: Number of countries (Annual)			
Baseline 2008:			
Botswana South Africa			
Malawi Zambia			
Mozambique Zimbabwe			
Namibia			
Source: Regional CBNRM Project reports; Country Profiles; Policy Index.	Year	Target	Actual
Indicator description: The number of countries that does not slide back on their legal provisions in support of CBNRM, but rather maintain or strengthen such legal provisions in support of CBNRM. Comments: The baseline covers the countries with CBNRM programs that participated in the regional CBNRM Forum in FY09. Tanzania has since joined the regional CBNRM Forum this year. The target for FY12 has been increased accordingly.	2009	7	7
	2010	7	7
	2011	7	7
	2012	8	8

Project Strategic Objective 2:	Strengthen local and regional capacity to consolidate, accrue, share and apply lessons learned on CBNRM and biodiversity programming.		
SO 2 Result:	Lessons learned on CBNRM and biodiversity programming consolidated, accrued, shared and applied in targeted countries of Southern Africa.		
Indicator:	Number of countries applying new CBNRM and biodiversity programming lessons learned		
Unit of measure: Number of countries (Annual)			
Baseline 2008: 0			
Source: Regional CBNRM project reports; COPASSA project reports	Year	Target	Actual
<p>Indicator description: The cumulative number of countries that introduce new activities, approaches, methodologies, etc. related to CBNRM governance, monitoring, livelihoods and /or natural resource base enhancement, etc. as a result of interacting with other countries through this or any of its sister projects.</p> <p>Comments: The original target for 2010 was adjusted from 4 to 5.</p> <p>Botswana, Malawi, Mozambique, Zambia and Zimbabwe have all adopted and institutionalized the MOMS system that was developed in Namibia. Two Zambian entrepreneurs who participated in a study tour to Namibia, focusing on community-private sector partnerships, have since successfully negotiated agreements with private sector partners in their respective areas. The anticipated expansion of the MOMS system into Tanzania during 2012 has been delayed to 2013.</p>	2009	2	5
	2010	5	5
	2011	6	5
	2012	6	5

Intermediate Result name IR.1:	A strong transnational network of public, private, and civil society partners is strengthened and able to implement sustainable CBNRM using best practices.				
Result 1.1:	Increased participation at Regional CBNRM Forum.				
Indicator 1:	Number of countries participating in Regional CBNRM Forum.				
Unit of measure: Number of countries(Annually)					
Baseline 2008: 7					
Botswana		South Africa			
Malawi		Zambia			
Mozambique		Zimbabwe			
Namibia					
Source: Regional CBNRM Forum reports	Year	Target		Actual	
Indicator description: The cumulative number of countries that participates in the Regional CBNRM Forum which is presently supported by the WWF SARPO Regional CBNRM Capacity Building Project. Comments: The COPASSA project intended to support the addition of Angola and Tanzania to this forum. The Tanzania Natural Resources Forum formally joined the regional CBNRM Forum in 2011. Engagement with Angola has been eliminated as a target (reflected in the change in target numbers from 9 to 8 between 2011 and 2012) due to lack of WWF/partner presence in Angola. Meanwhile, Kenya has been participating in the regional CBNRM Forum meetings since FY11.	2009	8		7	
	2010	9		7	
	2011	9		8	
	2012	8		8	
Intermediate Result name IR 1:	A strong transnational network of public, private, and civil society partners is strengthened and able to implement sustainable CBNRM using best practices				
Result 1.1:	Increased participation at Regional CBNRM Forum.				
Indicator 2:	Number of participants attending Regional CBNRM Forum.				
Unit of measure: Number of participants (Annually)					
Baseline (2008): 20					
Source: Regional CBNRM Forum reports	Year	Target		Actual	
Indicator description: The number of participants from member countries, attending the Regional Forum meeting on an annual basis. The total number of participants will be disaggregated by gender. Comments: The increased number of participants in the Regional Forum meeting in November 2010 is the result of Tanzania and Kenya's participation.		T³	F⁴	T	F
	2009	23	8	20	7
	2010	25	10	27	10
	2011	25	10	52	12
2012	50	15	49	16	

³T stands for total number of participants

⁴ F stands for female participants

Intermediate Result name IR1:	A strong transnational network of public, private, and civil society partners is strengthened and able to implement sustainable CBNRM using best practices				
Result 1.2	Increased collaboration and sharing of experiences amongst key stakeholders in the Caprivi CBNRM node.				
Indicator 1:	Number of cross border exchange visits in the Caprivi CBNRM node.				
Unit of measure: Number of visits (Annually)					
Baseline 2008: 0					
Source: CCCD Project reports, IRDNC reports for Caprivi/Namibia	Year	Target		Actual	
Indicator description: Yearly number of cross border exchange visits involving communities, traditional authorities, service providers, etc. in the Caprivi CBNRM Node. Comments: A total of 15 exchange visits over the four years was facilitated, involving VAG members, Barotse Royal Establishment Indunas (head men), WWF Zambia staff, ZAWA staff, IRDNC staff and conservancy representatives. Visits focused on chilli cropping for HWC mitigation, elephant behavior and ecology, conservation agriculture, devil's claw sustainable management and Caprivi conservancy successes and challenges.	2009	4		2	
	2010	4		2	
	2011	4		6	
	2012	4		5	
Intermediate Result name IR 1:	A strong transnational network of public, private, and civil society partners is strengthened and able to implement sustainable CBNRM using best practices				
Result 1.2	Increased collaboration and sharing of experiences amongst key stakeholders around the Caprivi CBNRM node.				
Indicator 2:	Number of participants in training and networking events				
Unit of measure: Number of participants (Annually)					
Baseline 2008: 0					
Source: CCCD Project reports	Year	Target		Actual	
Indicator description: The total number of participants in training and networking events within the Caprivi CBNRM Node, on an annual basis. This figure will be disaggregated by gender and country. Comments: The number of people participating in exchange visits during 2012 was exceptionally high. The devil's claw visit alone involved 24 Zambian participants; and Namibian farmers from four target conservancies in the Mudumu North and South Complex visited nearby Zambian farmers to learn about conservation agriculture.		T	F	T	F
	2009	10	4	8	1
	2010	15	5	11	2
	2011	20	7	38	6
	2012	25	8	99	17
Intermediate Result name IR 1:	A strong transnational network of public, private, and civil society partners is strengthened and able to implement sustainable CBNRM using best practices				
Result 1.2	Increased collaboration and sharing of experiences amongst key stakeholders around the Caprivi CBNRM node.				
Indicator 3:	Number of complementary CBNRM interventions introduced into the Caprivi CBNRM Node.				
Unit of measure: Number of interventions (Annually)					

Baseline 2008: 0			
Source: CCCD Project reports	Year	Target	Actual
<p>Indicator description: The cumulative number of CBNRM best practices adopted by Caprivi CBNRM Node countries (Botswana, Angola, Zambia), i.e. Community based natural resource monitoring and management systems (MOMS), community based human / wildlife mitigation strategies, etc.</p> <p>Comments: The following CBNRM best practices were adopted by the Silwana Complex in SW Zambia: i) MOMS; ii) Human Wildlife Conflict management through land-use planning and zoning for wildlife dispersal areas (previously referred to as wildlife corridors), as well as the use of chilli plantations and bombs⁵ as deterrents; iii) strengthened governance through participatory planning and decision-making, i.e. 25 Village Action Groups (VAGs) formed and trained; iv) honey production initiated in the project area; v) fire management systems introduced to VAGs; vi) the use of experienced Caprivi conservancy members and staff to train VAGs in Zambia; vii) women's public speaking training to promote the involvement of women in their VAGs; viii) sustainable harvesting, monitoring and marketing of devil's claw; ix) local ownership strengthened through appointment of development facilitators almost entirely from the project area; x) conservation agriculture.</p>	2009	2	0
	2010	5	3
	2011	7	7
	2012	10	10

⁵ Chilli bomb: mixture of elephant dung and chilli that is burned to scare away elephants from crop fields.

Intermediate Result name IR 1:	A strong transnational network of public, private, and civil society partners is strengthened and able to implement sustainable CBNRM using best practices		
Result 1.3	Regional Conservancy Associations in Namibia strengthened		
Indicator :	Number of training courses offered to regional conservancy associations in Namibia		
Unit of measure: Number of courses (Annually)			
Baseline 2008: 0			
Source: Training reports	Year	Target	Actual
Indicator description: Total number of training courses offered to regional conservancy associations in Namibia on an annual basis. This training will strengthen the cumulative power and voice such institutions may have on policy development, reform and other actions impacting CBNRM. Comments: Advocacy and constitutions training workshops were held for the Kavango Regional Conservancy and Community Forestry Association and the Caprivi Conservancy and Community Forestry Association in 2012.	2009	4	3
	2010	5	0
	2011	5	1
	2012	5	2

Intermediate Result name IR 2:	New partnerships developed and new resources leveraged to support sustainable CBNRM in areas of resource management, tourism, hunting and/or natural products		
Result 2.1	CBNRM support services secured as a pilot model for Southern Africa		
Indicator 1:	CBNRM Sustainability Strategy completed (and adopted) in Namibia		
Unit of measure: Product in place			
Baseline 2008: 0			
Source: NACSO Annual Report	Year	Target	Actual
Indicator description: The completion of a CBNRM Sustainability Strategy for Namibia, involving all key stakeholders, and building on previous discussions around this subject. Comments: The CBNRM Sustainability Strategy has been finalized and presented for adoption to stakeholders at a meeting in May 2012.	2009	1	0
	2010	1	1
	2011	1	1
Intermediate Result name IR 2:	New partnerships developed and new resources leveraged to support sustainable CBNRM in areas of resource management, tourism, hunting and / or natural products		
Result 2.1	CBNRM support services secured as a pilot model for Southern Africa		
Indicator 2:	Sustainable Financing Strategy in place		
Unit of measure: Product in place			
Baseline 2008: 0			
Source: NACSO Annual Report	Year	Target	Actual
Indicator description: A Sustainable Financing Strategy outlining how to implement the CBNRM Sustainability Strategy developed in year one, with particular emphasis on the establishment of actual financing mechanisms e.g. trusts, etc. Comments: The Sustainable Financing Strategy has been finalized and presented for adoption to stakeholders at a meeting in May 2012.	2009	0	0
	2010	1	1
	2011	1	1

Intermediate Result name IR 2:	New partnerships developed and new resources leveraged to support sustainable CBNRM in areas of resource management, tourism, hunting and / or natural products		
Result 2.2	Transboundary relationships between conservation CBOs surrounding Caprivi developed, maintained and fostered		
Indicator:	Number of transboundary relationships / forums between conservation CBOs surrounding Caprivi		
Unit of measure: Number of transboundary relationships / forums (Annually)			
Baseline 2008: 5 Kwandu Conservancy (Caprivi/Namibia) with Imusho Ward, Zambia Sikunga Conservancy (Caprivi/Namibia) with Inyambo Trust, Zambia Impalila and Kasika Conservancies (Caprivi/Namibia) with Sikuti Trust, Zambia Salambala Conservancy (Caprivi/Namibia) with Chobe Enclave Trust, Botswana Kyaramacan Trust (Bwabwata National Park/Namibia) with Teemachane Trust (Kuru family), Botswana			
Source: IRDNC Project Reports	Year	Target	Actual
Indicator description: Cumulative number of transboundary forums for Caprivi CBNRM Node countries where participants share CBNRM best practices, and undertake joint natural resource planning, monitoring and management activities. This will allow scaling up of effective CBNRM activities at a sub-regional level. Comment: The COPASSA project has been supporting five existing transboundary forums through IRDNC. The anticipated development of a new forum between SE Angola and the Kyaramacan Trust in Namibia has been delayed due to WWF's lack of presence in Angola.	2009	5	5
	2010	6	5
	2011	6	5
	2012	5	5

Intermediate Result name IR 2:	New partnerships developed and new resources leveraged to support sustainable CBNRM in areas of resource management, tourism, hunting and / or natural products		
Result 2.3	CBO / Private Sector partnerships expanded and fostered regionally		
Indicator:	Number of CBO / Private Sector partnerships supported and / or established		
Unit of measure: Number of partnerships (Annually)			
Baseline: 45 List: see attached as appendix 1 (showing name and type of enterprise, parties involved; new ones highlighted green)			
Source: State of Conservancy reports; Country Profiles	Year	Target	Actual
Indicator description: Cumulative number of business partnerships between CBOs and the private sector, inclusive of tourism lodges, hunting concessions, natural plant products. The baseline figure refers to the partnerships existing in Namibia only, whereas the targets for the following years are inclusive of other country business partnerships supported directly or indirectly through the COPASSA project Comments: As year one results far exceeded the target, targets for years two and three were increased accordingly. Again, year two results exceeded original year three targets, so targets for years three and four were adjusted accordingly.	2009	45	56
	2010	60	77
	2011	78	80
	2012	85	97

Intermediate Result name IR 2:	New partnerships developed and new resources leveraged to support sustainable CBNRM in areas of resource management, tourism, hunting and / or natural products				
Result 2.4	Enhanced CBO leadership capacity				
Indicator 1:	Number of training modules specifically targeting CBO leadership development introduced in at least 2 target countries				
Unit of measure: Number of training modules (Annually)					
Baseline 2008: 0					
Source: Regional CBNRM project reports	Year	Target		Actual	
Indicator description: Cumulative number of training modules targeting CBO leadership development in the areas of good governance, financial planning and management, natural resource planning and management, etc. introduced in at least 2 target countries. Comment: The modules have been developed, but yet to be introduced in Southern Africa CBNRM Forum (SACF) member countries in.	2009	3		0	
	2010	5		0	
	2011	5		0	
	2012	5		0	
Intermediate Result name IR 2:	New partnerships developed and new resources leveraged to support sustainable CBNRM in areas of resource management, tourism, hunting and / or natural products				
Result 2.4	Enhanced CBO leadership capacity				
Indicator 2:	Number of trainees				
Unit of measure: Number of trainees (Annually)					
Baseline 2008: 0					
Source: Regional CBNRM Project reports	Year	Target		Actual	
Indicator description: Cumulative number of trainees participating in CBO leadership courses. The total number of trainees will be disaggregated by gender and country. Comments: These courses are yet to be offered.		T	F	T	F
	2009	45	15	0	0
	2010	75	25	0	0
	2011	50	15	0	0
	2012	50	15	0	0

Intermediate Result name IR 3:	Active learning process fostered that supports continual updating of state-of-the-art CBNRM knowledge through capturing, documenting and applying of lessons in ways that inform decision making and practice within Namibia and other Southern African countries.		
Result 3.1	Regional CBNRM stocktaking undertaken		
Indicator:	Number of countries with CBNRM profiles in place		
Unit of measure: Number of countries (Annually)			
Baseline 2008: 0			
Source: Regional CBNRM reports; Country Profiles	Year	Target	Actual
Indicator description: Number of countries with CBNRM Profile, which includes a synopsis of the current state of CBNRM within each country, maps of CBNRM areas, summaries of the impacts of CBNRM to date, challenges facing CBNRM in the country, etc. Comments: CBNRM Profiles completed for Zimbabwe, Zambia, Malawi, Namibia, Botswana and Mozambique. South Africa does not have a national CBNRM forum, thus a slightly different approach was used there, targeting only four provinces. Tanzania is also in the process of completing its CBNRM Profile.	2009	7	0
	2010	6	4
	2011	6	6

Intermediate Result name IR 3:	Active learning process fostered that supports continual updating of state-of-the-art CBNRM knowledge through capturing, documenting and applying of lessons in ways that inform decision making and practice within Namibia and other Southern African countries.		
Result 3.2	Enhanced gender equity through CBNRM		
Indicator 1:	Number of countries undertaking gender assessments		
Unit of measure: Number of countries (Annually)			
Baseline 2008: 0			
Source: COPASSA Project reports	Year	Target	Actual
Indicator description: The number of countries undertaking gender assessments that will show the contributions of CBNRM to gender equity and empowerment. Comments: Assessments of the extent to which gender and HIV/AIDS are mainstreamed into CBNRM programs were completed in Botswana, Malawi and Zimbabwe in FY09. The follow-on study to assess the impact of CBNRM on gender empowerment and equity was undertaken in 2012. The findings from an independent study in Namibia also contributed to the overall final report.	2009	7	3
	2010	2	0
	2011	2	1
	2012	3	4
Intermediate Result name IR 3:	Active learning process fostered that supports continual updating of state-of-the-art CBNRM knowledge through capturing, documenting and applying of lessons in ways that inform decision making and practice within Namibia and other Southern African countries.		
Result 3.2	Enhanced gender equity through CBNRM		
Indicator 2:	Number of countries implementing recommendations from their gender assessments		
Unit of measure: Number of countries (Annually)			
Baseline 2008: 0			
Source: Regional CBNRM reports	Year	Target	Actual
Indicator description: The number of countries (out of all those that undertook gender assessments) that actually implement the recommendations from their gender assessments during the following years. Comments: The study to assess the impact of CBNRM on gender empowerment and equity has just been completed in 2012, and recommendations still being discussed.	2009	0	0
	2010	2	0
	2011	2	0
	2012	2	0

Intermediate Result name IR 3:	Active learning process fostered that supports continual updating of state-of-the-art CBNRM knowledge through capturing, documenting and applying of lessons in ways that inform decision making and practice within Namibia and other Southern African countries.		
Result 3.3:	CBO governance performance-based MOMS developed and promoted		
Indicator:	Number of countries where CBO governance MOMS are developed and used		
Unit of measure: Number of countries (Annually)			
Baseline 2008: 0			
Source: Conservancy audits; CCCD Project reports; Regional CBNRM Reports	Year	Target	Actual
Indicator description: Cumulative number of countries where CBO governance MOMS is adapted and used to rate CBO performance in governance-related activities (meetings, trainings, equity of benefits distribution, gender representation, employment, etc.). This system is being piloted in Namibia, to be adapted for implementation in Zambia during FY10 and a third country in FY11 Comments: All the countries implementing MOMS, i.e. Namibia, Botswana, Malawi, Mozambique, Zambia and Zimbabwe have integrated governance metrics into their monitoring system. MOMS is yet to be introduced in Tanzania.	2009	1	1
	2010	6	6
	2011	7	6

Intermediate Result name IR 3:	Active learning process fostered that supports continual updating of state-of-the-art CBNRM knowledge through capturing, documenting and applying of lessons in ways that inform decision making and practice within Namibia and other Southern African countries.		
Result 3.4:	Regional knowledge management mechanism / process developed		
Indicator:	Number of countries with knowledge management directories		
Unit of measure: Number of countries			
Baseline (2008): 1 Namibia – CONINFO (Conservancy / conservation Information knowledge management system)			
Source: Regional CBNRM Project reports	Year	Target	Actual
Indicator description: Cumulative number of countries with knowledge management directories containing country CBNRM reports, research papers, case studies, publications, training materials and tools, and relevant databases. Comments: A regional knowledge management mechanism was developed in 2012 instead of country mechanisms as originally envisaged. The targets for years three and four had been adjusted accordingly.	2009	7	1
	2010	1	1
	2011	1	1
	2012	1	1

Intermediate Result name IR 4:	Policy and institutional reforms that increase incentives and reduce barriers to Community-based Enterprises		
Result 4.1	CBNRM Policy environment strengthened in target countries		
Indicator 1:	Number of countries with communication strategies		
Unit of measure: Number of countries (Annually)			
Baseline 2008: 1 - Namibia			
Source: Regional CBNRM Project reports	Year	Target	Actual
Indicator description: The cumulative number of countries with communication strategies targeting policy makers and other stakeholder groups in order to strengthen their understanding and support for CBNRM. Comments: A regional communication strategy was developed in 2012, for countries to adapt to their own circumstances and needs. Namibia has a communication strategy in place.	2009	1	1
	2010	2	1
	2011	3	1
	2012	3	2
Intermediate Result name IR 4:	Policy and institutional reforms that increase incentives and reduce barriers to Community-based Enterprises		
Result 4.1	CBNRM Policy environment strengthened in target countries		
Indicator 2:	Number of countries with new / strengthened policies		
Unit of measure: Number of countries (Annually)			
Baseline 2008: 0			
Source: Regional CBNRM Project reports	Year	Target	Actual
Indicator description: Cumulative number of countries with new and/or strengthened CBNRM related policies (land and water tenure, access and governance of natural resources, income-distribution mechanisms, promotion of community-based enterprises, etc.) Comments: The target for this indicator has been adjusted in accordance with the number of countries with communication strategies in place. Namibia has just developed a very enabling CBNRM Policy, which was circulated for stakeholder inputs and presented at a national workshop in October 2012 for further discussion and endorsement.	2009	2	1
	2010	1	1
	2011	2	1
	2012	2	1

Intermediate Result name IR 4:	Policy and institutional reforms that increase incentives and reduce barriers to Community-based Enterprises		
Result 4.2	Viability of CBNRM enabling environments assessed		
Indicator:	Number of countries using CBNRM Policy index		
Unit of measure: Number of countries			
Baseline 2008: 0			
Source: Regional CBNRM Project reports	Year	Target	Actual
Indicator description: Cumulative number of countries applying policy index to undertake internal-analysis of CBNRM bottlenecks and constraints in their respective countries. Comments: The CBNRM Enabling Environment Framework ⁶ has been developed and is currently being pilot tested in Botswana, Malawi, Mozambique, Namibia, Tanzania, Zambia and Zimbabwe.	2009	5	0
	2010	6	0
	2011	6	7
	2012	7	7

⁶ The CBNRM Enabling environment Framework was formerly referred to as the Policy Index Tool.

Appendix 1: Community Private Sector partnerships (FY12)

Community Private Sector partnerships (Namibia) – Green highlights are new; Yellow highlights are under negotiation, development or in transition		
Operator	Conservancy	Joint Venture Lodge
1. Caprivi Collection	Balyerwa	Lianshulu Matota Lodge
2. Islands in Africa	Impalila	Impalila Island Lodge
3. Chobe Holdings	Kasika	Chobe Savanna Lodge
4. Namib Sun Hotels	Kasika	King's Den Lodge
5. Johann Liebenberg	Mashi	Camp Kwando
6. Gondwana Collection	Mashi	Namushasha Lodge
7. Andre Visser	Mayuni	Mazambala Island Lodge
8. Islands in Africa	Mayuni	Susuwe Island Lodge
9. Caprivi Collection	Mayuni	Kubunyana Lodge
10. Simonne Micheleti	Wuparo	Nkasa Lupala Camp
11. Islands in Africa	Impalila	Natalwa Island Lodge
12. Johan Liebenberg	Salambala	Camp Chobe
13. Melt Hugo	≠Gaingu	Spitzkoppe Lodge
14. Kobus De Jagger	Tsiseb	Brandberg White Lady Lodge
15. Namibia Country Lodges	George Mukoya, Muduva Nyangana	Khaudum Camp
16. Namibia Country Lodges	George Mukoya, Muduva Nyangana	Sikeretti Camp
17. Namibia Exclusive Safaris	George Mukoya, Muduva Nyangana	Kavango Lodge
18. Journeys Namibia	≠Khoadi-//Hôas	Grootberg Lodge
19. Liana Greeff	Anabeb	Ongongo Camp
20. Wilderness Safaris	Anabeb, Sesfontein, Torra	Palmwag Lodge
21. Wilderness Safaris	Anabeb, Sesfontein, Torra	Desert Rhino Camp
22. Wilderness Safaris	Anabeb, Sesfontein, Torra	Hoanib Tented Camp
23. Fort Sesfontein	Sesfontein	Fort Sesfontein
24. Wilderness Safaris	Doro Inawas	Doro Nawas Lodge
25. Peter Morgan	Kunene River	Kunene River Lodge
26. KaokoHimba Safaris	Marienfluss	Camp Syncro
27. Lions in the Sun	Marienfluss	Okahirongo River Lodge
28. Russell Vinjevold	Marienfluss, Okondjombo, Orupembe, Puros, Sanitatas	Kunene Conservancy Safaris-Eetambura Lodge
29. Skeleton Coast Safaris	Marienfluss	Kunene Camp

30. Wilderness Safaris	Marienfluss	Serra Cafema Lodge
31. Lions in the Sun	Puros	Okahirongo Elephant Lodge
32. Skeleton Coast Safaris	Puros	Leylandsdrift Lodge
33. Wilderness Safaris	Puros	Skeleton Coast Camp
34. Namibia Exclusive Safaris	Sorri-Sorris	Sorris Sorris Lodge
35. Wilderness Safaris	Torra	Damaraland Camp
36. Skeleton Coast Safaris	Torra	Kuidas Camp
37. Steve Braine/Islands in Africa	≠Koadhi //Hoas	Hobatere Lodge
38. Dennis Liebenberg	Anabeb and Omatendeka	Etendeka Mountain Camp
39. Namibia Exclusive Safaris	Omatendeka	Omatendeka Lodge
40. Trevor Nott	Orupembe	House on the Hill
41. Marius Steiner	Okangundumba	Camp Aussicht
42. Visions of Africa	Uibasen- Twyfelfontein	Camp Kipwe
43. Namibia Country Lodges	Uibasen-Twyfelfontein	Twyfelfontein Country Lodge
44. Namibia Country Lodges	Uukwaluudhi	Uukwaluudhi Safari Camp
45. Peter Ebersohn	Ukolonkadhi/Ruacana	Okomize Lodge
46. Namibia Exclusive Safaris	Sheya Shuushona	Sheya Shuushona Lodge
47. Namibia Country Lodges	Nyae Nyae	Tsumkwe Country Lodge
48. African Safari Trails	≠Khoadi-//Hôas	Safari Operation
49. Gert van der Walt Hunting Safari	#Gaingu	Safari Operation
50. African Safari Trails	//Huab	Safari Operation
51. Thormahlen & Cochran Safari	Anabeb	Safari Operation
52. Eden Hunting & Tourism	Balyerwa	Safari Operation
53. Mike Kibble Hunting Safari	Balyerwa	Safari Operation
54. Camelthorn Safari	Bamunu	Safari Operation
55. Omujeve Safari	Doro Inawas	Safari Operation
56. Ondjou Safaris	Dzoti	Safari Operation
57. Thormahlen & Cochran Safari	Ehrovipuka	Safari Operation
58. Namibia Exclusive Safaris	George Mukoya	Safari Operation

59. Jamy Trout Hunting Safaris	Impalila	Safari Operation
60. Allan Cilliers Hunting	Kyaramacan Association	Safari Operation
61. Hunt Africa	Kyaramacan Association	Safari Operation
62. Kungulu Hunting Safaris	Kabulabula	Safari Operation
63. Jamy Trout Hunting Safaris	Kasika	Safari Operation
64. Van Heerden Safaris	King Nehale	Safari Operation
65. Thormahlen & Cochran Safari	Kunene River	Safari Operation
66. Jamie Trout Hunting Safaris	Kwandu	Safari Operation
67. Conservancy Hunting Safari Namibia	Marienfluss	Safari Operation
68. Namibia Country Lodges	Mashi	Safari Operation
69. Delta Safaris Hunter & Tours	Mayuni	Safari Operation
70. Namibia Exclusive Safaris	Muduva Nyangana	Safari Operation
71. Eden Hunting & Tourism	N#a-Jaqna	Safari Operation
72. Rex Safari	Sorris Sorris	Safari Operation
73. Camelthorn Safari	Sheya Shuushona	Safari Operation
74. Christies' Adventures	Ozondundu	Safari Operation
75. Christies' Adventures	Otjambangu	Safari Operation
76. African Hunting Safaris	Nyae Nyae	Safari Operation
77. Okomutati Safaris & Tours	Ohungu	Safari Operation
78. Christie's Adventures	Okangundumba	Safari Operation
79. Conservancy Hunting Safari Namibia	Okondjombo	Safari Operation
80. Omujeve Hunting Safaris	Omatendeka	Safari Operation
81. Van Heerden Safaris	Ondjou	Safari Operation
82. Conservancy Hunting Safari Namibia	Orupembe	Safari Operation
83. Thormahlen & Cochran Safari	Orupupa	Safari Operation
84. Nick Nolte Hunting Safari	Otjimboyo	Safari Operation
85. Conservancy Hunting Safari Namibia	Puros	Safari Operation
86. Kungulu Hunting Safaris	Salambala	Safari Operation
87. Conservancy Hunting Safari Namibia	Sanitatas	Safari Operation

88.	Thormahlen & Cochran Safari	Sesfontein	Safari Operation
89.	Didimala Safaris	Sikunga	Safari Operation
90.	Ndumo Hunting Safaris	Sobbe	Safari Operation
91.	Savannah Safaris	Torra	Safari Operation
92.	Zighenzani Africa Safaris	Tsiseb	Safari Operation
93.	Namibia Country Lodges Hunting	Uukulonkhadi/Ruacana	Safari Operation
94.	Namibia Country Lodges Hunting	Uukwaluudhi	Safari Operation
95.	Caprivi Hunting Safaris	Wuparo	Safari Operation
Community Private Sector partnerships (Zambia)			
	Operator	GMA/ Location	Type of Operation*
96.	Kaingu Gemstone Mine (Namakau Kaingu)	Namwala	Mining Company
97.	Mutambe Development Foundation (Chief Chibesakunda)	Customary land- Chinsali	Community Development focusing on Natural Resource based enterprise