

NACSO Strategic Plan -2011-2015

FINAL March 2011

1. Introduction

In 2001 NACSO developed a five-year strategic vision for CBNRM in which it set out an overall goal and set of objectives to guide the organisation's activities. Since then major changes have taken place within the National Conservancy CBNRM Programme, with 59 conservancies now being registered. The programme initially focused on wildlife but now has expanded its scope to include indigenous plants, holistic range management, conservation farming and forest products. There are now 13 registered community forests and there are growing links between conservancies and community forests to the extent that a National Conservancy and Community Forest Programme has now emerged. The programme is now a multi-faceted conservation and rural development programme that encompasses several different natural resources across most of the country, provides income to marginalized rural people and establishes management systems for communal land and resources. The NACSO Five-Year Strategic Plan for the period 2011-2015 is designed to meet the new challenges of the expanded national programme. It is also designed to assist in implementing the vision and objectives for the National Conservancy and Community Forest CBNRM Programme.

N.B. The objectives and the strategies proposed in the Strategic Plan below are not intended to cover all NACSO member organisation activities or prescribe activities to them, but rather are intended to provide overall strategic direction for NACSO member organisations in achieving the sector vision and NACSO aims. They indicate where more emphasis is required or where shifts in direction are needed.

2. Vision and objectives for the National Conservancy and Community Forest CBNRM Programme

The following are the sector vision and objectives for the National Conservancy and Community Forest Programme. NACSO's Strategic Plan 2011-2015 is aimed at assisting in achieving the Sector Vision and Objectives.

2.1 Sector vision

The following is the overall vision for the conservancy CBNRM sector agreed in 2007:

“A Namibian CBNRM programme which empowers present and future generations to manage integrated wildlife and other natural resources as a recognized and valued rural development option”

This vision statement has the value of being the product of a process initiated by MET. It provides a useful umbrella under which NACSO can operate to provide support to conservancies while recognising the need for integration with other resources and provides a framework within which greater integration of conservancies and community forests can take place. At the consultative workshop held on July 7th, 2010 as part of the 34th NACSO Members Meeting (see separate meeting minutes), NACSO members and other stakeholders agreed to **continue to work according to the above vision for the National Conservancy and Community Forest Programme**. It should be noted however, that the vision statement specifically mentions wildlife and not forest resources. In order to bring the vision statement in line with the agreement at the same workshop to focus on conservancies and community forests this statement should be amended as follows (additions in *italics*):

“A Namibian CBNRM programme which empowers present and future generations to manage wildlife, *forest* and other natural resources in an integrated, *effective and efficient manner* as a recognized and valued rural development option”

2.2 Objectives

The 7th July 2007 consultative workshop did not develop specific objectives to accompany the sector vision. However, based on the main findings from the workshop (see Chapter 5.) the following are suggested as the objectives for the National Conservancy and Community Forest CBNRM Programme:

Objective 1: Conservancies and community forests manage their natural resources in an integrated and sustainable manner.

Objective 2: Conservancies and community forests operate according to good governance principles, including accountability of committees to members, open and transparent financial management and devolution of decision-making to the lowest appropriate levels.

Objective 3: Conservancies and community forests efficiently and effectively manage and develop their resources, institutions and capacity to sustainably optimise a diversified range of benefits for their members.

Objective 4: Government provides an enabling policy and legal environment for the devolution of rights over natural resources to conservancies and community forests, including the provision of strong decision-making authority and the reduction of unnecessary bureaucracy and regulation.

Objective 5: Government and other support agencies provide the necessary capacity building support to enable conservancies and community forests to manage their natural resources in a sustainable and integrated manner, operate according to good governance principles and earn income from diversified sources.

3. NACSO Strategic Plan 2011-2015

NACSO will work with the Ministry of Environment and Tourism, the Directorate of Forestry in the Ministry of Agriculture, Water and Forestry and other partners in the implementation of a coordinated programme of support to conservancies and community forests aimed at achieving the sector vision and objectives.

3.1 NACSO Vision

The aim of NACSO according to its constitution is to:

Promote, support and further the development of community based approaches to the wise and sustainable management of natural resources, thereby striving to advance rural development and livelihoods, to promote biodiversity conservation and to empower communities through capacity building and good governance, to determine their own long-term destinies.

This vision statement fully supports the sector vision and objectives.

3.2 NACSO Strategic Objectives for 2011-2015

In order to address the key challenges within the National Conservancy and Community Forest Programme, and in order to provide some continuity with the first NACSO Strategic Plan, the following are the objectives for the Strategic Plan 2011-2015:

- I. Improve the quality and nature of the support provided by NACSO members to develop conservancy and community forest capacity to manage natural, human and financial resources effectively;
- II. Promote sustainable and integrated natural resource management by conservancies and community forests;
- III. Increase income and benefits to conservancies and community forests and community members
- IV. Increase the level of political support for the conservancy wildlife and tourism/community forest sector
- V. Strengthen and develop NACSO to enable it to implement its strategic plan.

4. Strategies to achieve the Objectives

The following set out the strategies for achieving the objectives. Key activities for implementing the strategies are identified, along with outcomes, targets and organisations/persons responsible for ensuring that the activities are carried out:

Objective 1: Improve the quality and nature of the support provided by NACSO members to develop conservancy and community forests' capacity to manage natural, human and financial resources effectively			
<i>Strategy 1.1 Develop more targeted, structured and regular capacity building support to conservancies.</i>			
Activities	Outcomes	Indicators/targets	Roles/ Responsibilities
1.1.1 Member organisations deliver more structured support that includes formal training, built in follow up visits and mentoring, and monitoring of training/capacity building impacts in order to identify and rectify problems.	1.1.1 Implementation of work plans providing for structured support including training and follow up technical assistance – where appropriate focused on prioritised conservancies.	1.1.1 Calendar-based training/TA programme in place and implemented	Member organisations
1.1.2 Member organisations consider prioritising conservancies/ community forests for receiving intensive support in order to move them forward, while keeping others 'ticking over' until they can also come in to line for the same level of intensive support.	1.1.2 Intensified support to targeted conservancies/CFs	1.1.2 Measured through reports by member organisations on training and TA/follow up, plus impact assessment	Member organisations
1.1.3 Increase effectiveness of working groups to provide support to member organisations.	<p>1.1.3.1 All WGs functioning effectively and providing improved support to member organisations (was cons/CFs)</p> <p>1.1.3.2 Work plan developed for each WG</p> <p>1.1.3.3 Tools, experiences and manuals developed and shared</p>	<p>1.1.3.1 All working groups meet regularly</p> <p>1.1.3.2 Work plans implemented</p> <p>1.1.3.3 Use of shared experiences, tools etc. (measured by training event/TA reports)</p>	WGs

Objective 1: Improve the quality and nature of the support provided by NACSO members to develop conservancy and community forests' capacity to manage natural, human and financial resources effectively			
<i>Strategy 1.2 Develop a set of guiding principles for how member organisations relate to each other and to the NACSO working groups and for governing their relationship with conservancies/community forests</i>			
Activities	Outcomes	Indicators/targets	Roles/ Responsibilities
<p>1.2.1 Develop draft guidelines for relationships between member organisations</p> <p>1.2.2 Develop draft guidelines for how member organisations relate to the WGs</p> <p>1.2.3 Provide member organisation profiles to clarify future roles and interests</p>	1.2.1 – 1.2.3 Increased cooperation between member organisations	1.2.1 – 1.2.3 Guidelines developed and used by member organisations	Secretariat/Heads of Organisations
1.2.4 Develop draft guidelines and templates for MOUs between member organisations and conservancies/community forests	1.2.4 Draft guidelines adopted by member organisations	1.2.4 No. of member organisations that adopt guidelines	Secretariat /Member organisations
1.2.5 Member organisations sign MOUs with conservancies/community forests setting out the responsibilities and obligations of both the service provider and the conservancy/community forest	1.2.5 Improved service delivery by member organisations	<p>1.2.5.1 36 MOUs signed by end 2011</p> <p>1.2.5.2 After 5 years all field based organisations have signed MOUs with all conservancies/CFs they work with</p>	Member organisations

Objective 1: Improve the quality and nature of the support provided by NACSO members to develop conservancy and community forests' capacity to manage natural, human and financial resources effectively			
<i>Strategy 1.3 Improve expertise of staff for areas where specialist support to conservancies is required (such as business, joint ventures, governance, NRM)</i>			
Activities	Outcomes	Indicators/targets	Roles/Responsibilities
1.3.1 Identify specific areas in which high quality specialist support is required; provide specialised training for existing staff, or recruit staff with the appropriate skills and expertise.	1.3.1 Improved service delivery in specialised fields	1.3.1 No. Staff trained in specialist areas / recruited	Member organisations
1.3.2 WGs help source specialist support for member organisations 1.3.3 Identify and develop list of locally available experts on specific issues	1.3.2 – 1.3.3 Specialist support sourced for members	1.3.2 – 1.3.3 No. of support activities provided by WGs to member organisations	WGs/member organisations
1.3.4 Secretariat identifies and records gaps in skills and expertise	1.3.4 Gaps identified and filed by secretariat/member organisations	1.3.4 No. of gaps filed	Secretariat/member organisations
1.3.5 Member organisations share skills with each other to help cover organisational gaps	1.3.5 Gaps in expertise filled	1.3.5 No. of occasions where skills/expertise are shared	Member organisations
1.3.6 Identify areas where conservancies can buy in services (e.g. book keeping), encourage conservancies to buy these services.	1.3.6 Conservancies pay for more services themselves	1.3.6 Record of number of services paid for by conservancies	Member organisations
1.3.7 Develop NACSO training strategy/plan to improve expertise of staff of members (NACSO can play coordinating role in accessing/sourcing training)	1.3.7.1 NACSO training strategy in place 1.3.7.2 Coordinated training and support to fill gaps of member organisations, and improve staff expertise	1.3.7.1 Training strategy implemented 1.3.7.2 No. of training activities conducted	Secretariat and member organisations
1.3.8 Provide internships in member organisations/NACSO Secretariat for top UNAM and Polytechnic students in fields relevant to CBNRM.	1.3.8 Top Namibian students exposed to and trained in CBNRM	1.3.8 No. of internships	Secretariat and member organisations

Objective 1: Improve the quality and nature of the support provided by NACSO members to develop conservancy and community forests' capacity to manage natural, human and financial resources effectively			
<i>Strategy 1.4</i> Continue to support a HIV/AIDS programme within conservancies/community forests and NACSO member organisations			
Activities	Outcomes	Indicators/targets	Roles/Responsibilities
1.4.1 Seek sufficient funding to maintain and extend the existing Behaviour Change and Communications Programme to new regions	1.4.1 Behaviour Change Communications Programme maintained and extended to new regions	1.4.1 New regions covered and reports compiled.	Secretariat and HIV/AIDS WG
1.4.2 Develop sustainable funding mechanism for the HIV/AIDS unit in NACSO in collaboration with the WGs, member organisations and conservancies/CFs	1.4.2 HIV/AIDS programme is maintained over the medium to long-term	1.4.2 HIV activities budgeted for by the WG, Member Organisations, conservancies & CFs.	Secretariat and HIV/AIDS Working Group
1.4.3 Institutionalise implementation of the HIV/AIDS programme within activities of member organisations and raise funds specifically for HIV/AIDS activities with the advice/support of the HIV/AIDS sub-Working Group	1.4.3 HIV/AIDS activities fully institutionalised	1.4.3 Organisations have work plans for implementing HIV activities	Member organisations supported by HIV/AIDS sub-WG
1.4.4 Member organisations/conservancies/CFs budget for own HIV activities	1.4.4 Member organisations raise funds to cover costs of HIV activities	1.4.4 Amount budgeted by member organisations	Member organisations
1.4.5 Develop/strengthen partnerships between Member Organisations/conservancies/CFs and existing government and civil society agencies and forums working on HIV/AIDS issues	1.4.5 Member organisations/conservancies/CFs improve their HIV/AIDS programmes	1.4.5 No. of partnerships formed/events attended	Member organisations

Objective 1: Improve the quality and nature of the support provided by NACSO members to develop conservancy and community forests' capacity to manage natural, human and financial resources effectively			
<i>Strategy 1.5 Continue to focus on improving good governance within conservancies and community forests</i>			
Activities	Outcomes	Indicators/targets	Roles/Responsibilities
1.5.1 Document and distribute governance tools/ideas/options and best practices to conservancies/CFs in a useful form (e.g. through quarterly planning meetings, or thematic national forums).	1.5.1 All programme governance tools and best practice guides produced and distributed	1.5.1 No. of documents produced & distributed; meetings/forums held	IDWG
1.5.2 Support member organisations to ensure conservancy/CFs constitutions are reviewed and develop checklist to assist review process	1.5.2 Constitutions developed/revised relevant to individual conservancies/CFs	1.5.2 All constitutions to be reviewed and amended where necessary by 2015	IDWG
1.5.3 Support member organisations to ensure conservancies/CFs are able to produce accurate and updated financial reports	1.5.3 Good financial systems in place leading to updated reports	1.5.3 All conservancies produce accurate and updated financial reports	IDWG
1.5.4 Engage institutional development/governance specialists that can help provide technical direction and support to field staff	1.5.4 Service delivery strengthened through the appointment of specialist staff	1.5.4 No. of specialist staff appointed	IDWG/Member organisations

Objective 1: Improve the quality and nature of the support provided by NACSO members to develop conservancy and community forests' capacity to manage natural, human and financial resources effectively			
<i>Strategy 1.6 Improve monitoring and evaluation at the national level so that data collected is used to improve performance of NACSO in implementing its strategic plan and impacts are documented at the national level</i>			
Activities	Outcomes	Indicators/targets	Roles/Responsibilities
1.6.1 WGs refine/Improve data collection on impacts in conservancies/community forests	1.6.1 Improved data collection for monitoring NACSO performance in implementing its strategic plan and for documenting impacts at the national level	1.6.1.1 No. of activities where national data reviewed and applied 1.6.1.2 Reports containing data	WGs/Heads of Organisation Meeting
1.6.2 Develop processes and procedures to use the data for improved implementation of the NACSO strategic Plan through the working groups, member organisations and the Secretariat.	1.6.2.1 System developed & implemented for reviewing NACSO performance & adjusting strategies and activities 1.6.2.2 Information used for adaptive management by working groups and Heads of Organisations meetings	1.6.2.1/1.6.2.2 Minutes of WG meetings & Heads of Organisations meetings	Secretariat/Heads of Organisations meetings/working Group Coordinators
1.6.3 Explore ways of promoting peer review of performance within NACSO.	1.6.3.1 Peer review performance implemented 1.6.3.2 Improved performance, and improved strategies and activities	1.6.3.1/1.6.3.2 Minutes of heads of organisations meeting	Heads of Organisation Meeting
1.6.4 Explore ways of promoting peer review of performance within and between conservancies/CFs and sharing of best practices	1.6.4 Improved performance of conservancies/CFs	1.6.4 Minutes of appropriate meetings	Member organisations/IDWG

OBJECTIVE 2: Promote sustainable and integrated natural resource management by conservancies and community forests			
<i>Strategy 2.1 Promote, through the Natural Resources Working Group (NRWG), the integration of natural resource management, advice and planning services to CBOs</i>			
Activities	Outcomes	Indicators/targets	Roles/Responsibilities
2.1.1 Expand the NRWG to include CBO service providers from different sectors including forestry, inland fisheries, agriculture, etc	2.1.1 The NRWG is providing integrated support services across a range of natural resource sectors to conservancies, community forests, community fisheries and other NRM based CBOs.	No. of institutions and sectors active in the NRWG	NRWG/DoF/MAWF/MFMR/MET
2.1.2 Support conservancies/community forests/community fishery bodies/etc. to develop and implement integrated NR management plans	2.1.2 Integrated NR management plans implemented by communities and supported by all relevant sectoral government agencies and stakeholders	2.1.1 No. of integrated management plans implemented with support from relevant government agencies and other stakeholders	NRWG
2.1.3 Support conservancies/community forests/community fishery bodies/etc to develop and implement integrated NR monitoring systems	2.1.3 Compatible and integrated monitoring systems are operating for different resources in community managed areas	2.1.3 Variety of event book modules	NRWG
2.1.4 Support the emergence and development of management complexes	2.1.4 Parks, conservancies, CFs, and other NR CBOs working together	2.1.4 No. of complexes established and operating	NRWG

OBJECTIVE 2: Promote sustainable and integrated natural resource management by conservancies and community forests			
<i>Strategy 2.2 Promote the integration of community forests and conservancies</i>			
Activities	Outcomes	Indicators/targets	Roles/Responsibilities
2.2.1 Continue to build links with the Directorate of Forestry which should be invited to attend NACSO meetings and WGs.	2.2.1 Improved collaboration with DoF	2.2.1.1 At least 1 DoF representative is present at most meetings 2.2.1.2 Signed MOU between NACSO and DoF	Secretariat, NRWG
2.2.2 Identify areas where conservancy training can also be provided for community forests (e.g. financial management) and <i>vice versa</i> in order to avoid duplication 2.2.3 Develop/implement joint training programmes where appropriate	2.2.2 – 2.2.3 Increased efficiency in service provision	2.2.2 – 2.2.3 No. of joint training activities	Member Organisations
2.2.4 Ensure adequate representation of community forest issues in activities of working groups	2.2.4 Community forest issues fully integrated into working group activities	2.2.4.1 DoF/CFN representatives participate regularly in WGs 2.2.4.2 CF issues addressed and reflected in minutes of meetings	WG chairpersons

OBJECTIVE 2: Promote sustainable and integrated natural resource management by conservancies and community forests			
<i>Strategy 2.3 Support conservancies/ community forests to become more effective managers and users of wildlife, forests and other natural resources by using data and tools for decision-making</i>			
Activities	Outcomes	Indicators/targets	Roles/ Responsibilities
2.3.1 Provide mapping support to CBNRM partners upon formal requests recorded in a mapping request register	2.3.1 Maps of Conservancies are developed and provided to partners together with participatory mapping support	2.3.1.1 Paper mapping requests are handled within one week 2.3.1.2 Field mapping requests are handled within one month	NRWG
2.3.2 Support MET and the field NGO's in developing methodologies and skills to support conservancies/CFs to develop appropriate Natural Resource Management plans	2.3.2 Useable Natural Resource Management plans are in place for all registered conservancies/CFs	2.3.2 At least 3 Natural Resource Management plans completed in different areas throughout Namibia in 2011 and field support staff trained in these areas to continue to do this in other conservancies	NRWG
2.3.3 Further develop and maintain natural resource monitoring systems that operate at different levels in conservancies and adjacent conservation areas and ensure that all the data is properly archived, analysed and reported in order to support both local and national level adaptive management.	2.3.3 – 2.3.4 Comprehensive monitoring systems are in place in all registered conservancies and integrated conservancies/CFs (and neighbouring protected areas) and these regularly provide information for local level decision making as well as to the national M&E system	2.3.3.1 Annual natural resource audit completed for each registered conservancy. 2.3.3.2 Event books operational in all registered conservancies and integrated conservancies/CFs 2.3.3.3 Incident books operational in all protected areas	NRWG
2.3.4 Adapt monitoring system for integrated conservancies/CFs		2.3.3.4 Annual regional game counts conducted in all key wildlife regions	CFN /NRWG
2.3.5 Develop quota setting and management systems to ensure that NR utilization is both sustainable and maximises socio-economic returns to communities in Namibian Conservancies	2.3.5 NR utilization systems that ensure sustainable use are operational in all conservancies	2.3.5.1. The national quota setting system is further refined and is being used 2.3.5.2 All conservancies with viable quotas have Trophy	NRWG

		hunting/ capture contracts and/or are using their quotas	
2.3.6 Develop a game relocation strategy, procedures and decision support tools	2.3.6 Efficient and equitable best-practice game relocations are undertaken in Namibia	<p>2.3.6.1 Game introduction decision support further developed so that its predictions are verified by expert opinion</p> <p>2.3.6.2 A game introduction technical advisory group aggregate the most recent information relevant to game relocation exercises and tests the decision support model.</p> <p>2.3.6.3 Successful game introductions take place each year.</p>	NRWG

OBJECTIVE 3: Increase income and benefits to conservancies and community forests and community members			
<i>Strategy 3.1 Pilot, through the Business Enterprise & Livelihoods Working Group (BEL WG), a range of activities to improve the business management of conservancies and community forests</i>			
Activities	Outcomes	Indicators/targets	Roles/Responsibilities
3.1.1 Explore models for conservancies/CFs operating as businesses – e.g. existing Kunene Conservancy Safaris, conservancies as companies, committees as boards with good managers, etc.	3.1.1 A viable model/s for conservancies to operate as businesses piloted in one or more conservancies	3.1.1 No. of models operational	BEL WG
3.1.2 Explore implications and possibilities for conservancies to appoint business managers	3.1.2 Key issues identified and a viable model/s piloted in one or more conservancies	3.1.2 No. of business managers appointed	BEL WG
3.1.3 Mentoring of those in conservancy/CFs with business acumen to develop their businesses	3.1.3 New businesses developed	3.1.3 No. of new businesses	BEL WG
3.1.4 BELWG encourages a) corporate organisations/member organisations to take on interns from conservancies/CFs; b) training institutions (e.g. Polytech) to develop courses relevant to conservancy business management; c) conservancies with resources to identify potential business managers/provide bursaries for business training.	3.1.4.1 An identified group of conservancy interns receive on the job training 3.1.4.2 An identified group of trainees from conservancies that attend a relevant course done on annual basis. Trainees go back to work in conservancies.	3.1.4.1 No. of persons trained/accepted as interns 3.1.4.2 No. of training courses developed	BEL WG

OBJECTIVE 3: Increase income and benefits to conservancies and community forests and community members			
<i>Strategy 3.2 Investigate, through the BEL WG, the potential for maximising the income and benefits from Joint Ventures and other business enterprises, particularly through outsourcing services to the community (e.g. provision of meat and vegetables, guiding services, cultural tourism, laundry, firewood provision, etc.)</i>			
Activities	Outcomes	Indicators/targets	Roles/Responsibilities
3.2.1 Establish a pilot site with a willing JV partner to develop and promote this approach as a demonstration site	3.2.1 Pilot site established at which a variety of JV services are outsourced to community members	3.2.1 3-5 conservancies with established tourism SMEs up and running in 2011	3.2.1 BEL WG and Member Organisations
3.2.2 Investigate and develop opportunities for conservancies to gain more from JVs through for e.g. equity/capital stakes in addition to rentals and percentage of turnover	3.2.2 Conservancies acquire equity/capital stakes in JVs in MCA and non-MCA target areas	3.2.2 15 (at least one in each region where there are conservancies)	3.2.2 BEL WG and Member Organisations

OBJECTIVE 3: Increase income and benefits to conservancies and community forests and community members			
<i>Strategy 3.3 Promote, through the BEL WG, the establishment of an independent JV support unit that can provide services to conservancies/community forests, NGOs, the private sector and government</i>			
Activities	Outcomes	Indicators/targets	Roles/Responsibilities
3.3.1 Explore the viability and requirements of such a unit and the possibility of attracting funding to establish it/or alternatives for smarter delivery of JV support services	3.3.1 JV Support Unit feasibility study/alternative options developed	3.3.1 BEL WG reports	BEL WG and Secretariat (KS, RWD, MT, UM/FENATA/DoF)

OBJECTIVE 3: Increase income and benefits to conservancies and community forests and community members			
<i>Strategy 3.4 Improve, through the BEL WG, marketing and linkages amongst stakeholders within the different business sub-sectors (e.g. for indigenous plant products and crafts)</i>			
Activities	Outcomes	Indicators/targets	Roles/Responsibilities
3.4.1 Create links through attendance at trade fairs	3.4.1 - 3.4.4 Improved markets for producers	3.4.1-3.4.4 No. of producers selling with increased sales	BEL WG
3.4.2 Improving the link between producers and Windhoek-based outlets/markets			
3.4.3 Clarify marketing potentials and strategies for individual products and improve exchange of information among member organisations			
3.4.4 Product priorities are identified for development/support			

OBJECTIVE 3: Increase income and benefits to conservancies and community forests and community members			
<i>Strategy 3.5 Develop, in coordination with MET and MAWF/DoF a structured and targeted programme of carrying out rigorous feasibility studies in all emerging conservancies and conservancies thought to have low wildlife and tourism potential in order to identify and develop income potential and viable business opportunities based on existing assets and resources</i>			
Activities	Outcomes	Indicators/targets	Roles/Responsibilities
3.5.1 Explore possibility of MET/WWF carrying out a feasibility study in Eiseb Conservancy	3.5.1 Feasibility conducted	3.5.1 Report of feasibility study	MET, WWF and NACSO, DoF/CFN
3.5.2 Develop process based on experience from 3.5.1	3.5.2 Generic approach developed for use in other conservancies	3.5.2 Generic approach document	BEL WG
3.5.3 Identify/prioritise additional conservancies/regions/sub-regions where feasibility studies are required; identify target conservancies 3.5.4 Source funding and carry out additional studies	3.5.3 – 3.5.4 Additional studies carried out	3.5.3-3.5.4 No. of studies carried out	BEL WG
3.5.5 Explore opportunities for conservancies/CFs through NACOMA tourism study for Hardap Region to focus on conservancy/CFs tourism developments	3.5.5 New tourism development opportunities identified	3.5.5 NACOMA tourism study /No. of new opportunities identified	MET, NDT and NACSO

OBJECTIVE 3: Increase income and benefits to conservancies and community forests and community members			
<i>Strategy 3.6 Ensure that areas of high ecological and cultural/social sensitivity are identified and that impacts in those areas are minimized while optimizing business opportunities</i>			
Activities	Outcomes	Indicators/targets	Roles/Responsibilities
<p>3.6.1 This assessment needs to be carried out as part of EIAs and when applications to develop sites are received by MET/Nat. Heritage Council;</p> <p>3.6.2 BELWG and NRWG should pay specific attention to this when working with conservancies to develop sites.</p> <p>3.6.3 Define criteria for eco/cultural value/sensitivity and map areas accordingly</p>	<p>3.6.1 – 3.6.3 Environmental Management Plans or mitigation measures implemented where appropriate</p> <p>3.6.1 – 3.6.3 New business opportunities developed</p>	<p>3.6.1 – 3.6.3 No. of EMPs or mitigation measures and No. of new businesses developed</p>	<p>BEL WG & NRWG</p>

OBJECTIVE 3: Increase income and benefits to conservancies and community forests and community members			
<i>Strategy 3.7 Engage with MET, MAWF, MLR and Land Boards to explore ways of strengthening conservancy and community forest exclusive resource rights especially through obtaining leases or other mechanisms</i>			
Activities	Outcomes	Indicators/targets	Roles/Responsibilities
3.7.1 Develop briefing notes on the key issues and distribute to relevant persons/departments 3.7.2 Hold meetings with relevant persons/departments 3.7.3 Support MET in its engagement with other Ministries on these issues (e.g. with information, briefing notes, joint delegations)	3.7.1 – 3.7.3 Strengthened and exclusive resource rights for conservancies and community forests	3.7.1 – 3.7.3 No. of conservancies/CFs with strengthened rights	Secretariat/BEL WG

OBJECTIVE 3: Increase income and benefits to conservancies and community forests and community members			
<i>Strategy 3.8 Engage with MET to ensure high level dialogue between MET and MLR to resolve land board, lease and lease fee issues affecting conservancy joint-ventures</i>			
Activities	Outcomes	Indicators/targets	Roles/Responsibilities
3.8.1. Provide MET with information and briefing documents to assist in dialogue with MLR 3.8.2 Inform Minister of key issues and lobby for ministerial dialogue with MLR 3.8.3 Participate in meetings to find solutions	3.8.1 – 3.8.3 Agreed solutions between MET and MLR on how to address the issue of lease fees	3.8.1 – 3.8.3 Minutes of meetings	Secretariat/BEL WG

OBJECTIVE 4: Increase the level of political support for the conservancy wildlife and tourism/community forest sector			
<i>Strategy 4.1 Engage with MET, MAWF, regarding ministry relationships with NACSO and the need for MET and MAWF to improve their awareness of and commitment and support to the conservancy and community forest programmes respectively.</i>			
Activities	Outcomes	Indicators/targets	Roles/Responsibilities
4.1.1 Establish joint MET/MAWF/NGO forum	4.1.1 Improved communication/coordination between MET/MAWF and NGOs	4.1.1 Forum established and implemented	Secretariat
4.1.2 Provide proposals for MET to take greater leadership e.g. with improved staffing and more senior positions for CBNRM	4.1.2 Increased ownership and leadership by MET with increased direct support to CBNRM	4.1.2.1 Increased budget and staffing for conservancy support by MET 4.1.2.2 Increased status of CBNRM leadership in MET (e.g. Dep. Dir.)	Secretariat
4.1.3 Develop briefing notes on key policy and implementation issues for meetings with Ministries and their advisory bodies	4.1.3 Increased understanding by ministries of key CBNRM issues and support for CBNRM within their own policies	4.1.3 No. of policies and laws in other Ministries that are more accommodating for CBNRM	Secretariat

OBJECTIVE 4: Increase the level of political support for the conservancy wildlife and tourism/community forest sector			
<i>Strategy 4.2 Strengthen NACSO engagement with government in order to increase awareness of the programme and remove barriers caused by the perception that the programme is about wildlife only</i>			
Activities	Outcomes	Indicators/targets	Roles/Responsibilities
4.2.1 Hold regular meetings, and provide increased information/education to high levels of government and to the Parliamentary Standing Committee on Economics, Natural Resources, the Standing Committee on Public Administration and other relevant standing committees. 4.2.2 Provide regular policy briefing notes and implementation updates to relevant Parliamentary Standing Committees	4.2.1 - 4.2.2 Improved understanding of and support for the CBNRM programme at all levels of central government and across sectors	4.2.1/4.2.2 No. of meetings held, visits to regions by parliamentarians and briefing notes provided	Secretariat and Member organisations
4.2.3 Explore the development of NACSO partnerships with ministries other than MET, such as Ministry of Lands and Resettlement, Ministry of Regional, Local Government and Housing and Rural Development, the Ministry of Fisheries and Marine Resources and the National Planning Commission.	4.2.3 Increased cooperation between NACSO and sectoral ministries	4.2.3 No. of meetings held, exposure visits conducted, and joint activities (minutes of meetings and reports)	Secretariat

OBJECTIVE 4: Increase the level of political support for the conservancy wildlife and tourism/community forest sector			
<i>Strategy 4.3 Strengthen links between conservancies/community forests and regional government structures through increased liaison with and information to regional governors, councillors, coordinating committees, constituency committees and village development committees</i>			
Activities	Outcomes	Indicators/targets	Roles/Responsibilities
4.3.1 Ensure conservancy/community forest representation on/engagement with all relevant bodies	4.3.1 - 4.3.2 Improved understanding of and support for the CBNRM programme at all levels of regional government and across sectors	4.3.1.1 No. of meetings with relevant stakeholders	Member organisations, secretariat
4.3.2 Keep appropriate levels of regional government informed about CBNRM programme and NACSO activities		4.3.1.2 No. of decisions by regional bodies supportive of CBNRM	

OBJECTIVE 4: Increase the level of political support for the conservancy wildlife and tourism/community forest sector			
<i>Strategy 4.4 Assist the strengthening/development of regional conservancy associations and the establishment of a national conservancy association to better represent conservancy interests and carry out advocacy at regional and national levels</i>			
Activities	Outcomes	Indicators/targets	Roles/Responsibilities
4.4.1 Provide technical support and funding to conservancies to develop/strengthen regional associations	4.4.1 Establishment of regional associations and national association	4.4.1 Support provided to the formalisation of 2 regional associations per year	Secretariat
4.4.2 Provide technical support and funding to conservancies to develop a national association	4.4.2.1 Increased and improved national level representation and advocacy for conservancies	4.4.2 National association established and functional	Secretariat
	4.4.2.2 Increased coordination between conservancies and with other stakeholders		

OBJECTIVE 4: Increase the level of political support for the conservancy wildlife and tourism/community forest sector			
<i>Strategy 4.5 Engage with and support MET and other line ministries to review and revise policy and legislation affecting conservancies/CFs</i>			
Activities	Outcomes	Indicators/targets	Roles/Responsibilities
4.5.1 Provide technical support and comments to MET re. the development of the Protected Areas and Wildlife Management Bill	4.5.1 Improved legislation for CBNRM and co-management of protected areas	4.5.1 No. of amendments to the bill that support improved conservancy rights over wildlife and tourism	Secretariat
4.5.2 Provide technical support and comments to MLR on revisions to land legislation and conservancy lease issues	4.5.2 Improved access to land and resource rights for communities, and clarity on lease issues for conservancies/CFs	4.5.2 No. of revisions to the Act/regulations that support conservancy/CF land rights and create a viable lease/lease fee system	Secretariat
4.5.3 Engage with MLRGHRD on National Poverty Reduction policy	4.5.3 Role of conservancies/CFs in poverty reduction/alleviation recognised in new policy	4.5.3 No. of references to conservancies/CFs in the policy	Secretariat

OBJECTIVE 4: Increase the level of political support for the conservancy wildlife and tourism/community forest sector			
<i>Strategy 4.6 Address the perception that tourism and trophy hunting are not benefiting rural communities</i>			
Activities	Outcomes	Indicators/targets	Roles/Responsibilities
4.6.1 Secretariat and member organisations improve communication and engagement with the private sector	4.6.1 Improved understanding by politicians and other key stakeholders of how communities benefit from tourism and trophy hunting	4.6.1 Tourism and other wildlife uses incorporated as recognised land uses in national and regional development plans	Secretariat/member organisations/BEL WG/Heads of Organisations
4.6.2 Secretariat and member organisations support efforts to indigenize management levels and ownership within the tourism and hunting industries	4.6.2 Increased number of senior positions in the hunting and tourism industry held by FDNs/increased community equity in JVs	4.6.2 No. of new FDNs in senior positions/No. of communities holding equity in JVs	Secretariat/member organisations
4.6.3 BEL WG increase effectiveness in collection of data and case studies to show benefits at community and HH level	4.6.3 Increased and more accurate data available	4.6.3.1 Data reports (including livelihood changes) 4.6.3.2 No. of case studies demonstrating benefits	BEL WG/Secretariat through member organisations

OBJECTIVE 5: Strengthen and develop NACSO to enable it to implement its strategic plan			
<i>Strategy 5.1</i> A cost-effective and operationally efficient conservancy / community forest extension system established			
Activities	Outcomes	Indicators/targets	Roles/Responsibilities
5.1.1 Finalise and approve National CBNRM Sustainability Strategy	5.1.1 CBNRM Sustainability Strategy endorsed by stakeholders at National Level workshop	5.1.1 Approved Strategy document	CBNRM Sustainability Task Force/Secretariat/MET/CBNRM stakeholders
5.1.2 Minimum support services (packages) defined and offered to conservancies/ community forests based upon developmental stage, potential and time required to attain potential	5.1.2 Operational capacity of conservancies/community forests systematically and efficiently developed and maintained	5.1.2 No. of conservancies / community forests receiving minimum support packages	CBNRM Services providers (NGOs, MET, MAWF [DOF])
5.1.3 Provide training to conservancies/ community forests on a cluster-based and calendar driven training schedule	5.1.3 Improved cost-effectiveness and efficiency of training support services	5.1.3 Annually updated database on training provided to conservancies/ community forests	CBNRM Service providers
5.1.4 National conservancy / community forest extension system designed, approved, and operating	5.1.4 Permanent support service capability established for conservancies/community forests	5.1.4 Strategy document on CBNRM extension support structures	MET, NACSO, MAWF (DOF)
<i>Strategy 5.2</i> Conservancy / community forest extension system permanently funded through a range of sustainable finance mechanisms			
5.2.1 Finalise CBNRM Sustainable Financing Strategy	5.2.1 Options to generate long-term financial support to the CBNRM Programme identified	5.2.1 Approved Sustainable Finance Strategy	NACSO, MET, MAWF (DOF), WWF
5.2.2 Sustainable Finance Committee (SFC) established to review, explore and implement main recommendations from the	5.2.2 Capacity established to drive and implement CBNRM Sustainable Finance Strategy	5.2.2 List of Committee members	NACSO, MET, MAWF (DOF), private sector

Sustainable Finance report			
5.2.3 At least seven (7) sustainable finance mechanisms established, with funds derived being applied in support of the conservancy/community forest extension system	5.2.3 Sustainable finance mechanisms established and contributing to the sustainable finance of conservancy / community forest service provision	5.2.3 Report describing each sustainable finance mechanism created	SFC, NACSO, MET, MAWF (DOF), WWF, targeted donors
5.2.4 Funds secured through sustainable finance mechanisms professionally managed through the creation of a CBNRM Trust Fund and affiliated Board of Directors	5.2.4 Efficient and transparent management and use of sustainable finance funds	5.2.4 CBNRM Trust registration; Trust operational guidelines	SFC, NACSO, MET, MAWF (DOF)
5.2.5 CBNRM Sustainable finance funds programmed and budgeted in a strategic fashion	5.2.5 A five year, rolling CBNRM budget developed and updated annually	5.2.5 Conservancy / community forest financial planning models	SFC, NACSO, MET, MAWF (DOF), WWF

OBJECTIVE 5: Strengthen and develop NACSO to enable it to implement its strategic plan			
<i>Strategy 5.3 Carry out an organisational development review to identify key roles and functions of the secretariat, its relationship to working groups and appropriate staffing levels, including how technical support can best be provided to the working groups and where this support should be located</i>			
Activities	Outcomes	Indicators/targets	Roles/Responsibilities
53.1 Source financing for review 5.3.2 Appoint OD consultant 5.3.3 Review and implement main recommendations from the OD consultancy	5.3.1 – 5.3.3 Increased efficiency and performance of the secretariat and working groups	5.3.1 - 5.3.3 No. of deliverables from NACSO Strategic Plan achieved by NACSO secretariat and WGs	Secretariat, Heads of Organisations meeting

OBJECTIVE 5: Strengthen and develop NACSO to enable it to implement its strategic plan			
<i>Strategy 5.4 Increase and improve the communications flow within NACSO and between NACSO and all relevant stakeholders</i>			
Activities	Outcomes	Indicators/targets	Roles/Responsibilities
<p>5.4.1 Strengthen NACSO communications capacity with the appointment of additional staff based on the results of the organisational development review</p> <p>5.4.2 Expose heads of organisations to the importance of good external and internal communications in achieving objectives, leading to the institutionalising of communications activities within these organisations, including appointing appropriate staff to address communications issues</p>	<p>5.4.1 – 5.4.2 Improved communications (internal and external)</p>	<p>5.4.1.1 No. of publicity/awareness documents distributed and events held</p> <p>5.4.1.2 No. of NACSO member organisations participating in meetings, No. of hits on website by member organisations, No. of requests to Secretariat on NACSO activities</p>	<p>Secretariat and member organisations</p>

OBJECTIVE 5: Strengthen and develop NACSO to enable it to implement its strategic plan			
<i>Strategy 5.5 Improve strategic capacity of NACSO</i>			
Activities	Outcomes	Indicators/targets	Roles/Responsibilities
<p>5.5.1 The Heads of Organisation Meeting takes on the former role of the Strategic Working Group and meets more than once a year to give strategic direction to the organisation.</p> <p>5.5.2 Secretariat convenes a meeting with the NACSO Chair to review the Terms of Reference for the former Strategic Working Group and develop new TOR for the Heads of Organisation Meeting.</p>	<p>5.5.1 – 5.5.2 Improved strategic planning, engagement with policy issues and monitoring and evaluation of overall programme progress and identification of strategic interventions</p>	<p>5.5.1 -5.5.2 Minutes of Heads of organisation meetings, Secretariat reports</p>	<p>Secretariat and Heads of Organisation Meeting</p>

OBJECTIVE 5: Strengthen and develop NACSO to enable it to implement its strategic plan			
<i>Strategy 5.6 Clarify relationships with key organisations such as WWF and NNF through development of Memorandums of Understanding</i>			
Activities	Outcomes	Indicators/targets	Roles/Responsibilities
<p>5.6.1 Draft, agree and sign MOUs with relevant organisations</p>	<p>5.6.1 Signed MOUs clarifying relationships</p>	<p>5.6.1 MOUs in place and effectively implemented</p>	<p>Secretariat</p>