
DIR31IN\1174

An enabling institutional tool for community conservation in southern Africa

Natural Resource Management (NRM) in Africa is centralised and conditioned by policies of colonial and post-colonial eras. Community Based Natural Resource Management (CBNRM) has differentially “devolved” responsibilities which do not empower people-centred approaches to deliver conservation and development. This project will pilot a tool in southern Africa that monitors the enabling conditions for community-led conservation, charting gaps and understanding results. Evidence from analysis of results will influence policy and practice amongst local CBNRM structures and central governments overseeing CBNRM.

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Section 1 - Contact Details

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Section 2 - Project Summary, Ecosystems, Approaches and Threats

Q3. Project Title

An enabling institutional tool for community conservation in southern Africa

Please attach a cover letter as a PDF document.


[Final Darwin Innovation Cover Letter R31](#)


21/10/2024


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pdf 137.31 KB

Q4a. Is this a resubmission of a previously unsuccessful application?

☒ Yes

Please provide a response to any feedback you received below.

You must explicitly set out how and where you have addressed all the comments/feedback in the application form: briefly restating the feedback point, then clearly setting out how you have responded to it in the application.

- 1.It is unclear where the demand is for this project;
Following the panel’s feedback, WWF teams conducted multiple consultations with key stakeholders across project countries. KAZA Secretariat consultations were held with the Wildlife Management Authority(ZIMParks) in Harare and with NGOs/CBOs engaged in Natural Resource Management where the Enabling Conditions Tool(ECT) prototype was demonstrated. Similarly, in Namibia with WWF, MEFT, NACSO and IRDNC; in Zambia with DNPW and CBNRM Forum. Their positive feedback was incorporated into improved project design. The demand and enthusiasm for a tool like the ECT is expressed in letters of support from key stakeholders involved in community conservation. Earlier trials of a preliminary ECT version with community forestry in Tanzania(1), have demonstrated a role for the tool for communities to influence central government policy through a two-way process of engagement. See Qs 13,15.
- 2.The activities are all open-ended, as the workshops and engagements will shape the next steps. So, needing careful M&E;
The revised project design better articulates our M&E through: additional staffing allocation; focused training of governments, CBOs & NGOs; supporting subsequent application of the ECT for data collection.
Data generated will enter the KAZA M&E system (KIMS), enabling assurance the tool is used as intended .

Ultimately, application of the tool by users allows self-monitoring of progress to effect improved CBNRM. Ref Q25, Work Plan.

3.It is unclear how institutional and other changes will be supported and made. Eg, who will be involved in terms of ensuring that the tool outputs are implemented?

Institutional change is a process, of which the tool forms a part. Outputs from the ECT will be communicated widely amongst key stakeholders, communities, CBOs, NGOs and Governments who will either support implementation of the Tool or implement themselves, including through KIMS. It will be an incremental approach, adaptively managed and "learning by doing". WWF is committed in the long term to ensuring outputs are implemented given their practical importance to CBNRM. This will include disseminating the results of the project widely and incorporating findings into KAZA (and WWF) policy briefs. By maximising community and Government ownership of the approach, data collection and analysis the aim is that the community will be enabled to inform policy change enabling ongoing implementation. See Q19,20.

4.The application stated "community conservation faces the problem of partial, decentralised or no devolved responsibility and accountability for natural resources use at local level. This shortcoming is due to lack of understanding of the enabling conditions related to NR management". There is no evidence given that this is the main/only reason;

Access rights to natural resources are stalled by partial failure of intermediary structures to seek central government approval to finance projects of their choice(2). Also, Governments tend not to devolve rights or benefits, so communities lack accountability and neglect their responsibilities. This vicious circle can be resolved by governments including conditionalities under which devolved responsibilities are granted. See Q13. The Tanzanian example(1) corroborates the value of the tool in influencing government policy from a community level upwards.

5.The application argues for devolution of responsibilities, so why aren't African Parks and other implementing groups on the Project Board?;

Our previous application lacked clarity, this has now been rectified: the project partners African Parks, IRDNC, WWF-Namibia, WWF Zambia & WWF Zimbabwe and the three associated government wildlife agencies will constitute a Project Management Unit overseeing implementation at local level.

6.NACSO, CBNRM Forum and CAMPFIRE are mentioned briefly in Q19 'Change Expected' but it's unclear how they'll be engaged and if their support has already been received or not;

All intended stakeholders have been engaged, introduced to the tool, their inputs and support sought including the three government wildlife agencies, CBOs - NACSO in Namibia, CBNRM Forum in Zambia and CAMPFIRE Association in Zimbabwe. The Project will keep these and other stakeholders updated through communication and other forms of engagement. See Q19 and partner/stakeholder support letters.

7.You should consider the risk of governments not committing to policy reforms or to any of the other recommendations on the tool not being implemented.

The project timing is opportune given recent reviews of CBNRM policies and legislation in Namibia, Zambia and Zimbabwe, the recent "State of KAZA" report and official communique from the 2024 KAZA Summit where KAZA Partner States recommitted to the KAZA vision, stressed the need for greater integrated planning, harmonising CBNRM policies and legal frameworks to ensure synchronised community benefits within the KAZA region. This is documented as low risk. See Q22

8.Who will be held responsible for implementing these changes?

Whilst governments ultimately are responsible for policy and legislation, a community of practice comprising CSOs involved in CBNRM policy advocacy (including NACSO in Namibia, CBNRM Forum in Zambia and CA and CCAZ in Zimbabwe), together with KAZA structures and the KAZA CBNRM Working Group will help bring agency to these needed changes. Advocacy will build on outcomes of using the tool at local and central levels to stress that good natural resource stewardship and governance locally is best achieved through devolved responsibility

and accountability. See Q20,21

9.It would be useful to know how the impacts on biodiversity conservation and poverty reduction will be measured and monitored.

The on-line KAZA Impact Monitoring System(KIMS) is actively monitoring biophysical and socio-economic changes and likely impacts on biodiversity and poverty: Biodiversity conservation and poverty reduction are two sides of the same coin. Over-use of biodiversity exacerbates poverty. The ECT allows self-administered monitoring of both, e.g. establishment of closed seasons and sanctuaries for fishing to ultimately increase the levels of protein harvested. Protection of the resource reduces poverty, either directly or through market driven incentives (linked to strong markets). See Q19.

Year of unsuccessful application:	Stage of application:	Application number (if known):
2023	Single Stage	DIR30IN\1014

Q5. Key Ecosystems, Approaches and Threats

Please select up to 3 biomes that are of focus, up to 3 conservation actions that characterise your approach, and up to 3 threats to biodiversity you intend to address, from dropdown lists.

Biome 1

Shrublands & shrubby woodlands

Biome 2

Savannas and grasslands

Biome 3

No Response

Conservation Action 1

Research & Monitoring

Conservation Action 2

Education & Training

Conservation Action 3

Institutional Development

Threat 1

Biological resource use (hunting, gathering, logging, fishing)

Threat 2

No Response

Threat 3

No Response

Q6. Summary of project

Please provide a brief non-technical summary of your project: the problem/need it is trying to address, its aims, and the key activities you plan on undertaking.

Natural Resource Management (NRM) in Africa is centralised and conditioned by policies of colonial and post-colonial eras. Community Based Natural Resource Management (CBNRM) has differentially “devolved” responsibilities which do not empower people-centred approaches to deliver conservation and development. This project will pilot a tool in southern Africa that monitors the enabling conditions for community-led conservation, charting gaps and understanding results. Evidence from analysis of results will influence policy and practice amongst local CBNRM structures and central governments overseeing CBNRM.

Section 3 - Dates & Budget Summary

Q7. Country(ies)

Which eligible country(ies) will your project be working in?

Country 1	Namibia	Country 2	Zambia
Country 3	Zimbabwe	Country 4	No Response

Do you require more fields?

☒ No

Q8. Project dates

Start date:	End date:	Duration (e.g. 1 year, 8 months):
01 April 2025	31 March 2027	2 years

Q9. Budget Summary

Darwin Initiative Funding Request	2025/26	2026/27	Total request
(1 Apr - 31 Mar) £	£114,786.00	£85,167.00	199,953.00

Q10. Do you have proposed matched funding arrangements?

☒ Yes

Please ensure you clearly outline your matched funding arrangement in the budget.

Q11. If you have a significant amount of unconfirmed matched funding, please clarify how you will fund the project if you don't manage to secure this?

There is confirmed match funding: from WWF-Namibia GBP [REDACTED] for staff cost.
GBP [REDACTED] from African Parks for staff cost and GBP [REDACTED] from WWF-UK for other costs amounting to a total of GBP [REDACTED]

Q12. Have you received, applied for, or plan to apply for any other UK Government funding for your proposed project or a similar project?

☒ Yes

Please give details.

If you have received, applied for or plan to apply with similar projects, explain how your activities are distinct and complementary.

A consortium involving WWF, PPF and CARE has been invited to implement DEFRA's Biodiverse Landscape Fund for KAZA. We are currently going through the required due diligence for the proposal 'R2R- Road to Resilience'. The project does complement elements of this proposal, as it focuses on securing connectivity and wildlife coexistence, creating climate-resilient food systems and scaling lessons from the other components to sustainably improve livelihoods, climate change and women's empowerment.

Section 4 - Darwin Objectives and Conventions

Q13. Problem the project is trying to address

Please describe the problem your project is trying to address in terms of biodiversity and its relationship with multi-dimensional poverty.

The project is focused on the Kavango Zambezi Transfrontier Conservation Area (KAZA-TFCA) which comprises 520,000km² within the borders of five Partner States (Angola, Botswana, Namibia, Zambia, Zimbabwe)(Figure 1). The project will be implemented across 3 partner states - Namibia, Zambia and Zimbabwe. It encompasses rapidly degrading savannas, woodlands and wetlands within a network of formally protected areas and community conservation areas, historically supporting rich biodiversity. An important area for eco-tourism, natural resource management and sustainable use, KAZA has potential to provide economic benefits at regional, national and local scales where a diverse population of 2.7million people mostly depend on agro-pastoralism and NR in a complex social-ecological setting.

Subsistence agro-pastoralism systems in southern African semi-arid environments are no longer sustainable. Rain-fed crop production is only possible with a minimum annual rainfall of 700mm but subsistence crops continue to be grown at <600mm annual rainfall. Cereals production remains well below the threshold of 250 kg needed per person/year(3). Rural population growth now exceeds the availability of arable and pastoral land, such that cattle numbers are in excess of what semi-arid rangelands can support. A limited acceptance for diversification and use of drought resistant crops and livestock, together with a lack of market access threatens food security, and inevitably exacerbates multidimensional poverty. Agro-pastoralism is driven by the limited awareness of potential opportunities for livelihood enhancement available from the conservation and sustainable use of natural resources (NR).

Despite attempts to embrace devolved market-driven models of community based natural resource management (CBNRM) over the past 30 years, commercial use of NR remains highly centralised and directed by

policies of colonial and post-colonial eras(2,4). Locally accountable NRM institutions should enable people to make their own informed decisions about the use of NRs, strengthening land rights, environmental stewardship and NR governance(2). However, current systems maintain centralised control: fearing communities cannot be entrusted with equitable access to NR, believing this will lead to ecological collapse(2). These arguments are institutionally flawed, leading to either inefficient use or overuse of NR, adversely impacting biodiversity and livelihoods(12). Centralised approaches are non-participatory and remote from the resource user or manager. Beneficiaries are passive recipients of management decisions flowing from inappropriate policy formulation(3).

Alternative innovative approaches offer opportunities for active community participation. Providing market-based solutions to mitigate unsustainable NR use can help tackle multidimensional poverty, maintain biodiversity and create sustainable economic development for those dependent upon environmentally precarious landscapes. These solutions need to be chosen and driven locally rather than centrally. For this to happen the enabling conditions must be in place: but they aren't. There's no assessment of the socio-political environment, the macro-economic situation including GDP and MDP indices, perverse economic incentives such as subsidies, access rights, the natural resource base, markets, investment funding, government support, commitment and avoidance of elite capture. This proposal focuses on the development and use of an innovative CBNRM Enabling Conditions Tool (ECT), to measure, monitor and influence centrally and locally, the enabling conditions for institutional change.

Q14. Biodiversity Conventions, Treaties and Agreements

Q14a. Your project must support the commitments of one or more of the agreements listed below. Please indicate which agreement(s) will be supported.

- ☒ Convention on Biological Diversity (CBD)
- ☒ Global Goals for Sustainable Development (SDGs)

Q14b. National and International Policy Alignment

Using evidence where available, please detail how your project will contribute to national policy (including NBSAPs, NDCs, NAPs etc.) and in turn international biodiversity and development conventions, treaties and agreements that the country is a signatory of.

The KAZA partner states of Angola, Botswana, Namibia, Zambia and Zimbabwe are in the process of reviewing and updating their existing NBSAPs. They have also ratified and accessioned the Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilisation, but not yet signed the Protocol. The Sustainable Development Report(5) states all of the SDGs are seriously off track across KAZA(Figure4). Geographical disparities in both economic opportunities and access to services are large and widening(6).

The project's key aim, the finalisation and mainstreaming of a CBNRM Enabling Conditions Tool (ECT) within KAZA, will improve the ability of each country to understand and track changes in progressing CBNRM. Analysis of results from applying ECT will improve decision making and resource allocation providing robust evidence to influence relevant national policy. These in combination will improve the effectiveness of CBRBM and thus delivery by each state against their NBSAPs and Nagoya protocols – where effective CBNRM is so key - and therefore against relevant SDGs and reduced inequality.

KAZA comprises five states, bound by the KAZA Treaty, and other SADC policy documents including the SADC Wildlife-based Economy Strategy Framework(17). Each is at different stages of reviewing and implementing frameworks for CBNRM policy and practice. In addition to each having a WWF Country Office, Namibia, Zambia and Zimbabwe have been selected for this project, one country being UMIC (with wide ranging income inequality), one LMIC and one LIC. Engagement and roll-out is planned later for Angola and Botswana.

Section 5 - Method, Innovation, Capability & Capacity

Q15. Methodology

Describe the methods and approach you will use to achieve your intended Outcome and contribute towards your Impact. Provide information on:

- how you have reflected on and incorporated evidence and lessons learnt from past and present similar activities and projects in the design of this project.
- the specific approach you are using, supported by evidence that it will be effective, and justifying why you expect it will be successful in this context.
- how you will undertake the work (activities, materials and methods).
- what the main activities will be and where these will take place.
- how you will manage the work (governance, roles and responsibilities, project management tools, risks etc.).

Exposure of the ECT in the project target countries, demonstrated the potential for its use from community level to influence central government policy through a two-way process of engagement to progress decentralisation of NRM. Building on this, WWF engaged with intended stakeholders, including Governments and CBNRM forums in Namibia, Zambia and Zimbabwe, exposing them to the ECT, seeking their inputs and support prior to project implementation.

A suite of enabling conditions and indicators identified (i)nationally at macro-socio-political and economic levels, and (ii)thematically, for wildlife, forests, non-timber forest products (NTFPs) and freshwater fisheries will be (iii)interrogated as a prototype to test and validate with communities.

An indicative dashboard will provide a baseline for each country using a colour-coded score from 1 (highly negative) through to 5 (highly positive). A national level baseline for Year 1 will be established for each indicator with spider grams reflecting dashboard values(Figure2,3). These will be updated annually to provide measures of change. This material will constitute the ECT, the primary innovation of this project, already demonstrably well-received. The ECT will provide evidence for where change is needed, and when re-used, whether change is happening. Past experience shows that dashboards are interactive, highly visual, easily comprehended and have driven change(7,8 9).

KAZA partner country M&E specialists and CBNRM practitioners will be trained in the use and application of the ECT in a facilitated workshop setting. Country baselines will be established and/or updated and verified for the prototype ECT.

Thereafter, communities in the three countries Namibia, Zambia will be identified, and visits planned with CBNRM practitioners for field testing of the ECT. Workshops using recognised PLA techniques(7, 9) will test and refine the tool ready for use. Protocols for field use will be developed.

Physical and virtual meetings with the KAZA Secretariat, KIMS specialists and database managers will incorporate the ECT into the on-line KIMS. Once validated, it will be launched and monitored in the short-term for technical efficiency. Thereafter the outputs of the ECT, in respect of its role institutional change will be monitored.

Analysis of results generated by the tool will inform the development of KAZA policy briefs for government departments overseeing CBNRM. These will be co-developed and co-ordinated across KAZA, but specific to each government following consultations and approvals with the KAZA Community Conservation Working Group and the Joint Management Committee. These policy briefs will be disseminated widely.

The Project Technical Lead will have oversight and responsibility, through the KAZA Secretariat and partner countries from a governance perspective, and through the three WWF Country Offices in Namibia, Zambia and Zimbabwe, for technical implementation. Contracted in-country CBNRM specialists and practitioners will be trained in the use and application of the ECT to subsequently engage with communities in further training and

use the ECT, including the development of a protocol for field use. A Project Management Unit comprising the WWF KAZA, the three country wildlife agencies, WWF COs and project partners will oversee implementation of project activities.

Q16. Innovation

Please specifically outline how your approach or project is innovative.

Is it the application of a proven approach in a distinctly different geography/issue/stakeholder (novel to the area), or in a different sector (novel to the sector), or an unproven approach in any sector (novel to the world)?

The project will employ Participatory Rural Appraisal (PRA) and Participatory Learning and Action (PLA) techniques(6)(8)(9), which while not innovative, are novel locally, enabling communities to have primary responsibility for analysing and interpreting information, making suggestions or ideas for improving the ECT. Using PRA/PLA the specialists will support community members to do their own analysis, contribute to co-designing the ECT and use the results to inform policy improvement.

The innovation of this project is the proposal that institutional change is improved through creating an improved “enabling conditions” (aka macro-economic and socio-political and the state of natural resources) environment for CBNRM.

A novel feature is an incentive-based approach whereby material benefits and empowered ownership together underpin meaningful CBNRM(11). This will disrupt inequity of NR benefit decision-making and distribution.

Developing a dashboard as an approach for communities to see data measuring institutional change through qualitative and semi-quantitative measurements of the enabling conditions is locally innovative, as is the communities themselves being enabled to use key findings from applying the ECT to develop briefs and to influence policy and practice.

Past experience shows that using dashboards is highly visual, easily comprehended and interactive, especially amongst rural communities where levels of literacy and numeracy are variable. Already exposure of the tool to stakeholders has demonstrated how positive and negative indicators of CBNRM fall into well defined “clusters” that can be interrogated further.

Q17. Capability and Capacity

How will the project support the strengthening of capability and capacity of identified local and national partners, and stakeholders during its lifetime at organisational or individual levels? Please provide details of what form this will take, who will benefit (noting any Gender Equality and Social Inclusion (GESI) considerations), and the post-project value to the country.

KAZA is a complex socio-ecological setting, shaped by the interplay between human communities, protected areas, the natural environment and global climate change. Providing the essential glue between KAZA protected areas and human-occupied space, the role of local rural communities is pivotal to the long-term conservation and development outcomes of KAZA, so improving capability and capacity at different levels of socio-political influence, governance and understanding is crucial.

Establishing an interface between government and local institutions is crucial to fostering the transfer of decision making and accountability from the centre to the periphery. Use of the tool will enhance the capability and capacity of communities and government agencies to take informed decisions about devolved governance and NR management.

National country CBNRM focal points, members of the KAZA Community Conservation Sub Working Group (KCCSWG), M&E specialists, CBNRM specialists, Transboundary-Based Natural Resource Management (TBNRM) Forums, government and community representatives from the three selected countries of Namibia, Zambia and

Zimbabwe totalling at least 75 people, comprising 30-50% females and reflective of both Indigenous People (Khwe-San) and Local Communities will be trained in the use of the ECT. Thereafter, further co-design and validation will involve local communities with intergenerational make-up, including women, household heads (often female headed), and IP, as applicable, from sites in each of the three countries, with the support of CBNRM specialists.

Indirectly, upwards of 100 additional people, with good female representation, with variable economic and empowerment power will be involved in the focal countries. Beyond this we anticipate subsequent future replication in Angola and Botswana.

Gender equality and social inclusion (GESI) considerations will be taken into account, especially at community level, given that communities in KAZA are central to KAZA's vision of people and nature thriving and will provide important post-project monitoring, evaluation and learning value across KAZA.

If necessary, please provide supporting documentation e.g. maps, diagrams, references etc., as a PDF using the File Upload below:

 [combined Final Annex Darwin Innovation KAZA](#)

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Section 6 - GESI, Awareness, Change Expected & Exit Strategy

Q18. Gender Equality and Social Inclusion (GESI)

All applicants must consider whether and how their project will contribute to promoting equality between persons of different gender and social characteristics. Please include reference to the GESI context in which your project seeks to work. Explain your understanding of how individuals may be disadvantaged or excluded from equal participation within the context of your project, and how you seek to address this. You should consider how your project will proactively contribute to ensuring individuals achieve equitable outcomes and how you will ensure meaningful participation for all those engaged.

Defining "community" within CBNRM presents difficulties(12)(2). Communities are not homogeneous groups. Community conservation is undertaken by people(s) with different social backgrounds and skills, changing over time, so CBNRM recognises the importance of inter-generational and gender-balanced cohesion.

This is especially true within KAZA where governments and communities reflect the societal characteristics of their own countries, meaning the prevailing gender and social norms of local communities and indigenous peoples differ. Traditionally, African society is mostly patriarchal, and while women play a key role in NRM decision-making, given a rural household's dependency on NR, their role is often viewed as labour. While the Khwe San are characterised by relatively "flat " governance hierarchies, in contrast neighbouring local communities have highly structured, even autocratic traditional leadership.

This heterogeneity is reflected in decision-making processes, so while this project will honour traditional authority, it will work through modern constructs of governance such as democratically-elected community conservation committees (CCC) providing coordination and direction, guarding against "elite capture", with office bearers and the wider community tasked with specific responsibilities. The aim of gathering information through the ECT is that the CCC will identify the need to establish equity of voice, role and membership by a diverse (and representative) cross-section of the communities.

CBNRM takes a market-based approach to NR use, e.g. in the context of harvesting of Devils Claw

Harpagophytum procumbens tubers(13), undertaken by Khwe San women and girls, it increased their understanding of the importance of markets, including illegal ones to which men are attracted. This led them to decide that a greater leadership role for women in the CBNRM management was required. . One key purpose of applying the ECT in KAZA is to empower women and men to assess the equity of roles in making informed decisions.

Q19. Change expected

Detail the expected changes and benefits to both biodiversity and multi-dimensional poverty reduction, and links between them, that this work will deliver. You should identify what will change and who exactly will benefit a) in the short-term (i.e. during the lifetime of the project) and b) in the long-term (after the project has ended).

Despite almost 40 years of community conservation in southern Africa, most efforts to achieve true devolution of responsibility and accountability for NRM remain only very partially decentralised. This arises from the continuing belief that maintaining centralised control, rather than entrusting those who live with wildlife and other natural resources, (and who bear the costs of doing so) to conserve and sustainably use NR, will otherwise lead to overuse, exploitation and ecological collapse. In reality, the opposite pertains. The proportion of elephants illegally killed (PIKE) is (i) significantly correlated with poverty at a site level and (ii) bureaucratic ineptness and corruption at a national level(14). Privileging the centre at the expense of the local will continue to undermine biodiversity and exacerbate multidimensional poverty. Hence the need for greater decentralisation and self-management by communities over their NRs(15).

Short term change:

(i) A process of institutional change through use, modification and application of the ECT will begin. Persistent and consistent use of the ECT as a monitoring tool compiled into the multi-country KIMS on-line portal, together with the field protocol will cement its importance in the long term, with support of stakeholders such as NACSO in Namibia, CBNRM Forum in Zambia and CAMPFIRE Association in Zimbabwe.

(ii) Three national wildlife agencies will be involved directly in the project, including as part of the PMU and a further two indirectly. Six community-based Transboundary NRM Forums (growing to c.100 people) responsible for Transboundary-based NRM (TBNRM) will understand the ECT and begin to leverage its role in contributing to institutional change: “upwards” in terms of reforming government CBNRM policy and “downwards” in terms of roll out to Forum members. The Forum's leadership, using evidence generated through the ECT, will become an important socio-political influencer. In addition to the ECT being used in a ground-up catalytic manner, the production of policy briefs through KAZA will further amplify, at the national levels, the longer-term opportunities associated with a more inclusive CBNRM.

Long-term:

A continuing process of demonstrating positive feedback through the ECT, and increasing awareness at both national and local levels will lead to greater benefits for both central government and local communities in the long term. Benefits include (i) greater community empowerment through devolved responsibilities leading to (ii) improved NRM stewardship through good governance resulting in (iii) increased material and well-being benefits. This will (iv) enhance biodiversity outcomes, e.g. reduced habitat loss, reduced poaching, fish sanctuaries v) reduced poverty in its numerous dimensions, e.g. financial and protein benefits from sustainable fisheries, school, clinic and grinding mill projects and (vi) relieve the central government of burdensome NRM, replacing a core responsibility with little more than oversight monitoring and ensuring adherence to policy and legislative frameworks through appropriate sanctions. All stand to benefit in such a win-win situation.

Q20. Pathway to change

Please outline your project's expected pathway to change. This should be an overview of the overall project logic and outline why and how you expect your Outputs to contribute towards your overall Outcome and, in the longer term, your expected Impact.

The project aims to enable devolution of NRM to community ownership and decision-making, by standardising the monitoring of institutional change for community management of forests, wildlife, NTFPs and fisheries through testing and validating the prototype ECT. 10 CBNRM/M&E specialists will be trained to run the ECT to generate visual formats for sharing with local communities.

Data generated through application of the ECT will both inform improvements to the prototype and provide additional information for analysis in KIMS.

These visually accessible results will be discussed with CBNRM institutions and their members, capacitating them to make informed decisions about how to improve management approaches for their respective NR and for NRM processes. The CBNRM members will also identify areas where policy change is needed and mandate their representatives to lobby government officials, using the analysis of the evidence.

The ECT prototype has demonstrated that a roll-out of it will provide data that supports strengthening and formalising fully decentralised NRM to local communities: because they can evidence that using data, they can make the best decisions for sustainable management of biodiversity and natural resources in ways that will provide future livelihood benefits to NR dependent and NR adjacent communities.

Q21. Sustainable benefits and scaling potential

Q21a. How will the project reach a point where benefits can be sustained post-funding? How will the required knowledge and skills remain available to sustain the benefits? How will you ensure your data and evidence will be accessible to others?

The benefits of ECT use will continue as a monitoring tool institutionalised into KIMS. The training of the KAZA Database Manager and IT service providers will be reinforced through regular performance reviews of the ECT. Lower tier structures such as the TBNRM Forums will continue to promote the tool's use across borders, and its role in providing "peer pressure" will be invaluable.

While CBNRM is an accepted community conservation approach, the ECT will address its variability within countries in gendered and age-structured NR stewardship, embedding its benefits in policy and practice.

Devolving NRM decision-making accountability to CBNRM and TBNRM requires government oversight: evidence that NR are improving and that its benefits are equitably distributed. The ECT, embedded into KIMS, will be an essential tool to provide evidence of NR management of resources, NR improvement, how benefits accrue to CBNRM members, and related biodiversity and poverty impacts.

Q21b. If your approach works, what potential is there for scaling the approach further? Refer to Scalable Approaches (Landscape, Replication, System Change, Capacitation) in the guidance. What might prevent scaling, and how could this be addressed?

KAZA is a long-term project of the 15 member Southern Africa Development Community (SADC). The benefits of the ECT will remain indefinitely as it will be embedded in the on-line KAZA KIMS, an established public platform easily accessible to users across SADC. By virtue of the ECT being readily available through KIMS, its use can be scaled up across countries and replicated widely for application in a number of community conservation areas in southern Africa. Such application will impact the SADC policy environment, including the recent Wildlife-based Economy Strategy(16) improving understanding at organisational levels and building capacity. Identifying "champions" for the ECT together with the support of regional IT specialists, could be a key motivator for its testing and adoption across the region, leading to meaningful institutional change in CBNRM, hitherto largely

thwarted(14,15). Additionally, building on evidence from this project, a subsequent project proposal could be developed.

Section 7 - Risk Management

Q22. Risk Management

Please outline the 7 key risks to achievement of your Project Outcome and how these risks will be managed and mitigated, referring to the Risk Guidance. This should include at least one Fiduciary, two Safeguarding, and one Delivery Chain Risk.

Risk Description	Impact	Prob.	Gross Risk	Mitigation	Residual Risk
Fiduciary (financial): funds not used for intended purposes or not accounted for (fraud, corruption, mishandling or misappropriated). Mismanagement of project funds could undermine project success with reputational implications for WWF as a reliable and efficient partner in KAZA.	likely	unlikely	unlikely	All internal WWF financial management and reporting protocols and procedures are prescribed and fully adhered to. Partners are closely and cooperatively managed and monitored for project delivery in time, in budget and as planned	unlikely
Safeguarding: risk of sexual exploitation abuse and harassment (SEAH), or unintended harm to beneficiaries, the public, implementing partners, and staff. WWF staff and partners engage in sexual exploitation, abuse and harassment of communities within KAZA thus leading to emergence of human rights violations, discrimination and harm to communities. This further affects project delivery and sustainability of our interventions within the project area due to reduced trust from communities.	likely	unlikely	unlikely	a. SEAH staff and stakeholder training that requires formal commitments to follow WWF's nine core standards. b. Implement in-country Grievance Redress Mechanisms and mitigation plans. c. Refresher staff trainings on WWF Network Standard-Discrimination-& Harassment-free WWF d. WWF's Code of Conduct provided, emphasised and enforced amongst all stakeholders	unlikely

Safeguarding: risks to health, safety and security (HSS) of beneficiaries, the public. Implementing partners, and staff.

There is a risk that during assessment of national level enabling conditions such as the macro-social political situation (involving rule of law and democratic governance) might raise sensitivities that some authorities might view as inciting people against the government which can bring harm to staff, partners and local community participants

likely

Possible

unlikely

The project will involve and has support of key Government agencies during development and implementation phases.

Key facilitators will abide by the WWF HSS policies, and will remain apolitical and objective during the assessments of macro-social political enabling conditions.

unlikely

Delivery Chain: the overall risk associated with your delivery model.

Communities see limited value for the ECT in measuring and monitoring the enabling environment for CBNRM at the level relevant to them (e.g. villages and their representatives)

likely

unlikely

unlikely

Lessons learnt from similar tools to the ECT will be incorporated into the co-development process together with selected communities from the three countries and CBNRM experts.

unlikely

Risk 5

WWF, partners and communities fail to agree on the detail of inputs into the ECT, including variables to be measured and their indicators

likely

unlikely

unlikely

Effective facilitation and conflict resolution by WWF, partners, CBNRM experts and communities when co-developing the ECT including drawing upon lessons learnt from developing and using other such tools

unlikely

Risk 6

The ECT and its outputs are found unsuitable for inclusion into the online KAZA impact monitoring system.

likely

unlikely

unlikely

Inclusion of KIMS M&E and data analyst experts and the KAZA Secretariat throughout the project cycle , including in relevant workshops and troubleshooting to address any potential issues

unlikely

Risk 7

The data, its subsequent analysis and key findings from application of the ECT may be partially accepted at the policy level by the five Partner states in KAZA

likely

unlikely

unlikely

Keep the five partner states fully informed via the KAZA Secretariat, policy briefs and its CBNRM Working Group on the project and advocacy on the ongoing need for institutional change at a policy level. The representatives from the CBNRM WG will be engaged through the entire project cycle

unlikely

Q23. Project sensitivities

Please indicate whether there are sensitivities associated with this project that need to be considered if details are published (detailed species location data that would increase threats, political sensitivities, prosecutions for illegal activities, security of staff etc.).

☒ No

Section 8 - Workplan

Q24. Workplan

Provide a project workplan that shows the key milestones in project activities.

-  [KAZA BCF Workplan 2024-25 FINAL](#)
-  20/10/2024
-  20:10:17
-  pdf 165.87 KB

Section 9 - Monitoring and Evaluation

Q25. Monitoring and evaluation (M&E)

Describe how the performance of the project will be monitored and evaluated, making reference to who is responsible for the project’s M&E. How will the project robustly evaluate the innovation to support its future application?

The submitted ToC and logframe will be revisited during the first 6 months, by the M&E lead, to further detail the baseline data and endline targets to develop a monitoring plan from the logframe, assigning responsibility for indicator measurement and more specific timelines for deliverables. Data will be collected during interventions which will be analysed per country, with regular sharing between countries quarterly, to inform project decision-making and essential adaptive management. This will be documented in bi-annual and final reports to evidence progress against project targets and the validity of our assumptions.

As an innovation project, focused on developing and piloting a monitoring tool to evidence where institutional change is needed in community management of natural resources (NR), data is critical. Data analysis will underlie any lessons of success (or challenge) and recommendations for integration into the KAZA on-line Impact Monitoring System (KIMS) if it proves to be effective.

The Project Technical Lead and M&E specialists will oversee M&E activities in all three countries, with data collection and analysis undertaken by the project team working closely with the range of CBNRM practitioners

involved. The phasing of the methods for M&E are:

- 1.Collaborative definition of indicators: Technical experts, partners and communities agree on the most appropriate indicators to be used to evidence selected enabling conditions for each NR theme;
- 2.Prototyping: Baseline information pertaining to all the indicators is collected by CBNRM practitioners, working with technical experts, using an agreed means of verification; the data is uploaded into the prototype tool to provide baselines for validation and adaptive management of both process and findings by experts and CBNRM practitioners.
- 3.Field testing: A wider group of collaborating NGOs and CBNRM groups will gather data against the indicators relevant to their NR themes. Data entry into the ECT will happen in real time for those involved to see the resulting data analysis (spider grams) and discuss what they learn from the evidence for their own decisions.
- 4.Use of evidence to guide decisions: The community groups, technical experts and others will be encouraged to apply the results to their own practices, protocols and policies at local and at national level. It could play an integral role in conservancy and other annual reports and at the AGMs.
- 5.Diversity of engagement: Gender and societal data will be collected pertaining to those who are involved in data collection, data analysis and use of data to determine decisions, in order to evidence enabling greater diversity of voices governing conservation implementation and decisions.
- 6.Adoption: the M&E evidence from this project that this tool is fit for purpose, will be its incorporation into KIMS.

Total project budget for M&E (£)	
(this may include Staff and Travel and Subsistence Costs)	
Total project budget for M&E (%)	
(this may include Staff and Travel and Subsistence Costs)	
Number of days planned for M&E	

Section 10 - Logical Framework & Standard Indicators

Q26a. Logical Framework (logframe)

Darwin Initiative projects will be required to monitor and report against their progress towards their Outputs and Outcome. This section sets out the expected Outputs and Outcome of your project, how you expect to measure progress against these and how we can verify this.

 [KAZA Final Combined Logframe ToC](#)

 21/10/2024

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Impact:

Biodiversity improvements and poverty reduction in KAZA Countries, result from devolved community ownership of, and responsibility for, natural resource stewardship enabled by application of an innovative on-line Enabling Conditions Tool

Outcome:

Improved equity and inclusivity in CBNRM policy and governance decisions and/or actions in KAZA through application of evidence provided by community contributions into the Enabling Conditions Tool (ECT)

Project Outputs

Output 1:

A prototype Enabling Conditions Tool (ECT) and indicators available at national and local level for selected NR, e.g. wildlife, forests, NTFPs, and freshwater artisanal fisheries, all with baseline scorecards and spider grams, all with baseline scorecards and spider grams.

Output 2:

ECT field tested and validated at selected sites with communities and support NGOs ready for adoption and use for on-site completion by practitioners

Output 3:

ECT incorporated into KIMS by trained M&E Officer and a guideline for its application (either on-line and/or completion on-site by trained practitioners)

Output 4:

Evidence from analysis of results generated by the tool used to inform the development of policy briefs for central government departments overseeing CBNRM

Output 5:

No Response

Do you require more Output fields?

It is advised to have less than 6 Outputs since this level of detail can be provided at the activity level.

☒ No

Activities

Each activity is numbered according to the Output that it will contribute towards, for example 1.1, 1.2 and 1.3 are contributing to Output 1.

Outcome related Activities

- 0.1 Monitoring and reporting of use of tool by M&E specialists and CBNRM practitioners
- 0.2 Mentoring and support of CBNRM practitioners to analyse evidence to enable their forums to use it
- 0.3 Policy process tracking of decisions made in each context
- 0.4 Monitoring of CBNRM structures records and decisions

Activities by Output

Output 1. Prototype Enabling Conditions Tool (ECT) and indicators available at national and local level for selected natural resources e.g. wildlife, forests, NTFPs, and freshwater artisanal fisheries, all with baseline scorecards and spider grams

- 1.1 Means of institutional change in CBNRM policy and practice in KAZA discussed with KAZA Secretariat and Partner Country CBNRM Focal Points
- 1.2 Countries, technical M&E specialists and CBNRM practitioners selected, and training workshop held at KAZA level.
- 1.3 Training in use and application of ECT undertaken, including selection of countries and NRs
- 1.4 Enabling conditions identified and baselines with indicators for each developed at national level, and thematically for wildlife, forests, NTFPs and fisheries
- 1.5 Baselines and accompanying spider grams established nationally and thematically
- 1.6 Monitoring and Data Quality Analysis (DQA) of processes followed to use in discussions and reporting

Output 2. ECT field tested and validated at selected sites with communities and support NGOs ready for adoption and use for on-site completion by practitioners

- 2.1 Suitable within-country sites and communities identified and selected
- 2.2 Plan and arrange visits to selected within-country community sites, with supporting NGO(s)/CBNRM practitioners for field testing of tool
- 2.3 Hold facilitated workshops to test tool and refine tool further as needed ready for use
- 2.4 Guidelines for field use of the tool developed
- 2.5 Compile findings and results
- 2.6 Documenting findings from monitoring & DQA to compile findings and results

Output 3. ECT incorporated into the KAZA on-line Impact Monitoring System (KIMS) together with trained M&E Officer and a guideline for its application (either on-line and/or completion on-site by trained practitioners)

- 3.1 Discuss modalities of incorporation of tool into on-line KIMS M&E with KAZA Secretariat, IT (PPF) and KIMS specialists
- 3.2 Initiate process of incorporation with PPF GIS and M&E specialist and KAZA Secretariat M&E Database Manager
- 3.3 Process of incorporation underway (Continue process)
- 3.4 Test and validate on-line use of ECT; Make necessary changes if needed or applicable
- 3.5 Launch ECT and Guidelines (roll out in stages)
- 3.6 Monitor use and institutional change over time

Output 4. Evidence from analysis of results generated by the ECT used to inform the development of policy briefs for central government departments overseeing CBNRM

- 4.1 Co-develop, with CBNRM leaders, policy briefs, co-ordinated across KAZA, but specific to each government.
- 4.2 Consultations and briefings with formal KAZA structures, e.g. Joint Management Committee.
- 4.3 Approval of policy briefs.
- 4.4 Dissemination of policy briefs.
- 4.5 Monitoring and DQA of processes followed and assessments of policy commitments made (ongoing).

Q26b. Standard Indicators

Standard Indicator Ref & Wording	Project Output or Outcome this links to	Target number by project end	Provide disaggregated targets here
e.g. DI-A01: Number of people in eligible countries who have completed structured and relevant training	e.g. Output indicator 3.4 / Output 3	e.g. 60	e.g. 30 non-indigenous women; 30 non-indigenous men
DI-B05: Number of people with increased participation in governance	Outcome Indicator 0.1	75 people	30 women, 3 countries (10 women in each country.) 10 indigenous people (3 in each country approx.) .existing governance structure

DI-A03: Number of local or national organisations with enhanced capability and capacity	Outcome Indicator 0.3	6 Community Committees and Forums	6 Public voluntary organisation 2 each in Namibia, Zambia and Zimbabwe
DI-C09: Number of records added to accessible databases	Output indicator 1.1	50 records	3 countries
DI-C01: Number of best practice guides and knowledge products published and endorsed	Output indicator 3.1	2 (1 knowledge product, 1 guide)	3 countries; 1 language (English)
No Response	No Response	No Response	No Response
No Response	No Response	No Response	No Response
No Response	No Response	No Response	No Response
No Response	No Response	No Response	No Response
No Response	No Response	No Response	No Response
No Response	No Response	No Response	No Response
No Response	No Response	No Response	No Response
No Response	No Response	No Response	No Response
No Response	No Response	No Response	No Response

If you cannot identify three Standard Indicators you can report against, please justify this here.

No Response

Section 11 - Budget and Funding

Q27. Budget

Please complete the appropriate Excel spreadsheet, which provides the Budget for this application. Some of the questions earlier and below refer to the information in this spreadsheet.

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Q28. Alignment with other funding and activities

This question aims to help us understand how familiar you are with other work in the geographic/thematic area, and how this proposed project will build on or align with this to avoid any risks of duplicating or conflicting activities.

Q28a. Is this new work or does it build on existing/past activities (delivered by anyone and funded through any source)?

- ☒ Development of existing/past activities

Please give details.

This work builds upon a preliminary Excel-based assessment tool that was developed with WWF funding to undertake an initial desk-based assessment of the enabling environment with respect to the management of wildlife resources. The proposed project will expand the scope to cover other natural resources used by rural communities such as freshwater fish and non-forest timber products.

The initial Excel-based tool involved the work of only technical experts - the expanded ECT under this project with its visualisation capability will be developed and used in a collaborative way to gather input from and with CBNRM practitioners, local community members and the Khwe San. It will also inform policy briefs.

Q28b. Are you aware of any current or future plans for work in the geographic/thematic area to the proposed project?

- ☒ Yes

Please give details explaining similarities and differences, and explaining how your work will be additional, avoiding duplicating and conflicting activities and what attempts have been/will be made to co-operate with and share lessons learnt for mutual benefit.

WWF is implementing a 10 year programme of strategic support to KAZA. This largely operates through local partners and focuses on protecting the region's biodiversity assets, empowering and increasing benefit flows to rural communities and unlocking the economic value of KAZA. Our partners have numerous projects aimed at supporting CBNRM in different ways, such as establishing and supporting existing conservancies/CAMPFIRE Districts/CRBs/Trusts, improving local governance issues, support to Transboundary Natural Resource Management (TBNRM) forums, monitoring and management of wildlife resources, mitigation for human wildlife conflict and expanding benefit flow options. However, none of these activities are attempting to address the objectives of the proposed project.

One particularly relevant WWF funded project, is a current repeat of the 2014 socio-economic assessment of the same households in Zimbabwe, Zambia and Angola (and now also Namibia & Botswana). This will provide important complementary and background data that will inform this project's assessment of the enabling environment for CBNRM.

Q29. Value for Money

Please demonstrate why your project is good value for money in terms of impact and cost-effectiveness of each pound spend (economy, efficiency, effectiveness and equity). Why is it the best feasible project for the amount of money to be spent? Please make sure you read the guidance documents, before answering this question.

WWF is committed to using available resources to maximise results on the ground, thus running all operations in a cost-effective manner and applying donors' funds according to the highest standards of accountability. Within WWF, value for money (VfM) is analysed around the 4E framework (economy, efficiency, effectiveness and equity) to maximise results. These principles are embedded in the WWF Network Operational Manual and programme and organisational level tools have been developed to help assess and improve VfM.

VfM has been considered in the design of this project through the development of a tool, the use of which will give the CBNRM practitioners evidence-based insights for improvement of policy and practice in CBNRM institutions. From evidence already gathered through exposure of the ECT to three governments and respective in-country CSO, there is already an expressed and explicit interest in the application of the tool and its anticipated outcomes amongst four important NR sectors as a much-needed innovation. Clear and strong links

between biodiversity and poverty were fully grasped and understood. This is an important element to improve effectiveness, subsequently the whole process can be sustained through integration into KAZA's existing online M&E system, meaning there will be no additional costs of maintaining it.

The budget was constructed by identifying the inputs required for implementing each activity and assigning known/estimated cost based on local and current knowledge. Technical and financial staff thus integrate VfM monitoring into their standard approaches.

Q30. Capital items

If you plan to purchase capital items with Darwin funding, please indicate what you anticipate will happen to the items following project end. If you are requesting more than 10% capital costs, please provide your justification here.

No capital items will be purchased for the project.

Section 12 - Safeguarding & Ethics

Q31. Safeguarding

All projects funded under the Biodiversity Challenge Funds must ensure proactive action is taken to promote the welfare and protect all individuals involved in the project (staff, implementing partners, the public and beneficiaries) from harm. In order to provide assurance of this, projects are required to have specific procedures and policies in operation.

Please outline how your project will ensure:

(a) beneficiaries, the public, implementing partners, and staff are made aware of your safeguarding commitment and how they can confidentially raise a concern,

(b) safeguarding issues are investigated, recorded and what disciplinary procedures are in place when allegations and complaints are upheld,

(c) you will ensure project partners also meet these standards and policies.

Indicate which minimum standard protocol your project follows and how you meet those minimum standards, i.e. CAPSEAH, CHS, IASC MOS-PSEA. If your approach is currently limited or in the early stages of development, please clearly set out your plans to address this.

WWF believes anyone connected to our work should be safe from harm.

Beneficiaries, the public, partners, and staff are informed about WWF's safeguarding commitments, how to raise concerns confidentially and our code of conduct. We ensure clear communication of policies, conduct training sessions, and establish confidential reporting channels. Stakeholders receive information and training to identify/report concerns, and policies and appropriate contacts are listed publicly on our website.

Safeguarding issues are thoroughly investigated, recorded, and addressed. Each office has a response policy, maintains detailed records and follows impartial investigation procedures overseen by WWF's ombudsperson. Upheld allegations and complaints are dealt with through appropriate disciplinary procedures, adhering to legal and organisational guidelines. Disciplinary actions may include warnings, suspension, termination, or legal interventions, depending on the severity of misconduct.

Project partners uphold safeguarding policies by incorporating requirements into partnership agreements (e.g. subcontracts), providing guidance and training, monitoring compliance, and establishing reporting/feedback mechanisms. Non-compliance by partners can result in consequences such as funding loss or termination.

WWF-UK will adopt IASC MOS-PSEA, through board-level ratification in October 2024: to meet this standard we have reviewed and strengthened our policies and contractual obligations to be explicit about PSEAH: this will be communicated to all staff and partners, and incorporated into annual training modules as needed; we have updated specific JDs to include PSEAH; we are planning a rollout of support materials for implementing partner

use in the coming year. We have reviewed our complaints, recruitment, performance management, awareness and investigation processes and consider they meet the standard, but we are committed to improving them none-the-less.

Defra recommend you appoint a safeguarding focal point to ensure the project's PSEAH work is taken forward. This can be a separate member of staff or a current member of staff who spends a proportionate amount of time for safeguarding and PSEAH activities. Please name this individual here - this person should also be included in your overall staff list at Q34 and in your budget.

[REDACTED]

Q32. Ethics

Outline your approach to meeting the key principles of good ethical practice, as outlined in the guidance.

Project implementation is guided by WWF's Environmental and Social Safeguards Framework (ESSF). Work under implementation by WWF across KAZA has gone through environmental and social risk identification, impact assessment and mitigation planning; ensuring meaningful stakeholder engagement in all stages and having in place locally appropriate and accessible grievance mechanisms.

Risk and impact identification and assessment applied to this project has focussed on understanding issues related to human rights; gender equality; conflict-sensitivity; child rights; indigenous peoples; community health, safety and security; access restrictions and cultural resources. Affected rights-holders are involved in mitigation planning to ensure acceptable mitigation measures are put in place for identified risks and impacts.

When working with local communities (IP or not), there is an existing inclusive process to seek their informed consent during project design, mutually agree on activities affecting them and the terms for implementation to ensure consent can be maintained. This includes mitigation and monitoring measures and a process to address grievances.

Inherent human rights risks could include unintentional discrimination, violating the participation/consultation rights of affected communities and contributing to abusive actions by enforcement personnel. These are mitigated through a proper analysis of stake/rights-holders and vulnerabilities, ensuring inclusive engagement and co-development.

Section 13 - British Embassy or High Commission Engagement

Q33. British embassy or high commission engagement

It is important for UK Government representatives to understand if UK funding might be spent in the project country/ies. Please indicate if you have contacted the relevant British embassy or high commission to discuss the project and attach details of any advice you have received from them.

☒ Yes

Please attach evidence of request or advice if received.

 [Zimbabwe email](#)

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 [Zambia email](#)

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 [Botswana email](#)

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 [Angola](#)

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Section 14 - Project Staff

Q34. Project staff

Please identify the core staff (identified in the budget), their role and what % of their time they will be working on the project.

Name (First name, surname)	Role	% time on project	1 Page CV or job description attached?
Deborah Mackay	Project Leader	10	Checked
Dr Michael Knight	Project management - landscape lead KAZA - WWF-Namibia	15	Checked
To be recruited	Consultant - Project Technical Assistant	100	Checked
Shadrach Mwaba	Project lead & CBNRM expert, WWF Zambia	5	Checked

Do you require more fields?

☒ Yes

Name (First name, surname)	Role	% time on project	1 Page CV or job description attached?
Itai G. Chibaya	Country and Technical Lead CBNRM - WWF- Zimbabwe	4	Checked

Mr Gordon Homer	Project management, social/development expertise (GESI) WWF-Namibia	15	Checked
Patricia Skyer	CBNRM technical expert project and financial management - WWF-Namibia	5	Checked
Getrude M. Nyirenda	M&E Manager WWF- Zambia	4	Checked
Muema Dominic Mutisya	Technical and CBNRM Lead (Implementing Partner) - Integrated Rural Development and Nature Conservation (IRDNC), Namibia	7	Checked
Michael Pelham	Implementation Coordinator (Implementing Partner) Park Manager and Technical Lead Matusadona National Park, Zimbabwe	4	Checked
Jason Gilbertson	M&E: IMPACT ANALYST (Implementing Partner) Peace Parks Foundation	6	Checked
Saara Niitenge	Safeguards, M&E, and Compliance Manager	5	Checked

Please provide 1 page CVs (or job description if yet to be recruited) for the project staff listed above as a combined PDF.

 [Combined Final C.V. 1.pdf](#)

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 pdf 1.61 MB

Have you attached all project staff CVs?

☒ Yes

Section 15 - Project Partners

Q35. Project Partners

Please list all the Project Partners (including the Lead Organisation who will administer the grant and coordinate delivery of the project), clearly setting out their roles and responsibilities in the project including the extent of their engagement so far.

Lead Organisation name:	WWF-UK
Website address:	https://www.wwf.org.uk/

Why is this organisation the Lead Organisation, and what value to they bring to the project?

(including roles, responsibilities and capabilities and capacity):

In 2019, WWF-UK made a commitment to the UK Government to lead all grant proposals from the global WWF Network, taking on responsibility for overall programme oversight, financial and quality assurance, monitoring and evaluation, and safeguarding.

WWF-UK has worked in close collaboration with project partners to develop this proposal and will continue to work in close partnership throughout implementation to ensure effective & sustainable impact.

WWF-UK is responsible for maintaining strong collaborative relationships with partners, the co-development of a Partnership Agreement, organising regular virtual team meetings, issuing grant agreements and payments to WWF in-country offices and sub implementing partners, support on M&E and tools for baseline data collection, oversight of safeguarding and risk management, sharing best practice and learnings, support to external project communications and facilitating the contract for evaluation.

WWF-UK will be accountable for use of Darwin Innovation funds and will ensure compliance with the terms and conditions of funding and will provide all reporting (using input from partners).

WWF-UK are therefore providing the expertise of a Grants Specialist who has relevant expertise including leading on UK government grants

International/In-country Partner

☒ International

Allocated budget (proportion or value):



Representation on the Project Board (or other management structure)

☒ Yes

Have you included a Letter of Support from the Lead Organisation?

☒ Yes

Do you have partners involved in the project?

☒ Yes

1. Partner Name:

WWF-Namibia

Website address:

<https://www.wwfnamibia.org/>

What value does this Partner bring to the project?	Since 1993, when WWF in Namibia commenced its renown community conservation focused work, it has been instrumental in establishing 86 Community Conservancies covering over 4 million ha. Sixteen of these conservancies are situated in the KAZA area in Namibia, a number of which will be the focus of this project.
(including roles, responsibilities and capabilities and capacity):	Although WWF Namibia has expanded its conservation role, it has continued support to community conservation governance and exploring and securing sustainable community business opportunities. WWF Namibia is steeped in CBNRM experience and skills that will add value to this project. It will also financially administer this project.
	WWF Namibia also provides administrative and financial support to its dedicated KAZA programme and its small dedicated team scattered across the KAZA landscape. They work closely with WWF Zambia and Zimbabwe, WWF national offices and partners. The KAZA team also operates in Angola and Botswana. The WWF in KAZA Strategy, guides WWF towards building a connected, climate resilient, and economically viable conservation landscape for people and nature, in line with the KAZA Secretariats Vision.
	The WWF in Nam and the WWF in KAZA team deliver on its conservation objectives by working primarily through local conservation partners.
International/In-country Partner	☒ In-country
Allocated budget:	
Representation on the Project Board (or other management structure)	☒ Yes
Have you included a Letter of Support from this partner?	☒ Yes
2. Partner Name:	WWF- Zambia
Website address:	https://www.wwfzm.panda.org/

What value does this Partner bring to the project? (including roles, responsibilities and capabilities and capacity):	WWF commenced in Zambia in 1962. Since its early engagement in protected areas support, conservation education, CBNRM and wetlands conservation, it has expanded its programmatic focus to cover six thematic areas: Freshwater; Wildlife; Food; Climate; Youth and Forests. WWF Zambia brings a holistic approach towards ensuring that wildlife, freshwater and forests are valued by people and able to thrive within functioning well-managed landscapes. It does this through a dedicated CBNRM team that endeavours to empower local people to benefit from, and value, wildlife via engagement and strengthening of community resource boards, influencing national policies and support to protecting wildlife. Moreover, WWF Zambia's work with partners also helps people recognize the value of naturally functioning freshwater systems as the cornerstone of sustainable socio-economic development and that when well managed, the river supports thriving freshwater ecosystems, human health and more resilient livelihoods. Close cooperation with the government and communities ensures that Zambia's forests are better protected and sustainably managed in order to secure resilient biodiversity, ecosystem services and community benefits through large scale forest landscape restoration. WWF Zambia will add local M&E capacity as well as freshwater and CBNRM expertise in facilitating community engagement.
International/In-country Partner	☒ In-country
Allocated budget:	
Representation on the Project Board (or other management structure)	☒ Yes
Have you included a Letter of Support from this partner?	☒ Yes
3. Partner Name:	WWF - Zimbabwe
Website address:	https://zimbabwe.panda.org/

What value does this Partner bring to the project? (including roles, responsibilities and capabilities and capacity):	WWF Zimbabwe has played an instrumental role in furthering the sustainable use of natural resources. It was the first country in Africa to develop an alternative approach to the management of wildlife outside protected areas using community based natural resources management (CBNRM) approaches. Hence, this project resonates very closely with WWF Zim's conservation objectives. The nexus of the WWF Zim's Wildlife and Forests programmes aims to contribute towards enhancing the capacity of protected areas management authorities to better manage their estate and proactively engage and empower buffer communities to economically and substantially benefit from wildlife and forest resources in their areas. This involves improved park management; greater buffer community engagement and economic benefit; capacitating relevant institutions and communities in forest management; Value addition to and commercialization of timber and non-timber forest products and services; Coordinated enforcement of relevant laws; and piloting and up scaling appropriate land management models. WWF Zim's small conservation team will contribute in the local M&E and facilitate the community engagement process.
International/In-country Partner	☒ In-country
Allocated budget:	
Representation on the Project Board (or other management structure)	☒ Yes
Have you included a Letter of Support from this partner?	☒ Yes
4. Partner Name:	KAZA Secretariat
Website address:	https://www.kavangozambezi.org/

What value does this Partner bring to the project?	KAZA is an international conservation and development organisation established under the KAZA Treaty in 2011 to deliver on its Mission and Vision. The initiative is owned and led by the governments of the five partner countries (Angola, Botswana, Namibia, Zambia & Zimbabwe), with a clear focus on conservation as the primary form of land use and tourism being a by-product thereof. The KAZA TFCA is recognised by the Southern African Development Community (SADC) as part of its programmatic vision of regional integration and the wise use of natural resources and effective protection of the natural environment.
(including roles, responsibilities and capabilities and capacity):	Integral to this project is the KAZA Impact Monitoring (KIM) tool (see website) that has collaboratively developed a user-friendly, spatial monitoring tool that enables multiple parties to assess the change in biological and socio-economic indicators (both spatial and non-spatial) and the achievement of the indicator targets in relation to baselines. This project will directly feed into the KIMs to track the progress of the enabling environment for CBNRM in KAZA. We will contract a consultant to help with this integration onto the platform.
International/In-country Partner	☒ International
Allocated budget:	
Representation on the Project Board (or other management structure)	☒ Yes
Have you included a Letter of Support from this partner?	☒ Yes
5. Partner Name:	Integrated Rural Development and Nature Conservation (IRDNC)
Website address:	https://www.irdnc.org.na/
What value does this Partner bring to the project?	IRDNC Is the largest field-based conservation organization in Namibia, who provides leadership, training and technical support to almost 50 registered/emerging conservancies in northwest and northeast Namibia. In particular, IRDNC is instrumental in supporting 14 registered and five emerging conservancies in Zambezi Region. As the lead Namibia CBNRM support organization, IRDNC also plays a strong role in bolstering transboundary community capacity, working closely with WWF-Zambia in the Silowana Complex and six transboundary community forums that straddle the borders of Namibia with Angola, Botswana, and Zambia. This work has recently expanded to include Zimbabwe CAMPFIRE districts in Hwange and Binga. IRDNC also implements WWF supported work in Zambezi Complexes associated with zonation, corridor planning and HWC.
(including roles, responsibilities and capabilities and capacity):	They will provide a facilitatory and coordination role with the selected communities in Namibia.

International/In-country Partner ☒ In-country

Allocated budget:



Representation on the Project Board
(or other management structure) ☒ Yes

Have you included a Letter of Support
from this partner? ☒ Yes

6. Partner Name: African Parks Network (AP)

Website address: <https://www.africanparks.org/>

What value does this Partner bring to
the project?

African Parks, established in 2000, is a non-profit conservation organisation focused on the rehabilitation and long-term management of national parks in partnership with governments and local communities. They currently manage 22 national parks and protected areas in 12 African countries, which includes Matusadona National Park in Zimbabwe, part of the focus of this project.

(including roles, responsibilities and
capabilities and capacity):

AP ensures that each park is ecologically, socially, and financially sustainable in the long-term through maintaining a strong focus on economic development and poverty alleviation of surrounding communities.

AP's community engagement staff will implement the project amongst selected communities around Matusadona National Park.

International/In-country Partner ☒ In-country

Allocated budget:



Representation on the Project Board
(or other management structure) ☒ Yes

Have you included a Letter of Support
from this partner? ☒ Yes

If you require more space to enter details regarding Partners involved in the project, please use the text field below.

The Peace Parks Foundation (PPF), has supported the KAZA Secretariat in developing and managing the online KAZA Impact Monitoring (KIM) platform and database. In this project, it will provide technical support in incorporating the findings of this project into the online M&E facility. It's budget share is GBP 8,047.

The Zambia Community-Based Natural Resources Management (ZCBNRM) Forum has over the years collaborated with local partners and international NGOs in implementing CBNRM projects and contributed to the development of the 2024 Zambia National CBNRM Policy. The Forum will collaborate with WWF Zambia to implement the project in targeted communities in the Silwana landscape.

The government departments (DNPW, MEFT and ZimParks) overseeing CBNRM in the three countries will support with approval and dissemination of policy briefs at central government level. The Community Campfire Association of Zimbabwe, CAMPFIRE Association Zimbabwe and Namibian Association of CBNRM Support Organisations, through their membership will help in mobilising communities at the project sites in the three countries to understand, engage and buy into the importance of the enabling conditions governing the management of natural resources.

Please provide a combined PDF of all Letters of Support for all project partners or explain why this has not been included.

 [Combined partner support letters](#)

 21/10/2024

 16:28:28

 pdf 4.2 MB

Section 16 - Lead Partner Track Record

Q36. Lead Organisation Capability and Capacity

Has your organisation been awarded Biodiversity Challenge Funds (Darwin Initiative, Darwin Plus or Illegal Wildlife Trade Challenge Fund) funding before (for the purposes of this question, being a partner does not count)?

☒ Yes

Please provide details of the most recent awards (up to 6 examples).

Reference No	Project Leader	Title
31-004	WWF-UK	Effectively tackling Human-Carnivore Conflicts through Systematic Approaches in Uganda
IWT131	WWF-UK	Countering Jaguar Conflict and IWT in the Bolivian Amazon
IWT139	WWF-UK	Towards Zero Poaching in the Greater Virunga Landscape
DARNV018	WWF-UK	Wildlife Credits: Launching a Conservation Performance Payments Scheme in Tanzania
30-017	WWF-UK	Strengthening communities' livelihood and stewardship to conserve Otters in Karnali
30-018	WWF-UK	Reviving Trans-Himalayan Rangelands: A community-led vision for people and nature

Have you provided the requested signed audited/independently examined accounts?

☒ Yes

Section 17 - Certification

Q36. Certification

If this section is incomplete the entire application will be rejected.
Please note if you do not upload the relevant materials below your application may be ineligible.

On behalf of the

Trustees

of

WWF-UK

I apply for a grant of

£199,953.00

I certify that, to the best of our knowledge and belief, the statements made by us in this application are true and the information provided is correct. I am aware that this application form will form the basis of the project schedule should this application be successful.

(This form should be signed by an individual authorised by the applicant institution to submit applications and sign contracts on their behalf.)

- I have enclosed CVs for key project personnel, a cover letter, letters of support, a budget, logframe, theory of change, Safeguarding and associated policies, and project workplan.
- Our last two sets of signed audited/independently verified accounts and annual report (or other financial evidence – see Finance Guidance) are also enclosed.

Checked

Name	Kate Akhtar
Position in the organisation	Director of Public Sector Partnerships
Signature (please upload e-signature)	 Kate A signature1  21/10/2024  17:47:23  jpg 8.29 KB
Date	21 October 2024

Please attach the requested signed audited/independently examined accounts.

 WWF-UK-Annual-Report-and-Financial-Statements-2022-23  20/10/2024  20:36:37  pdf 4.94 MB	 WWF-UK-Annual-Report-and-Financial-Statements-2021-22  20/10/2024  20:36:08  pdf 5.86 MB
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Please upload the Lead Organisation's Safeguarding Policy, Whistleblowing Policy and Code of Conduct as a PDF. Optionally you can also upload your Health, Safety and/or Security policy or Security Plan here.

 [WWF UK Safeguarding Code of Conduct - September 2022-2](#)
 20/10/2024
 21:43:10
 pdf 124.76 KB

 [WWF-UK Travel Safety and Security Policy V2 - Audit Committee Approved - Feb 2023](#)
 20/10/2024
 21:43:10
 pdf 216.06 KB

 [WWF UK Safeguarding Policy September 2024](#)
 20/10/2024
 21:43:10
 pdf 154.77 KB

 [WWF Safeguarding Code of Conduct - August 2024](#)
 20/10/2024
 21:43:10
 pdf 106.8 KB

 [H&S signed policy 240322-133451-b](#)
 20/10/2024
 21:42:17
 pdf 1.84 MB

 [Whistleblowing Policy-1](#)
 20/10/2024
 21:42:15
 pdf 118.04 KB

Section 18 - Submission Checklist

Checklist for submission

I have read the Guidance, including the "Darwin Initiative Guidance", "Monitoring Evaluation and Learning Guidance", "Standard Indicator Guidance", "Risk Guidance", and "Finance Guidance".	Checked
I have read, and can meet, the current Terms and Conditions for this fund.	Checked
I have provided actual start and end dates for the project.	Checked
I have provided the budget based on UK government financial years i.e. 1 April – 31 March and in GBP.	Checked
I have checked that the budget is complete, correctly adds up and I have included the correct final total at the start of the application.	Checked
The application has been signed by a suitably authorised individual (clear electronic or scanned signatures are acceptable).	Checked
I have attached the below documents to my application: a cover letter from the Lead Organisation.	Checked
a completed logframe as a PDF using the template provided.	Checked
a 1 page Theory of Change as a PDF which includes the key elements listed in the guidance.	Checked
a budget (which meets the requirements above) using the template provided.	Checked
a signed copy of the last 2 annual report and accounts for the Lead Organisation (or other financial evidence – see Finance Guidance), or provided an explanation if not	Checked
a completed workplan as a PDF using the template provided.	Checked

• a copy of the Lead Organisation's Safeguarding Policy, Whistleblowing Policy and Code of Conduct (Question 31).	Checked
• a copy of the Lead Organisation's Health, Safety and/or Security policy or Security Plan (Question 31)	Checked
• 1 page CV or job description for all the Project Staff identified at Question 34, including the Project Leader, or provided an explanation of why not, combined into a single PDF.	Checked
• a letter of support from the Lead Organisation and partner(s) identified at Question 35, or an explanation of why not, as a single PDF.	Checked
I have been in contact with the FCDO in the project country(ies) and have included any evidence of this. If not, I have provided an explanation of why not.	Checked
The additional supporting evidence is in line with the requested evidence, amounts to a maximum of 5 sides of A4, and is combined as a single PDF.	Checked
(If copying and pasting into Flexi-Grant) I have checked that all the responses have been successfully copied into the online application form.	Checked
I have checked the Darwin website immediately prior to submission to ensure there are no late updates.	Checked
I have read and understood the Privacy Notice on the Darwin Initiative website.	Checked

We would like to keep in touch!

Please check this box if you would be happy for the lead applicant (Flexi-Grant Account Holder) and project leader (if different) to be added to our mailing list. Through our mailing list we share updates on upcoming and current application rounds under the Biodiversity Challenge Funds. We also provide occasional updates on other UK Government activities related to biodiversity conservation and share our regular newsletter. You are free to unsubscribe at any time.

Checked

Data protection and use of personal data

Information supplied in the application form, including personal data, will be used by Defra as set out in the Privacy Notice, available from the [Forms and Guidance Portal](#).

This Privacy Notice must be provided to all individuals whose personal data is supplied in the application form. Some information may be used when publicising the Darwin Initiative including project details (usually title, lead organisation, project leader, location, and total grant value).

Project Title: An enabling institutional tool for community conservation in southern Africa

Project Summary	SMART Indicators	Means of Verification	Important Assumptions
Impact: Biodiversity improvements and poverty reduction in KAZA Countries, result from devolved community ownership of, and responsibility for, natural resource stewardship enabled by application of an innovative on-line Enabling Conditions Tool			
Outcome: Improved equity and inclusivity in CBNRM policy and governance decisions and/or actions in KAZA through application of evidence provided by community contributions into the Enabling Conditions Tool (ECT)	0.1 By March 2027, six CBNRM forums, with c.75 people of balanced gender and age composition, demonstrate greater devolved responsibility, accountability and benefit sharing. 2024 baseline: 76 people (42% women) in forum: no data on evidence based equitable decision making records [DI-B05] Number of people with increased participation in governance 0.2 By March 2027, 3 Governments are made aware of new ECT generated evidence to inform CBNRM Policies (natural resources, benefits and/or governance) with reform progressively underway. 2024 baseline: 0	0.1a CBNRM leadership records evidencing gender & age and role. 0.1b Local CBNRM minutes and/or reports evidencing decisions made using the ECT data analysis. 0.1c Records of decisions made / actions taken to respond to Government CBNRM policy change 0.2a Annual CBNRM policy timelines at central government level & policies and/or the policy briefs. 0.2b Evidence in documents advocating use of the ECT for improved policies.	The process of capacity building and devolution of ownership of data to CBNRM groups enables them to analyse and use ECT information in KIMS to generate evidence for improved governance and actions Governments continue to commit to undertake policy reforms based on evidence provided and respond to shifts in power dynamics. Local level CBNRM structures support and respond to policy changes through demonstrable activities. KAZA Partner States and structures continue to commit to inclusion of the ECT in KIMS.

Project Title: An enabling institutional tool for community conservation in southern Africa

		0.2c Use of ECT generated evidence reflected in policy development documents. 0.2d Analysis of potential benefit flows / empowerment that would accrue from implementation of improved policy. 0.3a Number of committees and forums reporting on improved understanding of ECT tool and its site level application. 0.3b Records of gender, IP & “roles in community” of all involved.	NGO implementing partners continue to support and use the ECT. Local level community structures continue to engage in the application of the ECT.
	0.3 By March 2027, 6 Community Committees and Forums with 30%-50% female makeup are exposed to and understand the on-line monitoring system and contribute to site-based guidelines using the evidence to inform their practices and guidelines. 2024 baseline: 0 [DI-A03] Number of local or national organisations with enhanced capability and capacity		
	0.4 By March 2027, 4 trained technical M&E specialists and 6 CBNRM (6 practitioners with 30%-50% female makeup are able to access the on-line CBNRM Enabling Conditions Tool (ECT) and site-based guidelines. 2024 baseline: 0	0.4a KIMS records, through ECT access, of M&E specialists and implementing NGO, CBNRM practitioners (gender disaggregation of enumerators noted) engaged in regular and ongoing data entry into the online ECT.	

Project Title: An enabling institutional tool for community conservation in southern Africa

Outputs: 1. A prototype Enabling Conditions Tool (ECT) and indicators available at national and local level for selected NR, e.g. wildlife, forests, NTFPs, and freshwater artisanal fisheries, all with baseline scorecards and spider grams, all with baseline scorecards and spider grams.	1.1 By end 2025, a prototype ECT, guidelines and indicators for monitoring institutional change for community management of selected NRs in at least 3 countries are ready for testing; by mid-2026 functional baselines for selected NR in all 3 nations; ongoing updates in subsequent months Baseline: no such information exists for the NR in the 3 nations [DI-C09] Number of records added to accessible databases.	1.1 Records of validation meetings and workshops held (including gender breakdown of participants). 1.2 Records of enabling conditions and indicators developed nationally (by country) and thematically (NRs). 1.3 Records of sites and baselines established nationally and thematically. 1.4 Scorecards and spider grams reflecting process & progress as above.	Human resources available and willing to be trained Acceptance of methodology
2. ECT field tested and validated at selected sites with communities and support NGOs ready for adoption and use for on-site completion by practitioners	2.1 By March 2026, ECT, guidelines and indicators for monitoring institutional change for community management of selected NRs is tested and validated in up to 6 sites across 3 countries; By April 2027, they are adopted and being used. Baseline: Communities are not aware of or involved in the ECT	2.1 Guidelines tool, scorecards, protocol and spider grams exist and are updated 2.2 Verified baselines. 2.3 Selected sites and communities. 2.4 Guidelines for field use of the tool.	

Project Title: An enabling institutional tool for community conservation in southern Africa

3. ECT incorporated into KIMS by trained M&E Officer and a guideline for its application (either on-line and/or completion on-site by trained practitioners)	3.1 By March 2027, ECT and guidelines approved and incorporated as an on-line tool with database established in KIMS Baseline: 2024, a prototype excel tool exists requiring testing to inform guidelines for incorporation into KIMS [DI-C01] Number of best practice guides and knowledge products published and endorsed	3.1 ECT loaded onto KIMS. 3.2 ECT tested and verified ready for use on-line. 3.3 Guidelines for use developed. 3.4 Records of training. 3.5 Record of its use.	
4. Evidence from analysis of results generated by the tool used to inform the development of policy briefs for central government departments overseeing CBNRM	4.1 By March 2027 at least 1 policy brief, informed by the ECT, for KAZA, involving the 3 national Government departments, has been prepared and accepted for consideration. Baseline: ECT has not informed policy briefs in these nations	4.1 For each Government context: records of policy briefs finalised and submitted. 4.2 Records of meetings attended. 4.3 Records of commitments made.	
Activities Outcome related Activities 0.1 Monitoring and reporting of use of tool by M&E specialists and CBNRM practitioners 0.2 Mentoring and support of CBNRM practitioners to analyse evidence to enable their forums to use it 0.3 Policy process tracking of decisions made in each context 0.4 Monitoring of CBNRM structures records and decisions			

Activities by Output

Output 1. Prototype Enabling Conditions Tool (ECT) and indicators available at national and local level for selected natural resources e.g. wildlife, forests, NTFPs, and freshwater artisanal fisheries, all with baseline scorecards and spider grams

1.1 Means of institutional change in CBNRM policy and practice in KAZA discussed with KAZA Secretariat and Partner Country CBNRM Focal Points

1.2 Countries, technical M&E specialists and CBNRM practitioners selected, and training workshop held at KAZA level.

1.3 Training in use and application of ECT undertaken, including selection of countries and NRs

1.4 Enabling conditions identified and baselines with indicators for each developed at national level, and thematically for wildlife, forests, NTFPs and fisheries

1.5 Baselines and accompanying spider grams established nationally and thematically

1.6 Monitoring and Data Quality Analysis (DQA) of processes followed to use in discussions and reporting

Output 2. ECT field tested and validated at selected sites with communities and support NGOs ready for adoption and use for on-site completion by practitioners

2.1 Suitable within-country sites and communities identified and selected

2.2 Plan and arrange visits to selected within-country community sites, with supporting NGO(s)/CBNRM practitioners for field testing of tool

2.3 Hold facilitated workshops to test tool and refine tool further as needed ready for use

2.4 Guidelines for field use of the tool developed

2.5 Compile findings and results

2.6 Documenting findings from monitoring & DQA to compile findings and results

Output 3. ECT incorporated into the KAZA on-line Impact Monitoring System (KIMS) together with trained M&E Officer and a guideline for its application (either on-line and/or completion on-site by trained practitioners)

3.1 Discuss modalities of incorporation of tool into on-line KIMS M&E with KAZA Secretariat, IT (PPF) and KIMS specialists

3.2 Initiate process of incorporation with PPF GIS and M&E specialist and KAZA Secretariat M&E Database Manager

3.3 Process of incorporation underway (Continue process)

3.4 Test and validate on-line use of ECT; Make necessary changes if needed or applicable

3.5 Launch ECT and Guidelines (roll out in stages)

3.6 Monitor use and institutional change over time

Project Title: An enabling institutional tool for community conservation in southern Africa

Output 4. Evidence from analysis of results generated by the ECT used to inform the development of policy briefs for central government departments overseeing CBNRM

4.1 Co-develop, with CBNRM leaders, policy briefs, co-ordinated across KAZA, but specific to each government.

4.2 Consultations and briefings with formal KAZA structures, e.g. Joint Management Committee.

4.3 Approval of policy briefs.

4.4 Dissemination of policy briefs.

4.5 Monitoring and DQA of processes followed and assessments of policy commitments made (ongoing).