



*Darwin Initiative for the Survival of Species*

*Conservation Management Training and Capacity  
Building in sub Saharan Africa*

*Project Reference Number 162-13-002*

*International Centre for Protected Landscapes and the Centre  
for Environment, Agriculture and Development*

*Annual Report  
2005/6*

# **Conservation Management Training and Capacity Building in Sub Saharan Africa**

## **Annual Report 2005/6**

### **Contents**

	<b>Page</b>
<b>1. Darwin Project Information</b>	<b>2</b>
<b>2. Project Background</b>	<b>2</b>
<b>3. Project Purpose and Outputs</b>	<b>2</b>
<b>4. Project Progress</b>	<b>4</b>
<b>5. Actions taken in response to previous reviews</b>	<b>7</b>
<b>6. Partnerships</b>	<b>7</b>
<b>7. Impact and Sustainability</b>	<b>8</b>
<b>8. Outputs, Outcomes and Dissemination</b>	<b>8</b>
<b>9. Project Expenditure</b>	<b>11</b>
<b>10. Monitoring, Evaluation and Lessons</b>	<b>12</b>
<b>Annex I</b>	<b>Logical Framework from original application as approved by the Darwin Secretariat</b>
<b>Annex 2</b>	<b>Report of progress and achievements against logical framework for financial year 2005/06</b>

## 1. Darwin Project Information

Project Ref. Number	162-13-002
Project Title	Conservation Management Training and Capacity Building in sub Saharan Africa
Country(ies)	UK/South Africa
UK Contractor	International Centre for Protected Landscapes
Partner Organisation(s)	Centre for Environment, Agriculture and Development, University of KwaZulu-Natal
Darwin Grant Value	£147, 850 (£48,200 in Year 2005/6)
Start/End dates	1 <sup>st</sup> April 2004 - 31 <sup>st</sup> March 2007
Reporting period (1 Apr 200x to 31 Mar 200y) and report number (1,2,3..)	1 <sup>st</sup> April 2005 - 5 <sup>th</sup> May 2006 Report 2
Project website	<a href="http://www.protected-landscapes.org/Darwin.html">http://www.protected-landscapes.org/Darwin.html</a>
Author(s), date	Dr. Elizabeth Hughes. April 26 <sup>th</sup> 2006

## 2. Project Background

While approximately one third of the world's protected areas are found in Africa, the problems facing them here are greater than ever before and there is an urgent need for more skilled professionals, trained in the latest integrated management principles and practices, to improve and strengthen the conservation of these most precious resources. The challenge is in reaching out effectively to these people - who are often living and working in remote and difficult circumstances – and in offering them affordable and accessible education which does not take them out of post at a time when political and financial support for protected area agencies is often weak and jobs are insecure.

ICPL believes that building regional capacity by empowering an African institution to address this critical area of concern is an important step forward in securing the future of the Continent's protected areas.

The South African partner, CEAD, at the University of KwaZulu-Natal (formerly the University of Natal), has for some time offered a residential master's programme in Protected Area Management. Experience has shown, however, that the uptake on this course is increasingly limited by the inaccessibility of full-time education to professionals in the field. Through the Darwin Initiative project, therefore, ICPL is supporting CEAD in developing and delivering, through the University of KwaZulu-Natal, a high quality distance learning programme in integrated Protected Area Management. In turn, CEAD's vision is to work in partnership with, and to contribute to the capacity-building of other institutions around the sub Saharan region to do the same.

An important and innovative component of the project is the development of a regional support network, which aims to generate academic and professional support to further the scope and outreach of the project.

### **3. Project Purpose and Outputs**

See Annex I for logical framework as approved by the Darwin Secretariat

#### Project Purpose

The stated purpose of this project is twofold: (1) to develop the capacity of a key natural resources training institution in South Africa (CEAD) to offer high quality, distance education programmes in protected area management, with a specific focus on inclusive and integrated conservation and development; and (2) to generate a steady flow of trained and skilled professionals throughout Sub-Saharan Africa, to provide more effective biodiversity management across the region.

#### Project Outputs

The principle project output will be the establishment of a distance learning MSc programme in Protected Area Management, offered throughout sub-Saharan Africa by the South African partner CEAD at the University of Kwa-Zulu Natal.

In order to achieve this principle output, the following measurable outputs were initially programmed for the three year project period:

#### **Year One**

- 4 Academic staff trained in design/delivery of distance learning (writing and compilation of materials, student support, assessment procedures/techniques etc). Two weeks' training
- Regional support network established
- 4 distance learning modules to have been developed.
- One paper to have been submitted/published in peer reviewed journal
- Press release/article in international press

#### **Year Two**

- 3 administrative staff trained in distance learning systems and administration; one week's intensive training course. Wider awareness raising and information provided through seminars to other university administrative personnel to ensure co-ordination and support
- One-week training course for Regional Support Network (4 Country co-ordinators)
- Complete set of modular teaching materials developed for MSc programme by distance learning to be offered by CEAD.
- One further paper submitted/published in peer reviewed journal.
- Press releases/article in national/international press

#### **Year Three**

- Pre-MSc programme workshop held for MSc candidates (1 week). 12 candidates undertaking 1st year of MSc programme by distance learning through CEAD.

- Press releases/articles in national/international press
- Final (3rd) paper to be submitted or published in peer reviewed journals
- Academic/professional network established to promote and support further development of vocational training opportunities for protected area management in Sub-Saharan Africa

The principle project output has not been modified in any way during this year<sup>1</sup>. The structure and content of the MSc programme has continued to change slightly through the development period. This is an inevitable and necessary part of the development process and represents response to institutional requirements and external consultation on materials. The operational plan has been delayed a little due to (a) limited staff capacity at CEAD (resolved by a recent appointment), and (b) the length of time it has taken to gain formal approval for the proposed distance learning masters' programme through University and national government (Department of Education) procedures. However this has not been modified in any substantive way. It has been recorded in the mid-term review which was undertaken this year.

In terms of the objectives for Year Two:

- Training and awareness raising objectives have been achieved.
- A training course for the support network has not yet been held because formal Government (Department of Education) approval of the programme has not yet been received.
- Development of modular teaching materials is well underway, with colleagues working on all modules. The first three of four modules are close to completion (scheduled for June). Editorial co-ordination of modules remains to be done.
- A UKZN publication is in print, including a paper produced through the project.
- An article appeared in the Welsh National Press, which included a strong reference to this project and to the Darwin Initiative support.

#### 4. Progress

##### Year One Summary:

In year One, the project faced a number of challenges vis. a key member of staff of our South African partners (CEAD) left and the Centre's capacity was subsequently limited; University re-structuring interfered with normal procedures to approve and validate UKZN academic programmes – this impacted heavily on the programme that is the focus of this project ... and has continued to do so. Otherwise, an MoU was agreed, a strong working partnership developed and progress in other areas was good. Academic staff received the scheduled training and a great deal of time, effort and collaboration went into the planning and design of the proposed programme. The structure and content of the programme changed through the development process such that the completion of four modules, as proposed in the original project plan (formerly representing ½ the course, latterly representing 4/5 of the course) was no longer appropriate. The first annual report reflected on this change. Writing nonetheless began and parts of modules were written during this period.

Colleagues across southern Africa were approached with a view to establishing a regional support network. Most of those approached agreed but little further action was taken due to the need for programme approval before the network could be actively engaged.

No academic papers were produced, however one ½ page article on the project appeared in the Guardian Weekly Newspaper in October 2004.

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<sup>1</sup> It is our understanding that the mid-term Review will recommend minor amendments to the Logical Framework, in particular re. the outputs and measurable indicators. We have not yet received a final copy of the Review Report in order to address this.

At the end of the Year One reporting period, the **operational plan for Year Two** was as follows:

- 1) Late August /early September - visit of ICPL staff to CEAD for:
  - training workshops with administrative staff in distance learning systems and administration
  - wider awareness raising to senior university personnel
  - training workshop in landscape assessment, planning and management
  - introductory workshop for members of the project support network
- 2) By March 06, the development of the core modules was to have been completed and the regional support network consolidated.
- 3) Notwithstanding the possibility of institutional delays the programme was to have been validated and applications opened for students to the first intake to the programme.
- 4) Additional funding opportunities were to be investigated to support a major seminar/conference relating to integrated protected area management, to be jointly organised by the ICPL / CEAD partnership in southern Africa in 2006.<sup>2</sup>

#### **Achievements in respect of the Year Two operational plan:**

- 1) Two members of ICPL visited CEAD as scheduled in September 05, to undertake training of administrative staff in DL systems; awareness raising of wider University personnel; Training workshop for in-country co-ordinators (regional support network. This was a very useful and wide ranging visit, achieving substantially more than had originally been planned for:
  - A 3-day workshop was held for administrative staff in which we established the administrative systems that need to be put in place to deliver distance learning effectively and efficiently. The response was good; needs and solutions were worked through to a high level of detail.
  - Meetings were held with senior University personnel including the Deputy Vice Chancellor and Head of College Professor Peter Zacharias; Professor John Cooke, Dean of Faculty; and Professor Ahmed Bawa, Deoputy Vice Chancellor Research. Their support for the programme has been evident in the subsequent movement of the programme through various quality assurance and validation procedures at school and faculty level.
  - A workshop was held by the Univeristy's IT Unit for the project partners, to train us in the opportunities offered for support of distance students by the internal ORS system. This will enable innovative networking & group discussion facilities to be used in programme delivery.
  - A workshop was held for practitioners of Ezemvelo KZN Wildlife and others on 'landscape approaches to integration of conservation and development'. This was well received and it was suggested that other such workshops – targeting wider groups of professionals - should be offered through the partnership.
  - The training workshop planned for in-country co-ordinators was postponed until just before programme commencement. Not only has the institutional approval process not yet been

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<sup>2</sup> Note: this was not part of our original Darwin application but reflects the wish to broaden partnership activities and strengthen the core programme.

completed, but also it was agreed by the partners that September 05 would be too premature for this activity to be really effective.

- 2) Writing of course materials continues by both partners. This process has been slower than anticipated, partly because of capacity problems at CEAD and partly because some of the work has been outsourced. This was unexpected and will necessitate further careful editing of course materials in respect of consistency of style, approach and quality before delivery. Three of four core modules are close to completion. The fourth module will also be complete by the end of June. A programme handbook is in preparation and all assessment systems are in place. Under University regulations, we have not been able to formally promote the Masters' programme until it has final (Institutional and Government) approval. We have, however, been promoting it through our respective informal networks and already have a number of applicants from whom selection of candidates will have to be made for the first intake of students.
- 3) University validation was completed in early 2006, however, the programme was then required to be presented to the South African Department of Education for approval. This is due to take place this month (May) and the outcome is awaited. A July commencement date depends on this process being successful.

Programme approval at various levels – and both within the University itself and at the Department of Education, has been complex, time-consuming and very protracted. One key lesson learned, is that ample time should be allowed for these procedures and that internal politics can easily interfere with the smooth progress of initiatives such as this one.

- 4) To date, £10,000 has been raised from the Welsh Assembly Government to support a Conference to be held in Namibia. The event is now planned for February 2007. The Conference will address issues that are central to the new masters' programme, especially in regard to the role of protected areas in working towards a sustainable world. It will target policy makers, practitioners and academics from the region, as well as some international experts. Substantial funding continues to be sought from other sources to support the Conference, and in particular to enable people from poorer African countries to attend. The Conference will facilitate awareness raising in integrated approaches to conservation management, information exchange, networking and capacity-building.

#### **Other activities during this reporting period:**

- A website has been developed: [www.protected-landscapes.org/darwin.html](http://www.protected-landscapes.org/darwin.html) with details of the project and the master's programme.
- A programme brochure has been produced and is in circulation in the region.
- During the CEAD visit in September, the ICPL project leader gave a public lecture on "Protected Areas: flawed and failing or hope for the future" as the Annual Ruth Edgecombe Memorial Lecture at UKZN. A paper from this lecture is in publication.

As a general point, it is important to note that the engagement and support of the UKZN Open Learning Unit this year has been critical to the progress of the project. The Unit has been (and continues to be) a fundamental support mechanism to the project and has been invaluable in terms of both practical and moral support through a succession of challenging institutional procedures.

#### **Operational Plan for 2006/7:**

- Completion, editing and compilation of programme materials
- Programme commencement and first intake of students, July 2006 (*conditional upon DoE approval*)

- Country Co-ordinators' / Mentors' workshop (a.s.a.p. upon receipt of programme approval from DoE); and mentors' handbook to be written..
- ICPL to mentor CEAD through programme delivery, as necessary
- Organisation and management of joint conference in Namibia in February (*NB this is technically outside of Darwin programme*).
- Press releases/articles in national/international press
- Paper to be submitted or published in peer reviewed journal.
- *Application to be made to the Darwin Initiative for post-project funding to run a programme of training for country co-ordinators / mentors, to enhance their understanding of the philosophy and approaches of the programme, ensure the quality and pro-activity of their support, and improve regional networking and collaboration for biodiversity conservation.*

## **5. Actions taken in response to previous reviews (if applicable)**

A mid-term Review has taken place during this year, and while discussions have been held with the Reviewer (Patrick Abbott) and we are broadly aware of the outcomes, a final report of this has not yet been received from which to make a formal response. We understand that Recommendations are to be made in respect of the revision of the Logical Framework; management, marketing and other issues.

## **6. Partnerships**

The relationship between the partners is continues to be excellent. ICPL and CEAD have much in common in terms of their vision and their way of working; there is a clear meeting of minds on the issues that are the subject of the project and the proposed MSc programme. It is intended that this partnership will extend beyond the project to other activities in the future. Planning for additional activities is already underway. In particular, we are organising a conference to take place in Namibia in February 2007, bringing together practitioners and policy makers from around sub-Saharan Africa, on the topic of the role of protected areas in a establishing more sustainable world. £10,000 has already been raised from the Welsh Assembly Government to support this event. More funding is being sought to enable attendance by people from poorer African countries. This Conference will feed both into and out of the masters' programme materials and will help to raise awareness of the programme and hopefully attract further organisational and regional support.

In terms of wider linkages, an important and innovative aim of this Project is to establish partnerships between CEAD at the University of Kwa-Zulu Natal and other institutions / organisations in the region, to support this programme and to help to disseminate the approaches it promotes. While development of a network in accordance with this is underway – primarily within the academic arena at this stage – it has not been as pro-active as had been hoped by this stage. The reason for this has been the delay in approval of the programme, which has made it difficult to do much more than just identify potential support. Without full approval and confirmation of programme commencement it is difficult to engage fully with supporters. The plan at the time of writing, is that as soon as this confirmation is received, partners in countries where the first cohort of students are located, will be fully engaged and brought to a workshop in South Africa for briefing.

Roles may include student support and mentoring; hosting the integrative examination that students are required to sit as part of the MSc programme; and hosting workshops / video conferences that are intended to be held as part of the Programme. The mid-term Reviewer has suggested compilation of a mentor's handbook and we shall be responding positively to this recommendation.

The project has not collaborated with other similar projects – as far as we are aware, there have been no similar projects ‘per se’. However, the mid-term Reviewer has drawn our attention other Darwin projects in South Africa and has suggested that we should make contact. It is my understanding that in consultation with the Reviewer, CEAD have suggested that if funding were available, they would be happy to host a workshop for Darwin projects in South Africa in order to improve communication and collaboration between them.

## 7. Impact and Sustainability

The real impact of this project on biodiversity conservation in Sub Saharan Africa will clearly come further down the line, when candidates put into practice the learning they receive from the MSc programme (it is perhaps worth noting that experience suggests that this comes much sooner with distance learning programmes than it does with traditional, residential education, because of the immediacy of application).

Meanwhile, at this developmental stage, the profile of the project is being raised through avenues such as the World Commission on Protected Areas (WCPA) and ICPL/CEAD international networks, and by means of personal communication with protected area agencies in Africa and key NGOs such as the African Wildlife Foundation.

It is important to say that some degree of caution has necessarily been exercised in terms of raising the profile of the MSc programme pending final approval by the South African Department of Education. It is hoped that the process will be complete by the end of May.

Thereafter, there will be a drive to publicise the programme both within South Africa and around the Sub-Saharan region.

Once established, the MSc programme will be financially self-sustaining through student fees. Market research prior to the Darwin application revealed a large market for this type of vocational management education / training and we are confident that student numbers will be viable. We are, however, currently examining further sponsorship opportunities to enable as many students as possible from poorer African countries, to access the programme.

## 8. Outputs, Outcomes and Dissemination

### Year Two Outputs and achievements:

The measurable outputs and project implementation timetable for Year Two (as identified in the project application) are given below, with a summary of the achievements of the project towards each of these outputs:

**i. Agreed Output:** *3 administrative staff trained in distance learning systems and administration; one week's intensive training course. Wider awareness raising and information provided through seminars to other University personnel to ensure co-ordination and support*

**Project Implementation timetable:** September 05

### Actual Achievement:

- 1) A 3-day workshop was held for administrative staff in which we established the administrative systems that need to be put in place to deliver distance learning effectively and efficiently. The response was good; needs and solutions were worked through to a high level of detail.
- 2) Meetings were held with senior University personnel including the Deputy Vice Chancellor and Head of College Professor Peter Zacharias; Professor John Cooke, Dean of Faculty; and Professor Ahmed Bawa, Deputy Vice Chancellor Research. Their support for the programme has been evident in the subsequent

movement of the programme through various quality assurance and validation procedures at school and faculty level.

- 3) A workshop was held by the University's IT Unit for the project partners, to train us in the opportunities offered for support of distance students by the internal ORS system. This will enable innovative networking & group discussion facilities to be used in programme delivery.

**ii. Agreed Output:** *One week training course for Regional Support Network (min. 4 country co-ordinators)*

**Project Implementation Timetable:** September 05

**Actual Achievements:**

This activity has been postponed until the programme has DoE approval, so that the workshop can be held as close to programme commencement as possible and so that we can initially target country co-ordinators / mentors in those countries from which the first cohort of students come. This will help to ensure a strong support system for these candidates. A mentor's handbook will be written to support participants of the workshop and for wider distribution thereafter.

**iii. Agreed Output:** *Complete set of modular teaching materials developed for the masters' programme by distance learning to be delivered by CEAD.*

**Project Implementation Timetable:** March 2006

**Actual Achievements:** This process is not yet complete. The programme structure has been significantly modified from that in the original application, and there have been lengthy discussions on the format, content and academic requirements of the programme. While this has delayed writing, in my view it has been an important part of the development process and has resulted in a much enhanced product and one that will be innovative and exciting in its methods of delivery and assessment. Writing is now well underway, with three of the four core modules close to completion. What has been unexpected has been the fact that CEAD have outsourced some of their writing to specialists (for example in environmental law and policy). ICPL had not anticipated this in the original planning and it means that there is a much greater need for editorial work to ensure consistency in format, language, quality and standard, once the modules have been completed.

While taking longer than anticipated, with the programme commencement having been delayed until at least July of this year, all materials will be ready by this stage.

**iv. Agreed Output:** *One paper submitted in peer reviewed journal*

**Project Implementation Timetable:** None

**Actual Achievement:**

A lengthy paper has been submitted by the project Co-ordinator following presentation of the Ruth Edgecombe Memorial Lecture at UKZN in September 05. This paper, "*Flawed and Failing or hope for the future? The role of protected areas in an uncertain world*" appears in a series publication by CEAD (in print).

A second newspaper article appeared in the Western Mail – the national newspaper of Wales - in April 06. The article highlights the importance of building the capacity of educational institutions in the developing world and identified the role of this project and a new Darwin project of ICPL with similar objectives, in the South Pacific region.

**Table 1. Project Outputs (According to Standard Output Measures)**

Code No.	Description	Year 1 Total	Year 2 Total	Year 3 Total	Year 4 Total	TOTAL
15	One international (yr 1); one national (UK) press release(yr 2)	1	1			
6	Academic staff (yr 1); admin staff (yr 2) trained in DL management and delivery	4	3			
7	Set of distance learning modules in development developed. Close to completion		1			
1	Academic paper in print		1			
17	Regional support network established (to be further consolidated and engaged)		1			
7	Powerpoint presentations for use by host partners	2				

**Table 2: Publications**

Type *	Detail	Publishers	Available from	Cost £
(e.g. journals, manual, CDs)	(title, author, year)	(name, city)	(e.g. contact address, website)	
Paper in monograph	“Flawed and Failing or hope for the future? The role of protected areas in an uncertain world” Dr. Liz Hughes. 2006	CEAD / UKZN	Currently in print. Will be available from CEAD	

## 9. Project Expenditure

**Table 3: Project expenditure during the reporting period (Defra Financial Year 01 April to 31 March)**

Item	Budget (please indicate which document you refer to if other than your project schedule)	Expenditure	Balance
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**Highlight any recently agreed changes to the budget and explain any variation in expenditure where this is +/- 10% of the budget.**

- \* Vired to 2006/7 as agreed - Margaret Okot's e-correspondence 11/03/06
- \*\* Some printing receipts still to be received from UKZN colleagues
- \*\*\* Vired to 2006/7 as agreed – Margaret Okot's e-correspondence 11/03/06
- \*\*\*\* £1000.00 will be outstanding at the end of the financial year subject to accountant's fee – but is allotted for this purpose as agreed.
- A £2000.00 vired from 2004/5
- B £1000.00 vired from 2004/5

## 10. Monitoring, Evaluation and Lessons

### Monitoring and evaluation

As the first year of the Project, this period has been concerned very much with laying a sound foundation for the MSc programme that is to be the key outcome of the project. Many of the indicators that will in due course be used to monitor the progress and effectiveness of the project (e.g programme launch; number of students enrolled, completion rates; number of conservation area managers trained etc) have not yet come into play and will not do so until Year Three of the Project and thereafter.

However, the outputs and outcomes achieved to date clearly reflect progress in the developmental process for the new MSc programme, albeit at a slower rate than was previously anticipated for reasons already explained.

At this stage, therefore, it is appropriate to monitor the progress of the second year of the Project against the milestones identified in the approved project documentation:

<b>Activity Milestone</b>	<b>Achievements</b>
Proposed MSc Programme approved by the Senate of the University of KwaZulu Natal	Achieved early 2006, not July 2005 as scheduled
Visit of ICPL staff to CEAD for training administrative staff in DL admin. Systems; awareness raising of wider University personnel; training	Done – September 2005 as scheduled. Intensive training course very productive. Support of senior University personnel established.
Training workshop for in-country co-ordinators	Postponed to Year 3 when programme approved by DoE. Instead, training workshop held for staff of Ezemvelo KZN Wildlife and others – September 2005.
Promotion of MSc programme throughout sub-Saharan Africa, with support of in-country co-ordinators	(Scheduled for October 05). Not allowed (by UKZN) before programme approval. Therefore promotion has been targeted and sensitive to date, pending approval.  Programme booklets developed and ready for circulation; website developed ( <a href="http://www.protected-landscapes/darwin.html">www.protected-landscapes/darwin.html</a> )
Admissions procedures open	Not formally allowed before programme approval but applicants' database established and application forms accepted, subject to programme approval.
Remaining modules complete	Scheduled for March 2006. Not yet achieved but aiming for June 2006 completion of teaching materials.
Regional support network established (min. 4 country co-ordinators identified)	Coordinators (or mentors) identified but network not yet active and further consolidation ongoing)
Journal paper	Paper completed for CEAD publication. Re-scheduled from Year One (see page 8)
2 x six-monthly reports	Complete with submission of this Report
financial statement	Auditing underway; accounts to be submitted shortly.

### Lessons:

The key lesson learned from this year (as for last year) has been that a project such as this is potentially heavily impacted by political and institutional affairs that are outside the control of the project partners. Notwithstanding that UKZN has unequivocally expressed its firm support in principle for this project, CEAD is subject to University policy, procedures and capacities, which have certainly affected the rate of progress of programme development thus far. With a number of our planned activities dependent on Institutional and Government approval of the proposed programme, these have been delayed until the third year. This is disappointing and challenging, but we are still optimistic that the final outputs will be achieved by the end of

the project period. What there won't be, is the opportunity for ICPL to mentor CEAD through a full cycle of the masters programme, as had been hoped.

Related to the above, the project has also been affected by the limited capacity of project partners CEAD, due both to Institutional issues affecting the Centre and to the delay (again, for institutional reasons) in appointing a successor to the original project co-ordinator at that end. Colleagues have undoubtedly engaged to the best of their ability but clearly in the face of other heavy commitments. A successor has recently been appointed and it is to be hoped that he will play an important role in project activities in the coming year.

**Annex I:**  
**Logical Framework from original application as approved by the Darwin Secretariat**

<i>Project summary</i>	<i>Measurable indicators</i>	<i>Means of verification</i>	<i>Important assumptions</i>
<p><i>Goal:</i></p> <p>To draw on expertise relevant to biodiversity from within the United Kingdom to work with local partners in countries rich in biodiversity but poor in resources to achieve</p> <ul style="list-style-type: none"> <li>• the conservation of biological diversity,</li> <li>• the sustainable use of its components, and</li> <li>• the fair and equitable sharing of the benefits arising out of the utilisation of genetic resources</li> </ul>			
<p><i>Purpose</i></p> <p>To develop the capacity of a key natural resource training centre to provide DL programs in integrated protected area management.</p> <p>To generate a steady flow of trained &amp; skilled conservation professionals in Sub-Saharan Africa.</p>	<p>Positive dialogue between ICPL/CEAD</p> <p>Timescaled agendas circulated</p> <p>Meetings held at CEAD/ICPL</p> <p>Positive responses from distance learning students</p> <p>Progress in materials development and</p>	<p>ICPL/CEAD feedback</p> <p>Documentation/records of meetings/correspondence</p> <p>Administrative and student support systems in place at CEAD</p> <p>CEAD MSc DL materials developed and in use</p>	<p>Institutional stability.</p> <p>Institutional commitment to concept &amp; to delivery, post-DI training</p> <p>Continuing and increasing political commitment to protected areas as a key tool for biodiversity conservation in Sub-</p>
<p><i>Outputs</i></p> <p>DL concept &amp; logistics discussed &amp; formulated</p> <p>Scope of DL materials agreed &amp; developed</p> <p>Administrative systems at CEAD established</p> <p>Regional Support Network established</p> <p>12 professionals recruited to CEAD MSc. DL programme.</p>	<p>Mutually supportive correspondence</p> <p>Staff allocated to design &amp; delivery of DL materials. Materials appraised by DI</p> <p>Admin. staff &amp; systems in place.</p> <p>Country Co-ordinators identified. Recruitment documentation circulated</p> <p>Recruitment records</p>	<p>MoU / agreement</p> <p>Copies of documentation submitted. Draft &amp; final materials circulated for inspection &amp; comments.</p> <p>Departmental reports to Faculty.</p> <p>Copies of documentation submitted.</p> <p>Recruitment records; Student evaluations</p>	<p>Continuing support at senior University level.</p> <p>Commitment to development of DL.</p> <p>Logistical arrangements are realistic.</p> <p>Support of African conservation agencies/ country co-ordinators.</p> <p>Level of recruitment is appropriate pitched.</p>
<p><i>Activities</i></p> <p>Training in design &amp; delivery of MSc by DL.</p> <p>Teaching materials agreed &amp; developed.</p> <p>Admin. systems and infrastructure developed</p> <p>Regional support network established</p> <p>New MSc programme</p>	<p><b>Activity Milestones (Summary of Project Implementation Timetable)</b></p> <p>Yr 1: Initial meeting to develop concept, scope &amp; logistical arrangements for CEAD DL programme; allocation of tasks; MoU preparation and signing; draft MSc materials developed and appraised; support materials scoped; regional support network established (min. 4 country co-ordinators identified). Journal paper; press release x 2; 2 x six-monthly reports + financial statement</p> <p>Yr 2: Review and progress meeting; CEAD DL programme materials refined and finalised; senate approval/validation; administrative/academic support systems established; training workshop for regional support network; course advertised and detailed information materials produced &amp; disseminated; journal paper, press release x 2; 2 x six-monthly report + financial statement.</p> <p>Yr 3: Review and progress meeting; MSc Handbook and thesis guidelines produced; all final DL materials printed; 12 African professionals recruited on new DL programme run by CEAD (2 intakes); 2 pre-course workshops; student evaluation; project review and future development;</p>		

## Annex 2: Report of progress and achievements against Logical Framework for Financial Year: 2005/2006

Project summary	Measurable Indicators	Progress and Achievements April 2005-Mar 2006	Actions required/planned for next period
<p><b>Goal:</b> To draw on expertise relevant to biodiversity from within the United Kingdom to work with local partners in countries rich in biodiversity but poor in resources to achieve</p> <ul style="list-style-type: none"> <li>• The conservation of biological diversity,</li> <li>• The sustainable use of its components, and</li> <li>• The fair and equitable sharing of the benefits arising out of the utilisation of genetic resources</li> </ul>			
<p><b>Purpose</b> <i>(insert original project purpose statement)</i></p> <p>To develop the capacity of a key natural resource training centre to provide DL programs in integrated protected area management.</p> <p>To generate a steady flow of trained &amp; skilled conservation professionals in Sub-Saharan Africa.</p>	<p><i>(insert original purpose level indicators)</i></p> <p>Positive dialogue between ICPL/CEAD</p> <p>Timescaled agendas circulated</p> <p>Meetings held at CEAD/ICPL</p> <p>Progress in materials development</p> <p>Positive responses from distance learning students</p>	<p><i>(report impacts and achievements resulting from the project against purpose indicators – if any)</i></p> <p>Dialogue is excellent. A strong partnership has formed.</p> <p>Materials under development – progress is slower than anticipated but still scheduled to complete within project period. Quality of work is high.</p> <p>N/A at this stage</p>	<p><i>(report any lessons learned resulting from the project &amp; highlight key actions planning for next period)</i></p> <p>Challenges of gaining University and Government approval for programmes, and the need to allow more time for beaurocratic processes to complete.</p> <p>Pending Government approval, programme now scheduled to run from July 06</p> <p>Core teaching materials to be complete by end of June.</p>
<p><b>Outputs</b> <i>(insert original outputs – one per line)</i></p> <p>DL concept &amp; logistics discussed &amp; formulated</p>	<p><i>(insert original output level indicators)</i></p> <p>Mutually supportive correspondence</p>	<p><i>(report completed activities and outcomes that contribute toward outputs and indicators)</i></p>	<p><i>(report any lessons learned resulting from the project &amp; highlight key actions planning for next period)</i></p>

Scope of DL materials agreed & developed	Staff allocated to design & delivery of DL materials. Materials appraised by DI .	Materials agreed; development underway and nearly complete. Roles in programme delivery established. Materials assessed by mid-term reviewer (yet to report).	Limited capacity of partners to write materials. Some have been outsourced. This was not anticipated.  Preparation of course materials continues into final year.
Administrative systems at CEAD established	Admin. staff & systems in place.	3 admin staff trained in administration of DL; all necessary systems established and ready to go on final Government approval of the programme.	Project partners have established rigorous admin. systems and have a good admin team to oversee effective management thereof once programme is approved.
Regional Support Network established	Country Co-ordinators identified. Recruitment documentation circulated.	A number of country co-ordinators / mentors have been identified but little further progress beyond this has been made (pending programme approval)	Progress slower than anticipated, because of delay in programme approval.  Once approval gained, workshop to held for country co-ordinators and mentors' handbook to be produced.
12 professionals recruited to CEAD MSc. DL programme.	Recruitment records	N/A at this stage.  Many applications have been received but selection cannot be made until programme approved.	On programme approval, selection of first cohort of students to take place for recruitment of first cohort.