



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
2004/5*

Conservation Management Training and Capacity Building in sub Saharan Africa

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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 (£43,700 in Year 2004/5)
Start/End dates	1 st April 2004 - 31 st March 2007
Reporting period (1 Apr 200x to 31 Mar 200y) and report number (1,2,3..)	1 st April 2004 - 5 th May 2005 NB, this Report takes into account a late visit made by ICPL to CEAD in April/May 05, as part of the first year's activities (with approval of Darwin Secretariat).
Project website	-
Author(s), date	Dr. Elizabeth Hughes. April 16 th 2005

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

These Project Outputs have not been modified in any substantive way during this first year. However the structure of the proposed MSc programme has changed slightly in order to conform with UKZN regulations, such that the number of modules to be developed has recently (April 05) been reduced from eight to five, with three of these comprising core modules; an elective (based on a minimum of three options); and short module on Research Design and Methods. The overall scope and content of the three core modules remains as originally conceived by the partners in September 04. This change has affected the outputs in so far as four modules have not now been fully developed but two of the (now larger) core modules are close to completion. With the exception of the publication of a paper in a peer reviewed journal, the outputs scheduled for this year have thus been broadly achieved.

The operational plan has been modified a little: firstly to accommodate late approval of the project - which meant that the first visit by ICPL to CEAD was delayed. However, the project was back on track for the September visit of CEAD colleagues to ICPL. Secondly, and more significantly, the project has had to work around institutional challenges arising at CEAD during the year (see Section 4 for details). These led in particular to the need for an additional and unscheduled visit by ICPL staff to CEAD in April / May 05 in order to resolve some outstanding issues. Re-direction of monies was approved by the Darwin Secretariat for this purpose. In addition, funds for printing, intended for use in producing publicity materials, have been rolled over into Year Two - again with the approval of the Darwin Secretariat - as the project partners considered it to be inappropriate to publicise the proposed MSc programme at such an early stage in its development.

4. Progress

As reported in the half year Report, a visit by the ICPL Director (the UK Project Leader) to the partners, CEAD, in South Africa - originally scheduled for May 04 - took place in August 04. The delay was a result of commitments necessarily made during the period of uncertainty about the success of the project application. However, this intervening period was usefully occupied with preparatory work for the project.

The objectives of the first visit to South Africa were to: launch the project; complete and agree the MoU between the partners; review the project schedule; agree respective roles and responsibilities; and identify training needs. The visit was well received within CEAD and the University as a whole and all the objectives were met. While the MoU was not signed, a draft was left with the University's lawyers. Additional activities included: design of project letterhead; discussion of website and powerpoint presentations for the project; writing of joint articles for international and South African media, and familiarisation with CEAD and its staff.

A return visit of colleagues from CEAD to ICPL was made in September 04 (for 2 weeks). Visitors included the three key members of academic staff responsible for implementation of the distance learning programme at CEAD: Jan Korrubel (Project Leader), Professor Rob Fincham and Drummond Densham. The fourth member of staff previously targeted for this visit had left his employment at CEAD and had not been replaced. The visit addressed the issues identified in the Darwin application AND those established during the first visit to South Africa (especially training needs). Thus the objectives of this visit were: to sign the MoU; training in Distance Learning design, development and delivery; study and review of ICPL materials; identification of new programme structure and content (modules / unit headings); identification of opportunities for further funding to widen the project, and for student scholarships to add to those places to be funded by Darwin; identification of potential partners / networks; training in: alternative protected area management philosophies, landscape approaches, environmental economics and ecological services, and training needs analysis.

All of these objectives were achieved. Critically, the MoU was signed by the partners though it remained to be finally ratified by the Registrar of UKZN. This process was subsequently completed on 4th October. A copy of the MoU is presented in Annex II. Intensive training was given in the topics identified above and site visits

were included; the ICPL teaching materials were studied and reviewed; and the proposed programme structure and content was brainstormed and agreed. Writing of the first four modules was allocated according to staff expertise. An ongoing work programme was identified as follows: writing of first four modules as scheduled; development of promotional materials; identification of key people for network of in-country support of the programme around sub-Saharan Africa; applications for funding to support the proposed network of in-country co-ordinators; seminars / think tank to be developed at CEAD to generate local support for the project; IUCN / WCPA membership to be sought for CEAD; organisation of Seminar/workshop at CEAD on "landscape approaches" to be led in collaboration with ICPL partners; and development of joint conference paper, targeting the World Wilderness Congress 2005.

After six months, project progress looked very positive, however subsequent to the September visit, a number of events have conspired to slow the rate of progress of the project and to limit its wider achievements (beyond the Darwin activities). Firstly, the University (formerly University of Natal; now University of Kwa-Zulu Natal) has been subject to a merger between several former Universities in the Province and as a result is going through extensive institutional re-structuring. Members of the project partnership have been heavily occupied by implementation of new systems under the re-structuring. Secondly, CEAD has undergone a merger with two other centres within UKZN - namely the Centre for Rural Development Systems (CERDES) and the Farmer Support Group (FSG). It continues under the acronym of CEAD but now goes by the name of the Centre for Environment, Agriculture and Development. While the merger temporarily impacted on project activities at CEAD, in the longer term this is perceived to be a very positive move, principally because it strengthens the Centre within its institutional context and should lead to increased capacity in respect of human and financial resources. Finally, but perhaps most significantly, the Project Co-ordinator at CEAD, Jan Korrubel has left the University and has not been replaced in the short term. Drummond Densham has taken over as Project Co-ordinator at CEAD and in doing so has significantly increased his commitment to the project. Mr. Densham's lengthy professional background in protected area management and the networks and associations he brings with him are hugely beneficial to this project.

In April / May 2005, the ICPL Co-ordinator made a previously unscheduled visit to CEAD to help colleagues to address some of the challenges that had arisen as a result of these changes and to help move the project forward. In the event, it was clear that the CEAD team were having difficulty in fitting the proposed programme (as agreed in September 04) to the new UKZN regulations and requirements for the purpose of validation. With support from the Co-ordinator of the University's Open Learning Unit, Ms. Fiona Bulman, these problems were addressed and the partners spent a week systematically brainstorming the fine detail of the learning outcomes, structure, content and delivery modes of the programme. In retrospect, this exercise was extremely useful in ensuring that the team delivers a high quality product.

One issue that required discussion was the fact that UKZN will not, for the time being, allow "new programmes" to be developed, because of the institutional demands of the re-structuring. Therefore the proposed programme, which was to be entitled "Integrated Protected Area Management" will now be called "Protected Area Management" and is presented for validation as a change of delivery mode of the existing full-time, residential programme in Protected Area Management currently run by CEAD. The full-time programme will cease to be delivered once this programme is running. While part of the 'raison d'etre' of the new programme is to highlight the "integrated" and inclusive nature of new protected area management approaches, this message will now be reinforced much more strongly within the programme and in the module descriptors, in order to compensate for the absence of the word "integrated" from its title. It will also be publicised to highlight not only the change of delivery mode but also the change of management approaches. Annex III presents the structure and content of the programme as presented for the UKZN Quality Assurance Committee in May 05.

In terms of the next reporting period, the overall plan remains broadly unchanged. Key activities include:

Late August /early September - visit of ICPL staff to CEAD for:

- i. training workshops with administrative staff in distance learning systems and administration
- ii. wider awareness raising to senior university personnel
- iii. training workshop in landscape assessment, planning and management
- iv. introductory workshop for members of the project support network

Additional funding opportunities are being 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 January/February 06.

By March 06, the development of the core modules will have been completed and the regional support network will have been consolidated and expanded.

Notwithstanding the possibility of institutional delays (see Section 10 of this Report) the programme will have been validated and applications opened for students to the first intake to the programme.

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

N/A

6. Partnerships

The relationship between the partners is 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, and there is a good spirit of collaboration. It is intended that this partnership will extend beyond the project to other activities in the future.

In terms of wider linkages, an important and innovative aim of the 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. Development of a network in accordance with this is underway. To date, the focus has been primarily (but not exclusively) on members of academic institutions who are interested in collaborating with CEAD in connection with programme delivery. 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 network established to date is identified in Section 8 of this Report. Other partnerships, especially in the professional arena, are informal to date but it is intended that these should build as an integral and important part of the initiative, as the MSc programme develops.

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 early 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. A half page article on the project appeared in the Guardian Weekly Newspaper (with global circulation) in October 2004 and it is notable that Claus Toepfer, Director of UNEP has given his clear

endorsement to the project. Academic awareness has also been raised through a presentation to the Association of African Universities.

However, some degree of caution has necessarily been exercised in terms of raising the profile of the MSc programme pending validation by the University of KwaZulu Natal. It is anticipated that the validation process will be complete by July 2005.

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

NB. While the evidence suggests a very high level of demand in the region for a widely accessible MSc programme such as this, it is important that CEAD are not overwhelmed in the first year by too many candidates. The method of delivery is new and both academic and administrative staff will need time to get accustomed to the nature of its demands. Too many students in the first year could be counter-productive in terms of the quality of delivery, so the project aims to enrol 12 candidates in Year One, with numbers growing thereafter. Darwin has agreed to sponsor 6 students in Year One.

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. Post-Project Follow up Activities (max 300 words)

N/A

9. Outputs, Outcomes and Dissemination

Year One Outputs and achievements

The measurable outputs and project implementation timetable for Year One (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: Press release/article in international press

Project Implementation timetable: not listed

Actual Achievement: a half page article was published in the Guardian Weekly Newspaper of October 29th 2004, entitled 'A course for Africans by Africans aims to help protect some of the world's most significant Parks'. An item also appeared in 'WCPA News', the Newsletter of the World Commission on Protected Areas, Number 94, 2004 entitled: 'UK-South African partnership for education to improve the management of Africa's protected areas'.

ii. Agreed Output: none specified (project launch)

Project Implementation Timetable: May 2004: Visit of ICPL staff to CEAD for project launch; signing of MoU; review of activities/schedule; discussion of respective roles / responsibilities.

Actual Achievements: This visit took place in August 2004 due to late approval of the project. Achievements included: launch of the project; construction of an MoU between the partners; review of the project schedule;

agreement of respective roles and responsibilities; and identification of training needs. Additional activities included development of project letterhead; formulation of proposal for seminars to be held at CEAD to generate local support for the project; IUCN / WCPA membership to be sought for CEAD; organisation of Seminar/workshop at CEAD on "landscape approaches" to be led in collaboration with ICPL partners; and development of joint conference paper, targeting the World Wilderness Congress 2005.

iii. Agreed Output: four academic staff trained in design/delivery of distance learning (writing and compilation of materials, student support, assessment procedures/techniques etc). Two weeks' training

Project Implementation Timetable: September 2004, visit of CEAD academic staff to ICPL for training in DL design & delivery / new approaches to protected area management.

Actual Achievements: in September 04, three key academic staff of CEAD received two weeks' training in the design/delivery of distance learning (writing and compilation of materials, student support, assessment procedures/techniques etc); as requested by CEAD partners, training was also given in: evaluating the effectiveness of training; alternative protected area management philosophies; landscape approaches; economic valuation and ecological services.

iv. Agreed Output: Regional support network established - 4 country co-ordinators established

Project Implementation Timetable: December 2004, regional support network established

Actual Achievement: focusing in the first instance on a network in southern Africa, CEAD colleagues have identified a support network comprising:

Malcolm Powell, Chief Executive Officer, Wildlife and Environmental Society of South Africa (WESSA). WESSA has a focus on environmental education and has strong links into SADC.

Carol Steenkamp, Senior Lecturer, Land Management, Namibian Technikon

Professor Marshall Murphree, Centre For Applied Social Studies, University of Harare, Zimbabwe

Professor B.C. Cuamba, Eduardo Mondlane University, Mozambique

The primary role of this network will be to support in-country students by hosting examinations, workshops and other programme activities. The network will be expanded and consolidated in Year Two of the project.

v. Agreed Output: four distance learning modules to have been developed.

Project Implementation Timetable: December 2004, ICPL/CEAD teaching materials reviewed; other resources collected and reviewed. Programme structure and overall content agreed. March 05: Four modules of the MSc programme to have been prepared.

Achievements: initially (at the September 04 visit of CEAD academic staff to ICPL) a total of eight modules were identified and outline structured by the partnership. Four of these were to have been developed by the end of Year One. During a recent (April/May 05) visit of the ICPL Co-ordinator to CEAD, it was clear that these modules must necessarily be revised to meet University validation requirements, such that the programme now includes just five modules, of which three are core modules, one is an elective and one a research training module. Two core modules are close to completion at the time of writing. Scoping materials, reviewing former teaching materials and gathering resources has been in integral part of this process. Details of the structure and content of the modules are given in Annex IV.

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

Code No.	Quantity	Description
6	3 academic staff trained; 2 weeks training given	Training in design/delivery of distance learning (writing and compilation of materials, student support, assessment procedures / techniques etc). Also training in the following topics: evaluating the effectiveness of training; alternative protected area management philosophies; landscape approaches; economic valuation and ecological services.
7		<p>Structure and content of four teaching modules for proposed MSc programme (including <u>ALL</u> core modules) agreed; the writing of <u>two</u> of these is close to completion.</p> <p>Powerpoint presentation developed specifically for project partners on the design and delivery of open and distance learning.</p> <p>Powerpoint presentation about the project for training and promotional purposes.</p>
15A	2	Article in the Guardian Weekly Newspaper, October 29 th 2004; and article in 'WCPA News', the Newsletter of the World Commission on Protected Areas, Number 94, 2004.
17A	4 partner institutions	Academic/professional network established to promote and support the MSc programme and further development of vocational training opportunities for protected area management in Sub-Saharan Africa. Focusing at this stage on southern Africa.

NB See also Annex V - for report of progress and achievements against Logical Framework for financial Year 04/05.

10. 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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NOTES:

1. *The budget for office costs^(a) is shown as unspent. This was transferred to travel/ subsistence costs^(b) as agreed, (see correspondence 17/01/05 & 21/02/05). It is anticipated that a claim for approximately £250.00 in telephone/postage costs will be shortly be made.*
2. *It was also agreed to defer printing^(c) and accounting^(d) costs to the following year, for reasons given in correspondence dated 17/01/05-21/02/05.*
3. *Mr Falzon and Dr Russell agreed to withhold their salaries^(e) pending South Africa meetings and report back by Dr Hughes. These salaries will be paid this month.*

11. 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 real progress in the developmental process for the new MSc programme.

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

Activity Milestone	Achievements
Initial meeting to develop concept, scope & logistical arrangements for CEAD DL programme	Done - August 04
Allocation of tasks; MoU preparation	Done - August 04; revised April/May 05
MoU signing	Complete - September 04
4 academic staff trained	The three appropriate members of academic staff at CEAD were trained in the design and delivery of distance learning and in a range of topics related to the MSc programme - September 2004
Draft MSc materials developed and appraised	All (5) modules identified. Structure and content of the three core modules and the research training module agreed by partners; writing of two core modules close to completion - April 05
Support materials scoped	Scoping undertaken but ongoing to ensure materials remain current.
Regional support network established (min. 4 country co-ordinators identified)	Achieved (further consolidation and expansion ongoing)
Journal paper	Proposed paper not completed due to departure of South African Project Co-ordinator. This will be addressed in Year Two.
press release x 2	Done (see under Para. 3)
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 first 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 and procedures, which have already affected the rate of progress of programme development to a small degree and which may do so further as it proceeds.

12. OPTIONAL: Outstanding achievements of your project during the reporting period (300-400 words maximum)

N/A