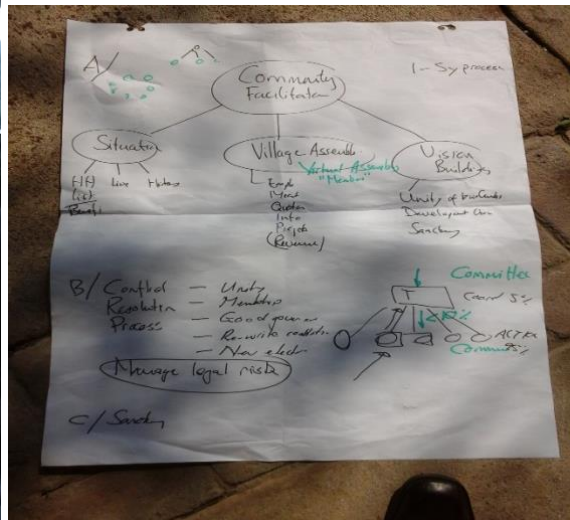


Somkhanda Community Based Natural Resource Management Project
Project summary closing Report for CEPF Grant



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1.0 Introduction

The CBNRM Unit started providing CBNRM support to Somkhanda Community based natural resource management programme with initial funding budget provided by WWF –SA as part of the travel cost for the CBNRM Manager heading the CBNRM Unit at the Southern African Wildlife College. The initial activities included participation at the Community Conservation workshop organised by Wildands and partners at Mkuze Golf Club, introductory meetings with the Inkosi Gumbi, and the ECT members. The CBNRM team then held several meetings with the Izindunas and traditional council. The detailed situation analysis and community governance survey were conducted to establish the baseline information on understanding the community. A detailed work plan was then developed which included the visit of the Inkosi Gumbi, member of the Traditional Council, ETC member and the two representatives of wild lands.

Following approval of the CEPF grant in July, 2014; all the proceeding activities were funded through this grant, which was successfully utilised for a period of 10 months from July 2014 to May 2015. In section 6.0 below outlines the planned activities, status and the corrective action

2.0 Purpose of the report

The purpose of the report is to outline and provide a substantial summary of the CEPF funding, how the activities were implemented, use of the funds, achievements, challenges and recommendation for the future of the project. This project summary report is also supplemented by the weekly activity reports that were being submitted during the implementation of the project.

3.0 The project Goal

The goal of the project was to support the transformation of the Somkhanda community into a more viable, sustainable and effective community based natural resource management project with high level of community participation, and equal access to benefit sharing and improved community governance.

4.0 Project Duration

The CEPF funding was to commence from July 2014 to 28 February, 2015, however, the project activities continued upto the end of May 2015.

5.0 CEPF Funding

The CEPF funding was based on an Memorandum of Understanding agreement between the Wildands Trust and the Southern African Wildlife College- CBNRM Unit and was solely for understanding of the activities in relation with the project. Below is a summary of the project funding, which was a once off funding, with no obligation for renewal or extension:

Summary of Budget						
Trainers meals and accommodation in 7 months				R		88 200,00
Travel expesnes for 7 months				R		35 000,00
Training consumbales/refreshments				R		42 400,00
Development of manuals				R		30 000,00
				Total cost	R	195 600,00

6.0 Project Activities undertaken

This provides a summary of major activities that were undertaken during the CEPF funding aimed at strengthening of Somkhanda into a viable and effective community based natural resource management programme. Most of the project activities were carried out as planned and within the stipulated time. However, the continued legal dispute slowed down progress. It should be noted that the legal process can be slow and frustrating, this calls for proactive approach to ensuring that the project does not become a failed attempt. Great potential and opportunity exist for the Somkhanda to be a good example of a successful partnership. Activities 1-4 were initially financed by the WWF travel allocation budget for the CBNRM Manager and activities 5-to 10 were financed from the Wildands CEPF funding.

1. Pre- project studies
2. Situation Analysis
3. Community Governance
4. Community meetings
5. Exchange visit and training
6. Community awareness meetings
7. Training of Traditional Council
8. Meetings with ECT
9. Establishment of Village Assemblies and training
10. Stakeholders visioning workshop

nr	Planned Activities	Period	STATUS	CORRECTIVE ACTION
1	Production of detailed report for Inkosi Gumbi study tour. Selection of care taker Manager and two support staff. Development of terms of reference	July - Mid August 2014	Report was produced. A care taker Manager and two Assistants were appointed. They worked for sometimes before their role was silently contested in the community and they dropped off	-There is need for the ECT to have an Executive Officer who could be running the ECT activities in the interim while ECT legal disputes are still on going. - ECT & Inkosi should both agree for recruitment of an Executive Officer, and be paid by the ECT so that the daily

				<p>functions, meetings, coordination can continue.</p> <ul style="list-style-type: none"> - The ECT should agree that key issues such as disbursement of benefits should continue even in the spate of continued legal disputes (those who need to sign should be able to sign) - Wildands should present the current financial position in the investments account and be allowed to transfer and allocate to beneficiary/communities as agreed by the two parties.
	<p>Training of care taker Manager and support staff. Training of traditional council in CBNRM.</p> <p>Election of trustees (Draft / develop election guidelines)</p>	August 2014	<p>Care Taker Manager underwent Basic CBNRM skills, coordination and communication. The role of the Care Taker and Assistants was ineffective because of community/trust resistance</p> <p>Election of Trustees was not done because of the continued legal disputes</p>	<p>ECT should employ an Executive Officer as matter of urgency and be mandated to coordinate the activities</p> <p>-A comprehensive review of the current constitution of ECT and the Trustee Deed.</p> <p>-A consensus on the need for new membership registration, and proper rules of holding elections</p> <p>-A review of the ECT constitution and Trust Deed</p>

				-A review of beneficiary criteria and membership
			Drafting of election guidelines had started with community awareness but did not continue due to the legal impasse	New election guidelines should be part of the new revised constitution and Deed
	Training of new Trustees. Community awareness meetings on the new transformation structure	September 2014	<p>New Trustees were oriented to basic understanding of the CBNRM governance process (however, not much follow up was done as the legitimacy of new Trustees was still subject of legal process). New Trustees have not be legalised yet</p> <p>Indunas are not helping much due to their biased alliances and hence perpetuate the conflicts</p>	<p>-New Trustees can only be elected once the legal process is finalised (it may take longer than necessary).</p> <p>-Reconciliation process should be encourage by both parties;</p> <p>-Indunas should intervene and bring the two parties together</p>
			A series of community awareness meetings in all the 7 villages of the Somkhanda community were held with an average of about 40-55% attendance at these meetings, Indunas attendance was 100%	
	Establish of devolved (village units) structures. Community meetings to prepare them for AGM	October 2014	<p>7 Village Assembly awareness meetings were conducted.</p> <p>This followed with constituting the 7 Village Assembly committees.</p>	Village Structures should be encouraged be used as working groups for community development and conservation in the area
			Training of Village Assembly Committee on CBNRM governance and economics was conducted and the members showed a fair understanding of the	Further training in organisation, wildlife management, Economics use of natural resources,

			proceeds and are supportive of the devolved structures	democracy and participatory revenue distribution is urgently needed.
	Training Village representatives	November 2014	Community leaders were trained in CBNRM governance processes	Further leadership training on community development, Land use planning and conservation is needed to improve their understanding and participation
	Development of manuals (operations, financial, project management.) - Consider external consultant	December 2014	This was not done. However, efforts were directed at holding of various meetings and discussions with a hope to reduce the legal dispute	<p>-To be developed after a systematic operational structures are in place. However</p> <p>-Village Assembly management Manual can be developed;</p> <p>-Revenue Distribution Manual</p> <p>-Financial Management distribution Manual</p> <p>-Elections Management Manual</p> <p>- Business planning Manual</p>
	Training of structures on how to use developed management manuals	January 2015	This was not done because of the fact that manuals were not ready.	

			Community governance meetings and conflict resolutions strategies were instead undertaken through various meetings with the Inkosi, traditional council and wild lands team	Training to be conducted
	Establish of financial governance management system	February 2015	This was not implemented as the process was hampered by the continued disputes	-Financial management and Revenue distribution process needs to be established
			Discussions took place with various community members on the need to have proper information, and financial management systems	-ECT through the Executive officer and Wildands should present to community structures the financial flows, investment and expenditure and profits
	Monitoring and Evaluation (review the progress and make recommendations)	April 2015	A visioning workshop with key stakeholders to Somkhanda was held. The planning and meetings extended to meeting with Inkosi, some ECT members, INDUNAs and members of the Village Assembly committees.	A long term strategy was agreed and is reflected in the work plan below.
				-Conflict resolution strategy need to be put into place, -Re-establish primary and secondary beneficiary list including virtual membership

7.0 Achievements

The project recorded high level of success despite the continued legal disputes among the ECT members and the Inkosi and some traditional council members. The interaction with the traditional leadership (Indunas, Inkosi and village headmen), local community members, some Trustees was a great success. The level of community awareness and understanding on the link between conservation, resource use, economics and community development is much higher now that it was before the intervention by the CBNRM Unit. The support has opened doors for more dialogue, openness, transparency, sense of democracy (participation and inclusiveness) and also learning how to handle complex situations (conflict resolution). Our works have also showed us the weakness in the legislative and policy frameworks on how restituted lands struggle to manage and face the increasing pressure on how to equitably distribute benefits among the membership (including virtual members/associations). The project support has provided a baseline data and understanding of how to proceed with the support of the Somkhanda. These steps are outlined in the proposed and planned work plan below (this was based on the visioning workshop held in May 2015) by the stakeholders to Somkhanda project. Specifically the project achieved:

- Community awareness enhanced
- Established Village Assembly and constituted village committees
- Capacity building and understanding of CBNRM to traditional council members, Inkosi and the community membership
- Governance and situational Analysis studies provides raw data to work with in understanding the project further.
- Use of funds generated from the Somkhanda Game Reserve was frozen and kept in the secure account until when the legal battles are resolved.

8.0 Challenges

- The continued legal impasse between traditional structures and the Emvonkwini Trustees hampered full realisation of the project objectives and activities.
- The attempts to introduce the Care Taker Manager was met with some resistance the process became in effective and did not help much to improve the functionality of the ECT.
- The appointed Trustees by the Inkosi and his closest aides did not have local legitimacy and hence their role was not clear and still are ineffective.
- The legal impasse continues to derail progress.
- Wildands could not do much as the legal disputes created problems on how to deal with the community and continued to hold funds as directed by the community

9.0 Lessons learnt

This project has provided us with some lessons that we can draw from the implementation challenges; Somkhanda is a complex community project that provides us with an opportunity to redesign the project: Key lessons:

- Definition of beneficiaries must be clear from the onset

- Definition of boundaries(who is involved and not involved) must be clear at the beginning of the project
- Power struggles between traditional structures supporting devolution and elected democratic institutions engulfed in beaucratic tendencies needs to be resolved through proper enactment of rules and procedures;
- Distribution of benefits is critical and must be clear and embedded in the organisation rules and procedures, must be clear of what needs to be distributed
- Private sector, NGO and community partnership is a necessity for proper and sustainable use of wildlife resources
- To incalcutate understanding of resource economics in the implementation of CBNRM programmes;
- Short term strategies must have a broader long term plans and embrace the likely pitfalls in the project.

10.0 Stakeholder's vision

The stakeholders workshop held toward the end of the project was very crucial and critical as it re-energised the project and commitment that we should work towards conflict resolution and thereafter further continue to support sustainable resource use and CBNRM. The workshop also identified medium to long term strategies which are captured in the work plan below. As a way forward, the CBNRM Unit will second a full time Facilitator to be based at Somkhanda to support the day to day functioning of community programme and will receive support from Wildands and other partners. Wildands would also commit an extra of three other people who could work as Field Assistants to the CBNRM Facilitator. It is expected that the CBNRM Facilitator will be by September, 2015 be fulltime based at Somkhanda.

11.0 Financial statement and use

This section provides an outline of the planned activities and budget and how it was implemented. All the planned activities were implemented as planned apart from the That could not be undertaken. However, the major part of the expenses went towards:

- Travel, lodging and accommodation for the CBNRM Unit staff;
- Training of local community structures (Traditional Council, Trustees, village assemblies)
- Community capacity building and awareness meetings

The table below tabulates the actual expenses. The total funds disbursed were R185, 600 and leaving the final balance of R8, 900 to be paid upon submission of final project closure report

WILDLANDS CONSERVATION TRUST - SOMKHANDA				
FINANCIAL REPORT				
1 JULY 2014 - 30 APRIL 2015				
Act Nr	Budget line item	Final Expense	Budget	Over / (Under)
1	Printing, Cartridges	4 580,00	5 000,00	-420,00
2	Accommodation, Meals	10 326,57	12 600,00	-2 273,43
	Travel Expenses	7 186,54	5 000,00	2 186,54
	Training expenses, Refreshments	4 750,00	5 000,00	-250,00
3	Accommodation, Meals	10 637,50	12 600,00	-1 962,50
	Travel Expenses	7 492,78	5 000,00	2 492,78
	Training expenses, Refreshments	4 750,00	5 000,00	-250,00
4	Accommodation, Meals	11 291,65	12 600,00	-1 308,35
	Travel Expenses	7 200,00	5 000,00	2 200,00
	Training expenses, Refreshments	4 400,00	5 000,00	-600,00
5	Accommodation, Meals	11 206,50	12 600,00	-1 393,50
	Travel Expenses	7 452,13	5 000,00	2 452,13
	Training expenses, Refreshments	3 842,14	5 000,00	-1 157,86
6	Personnel Fees	30 000,00	30 000,00	-
7	Accommodation, Meals	9 766,78	9 040,49	726,29
	Travel Expenses	4 128,88	3 588,96	539,92
	Training expenses, Refreshments	3 440,73	3 588,96	-148,23
8	Accommodation, Meals	10 001,18	9 044,17	957,01
	Travel Expenses	4 128,88	3 589,64	539,24
	Training expenses, Refreshments	3 211,35	3 589,64	-378,29
9	Personnel Fees	21 533,74	21 533,74	-
10	Accommodation, Meals	9 758,52	9 045,12	713,40
	Travel Expenses	3 503,92	3 589,64	-85,72
	Training expenses, Refreshments	3 319,51	3 589,64	-270,13
TOTALS		197 909,28	195 600,00	2 309,28

12.0 Proposed work plan and budget

This is a one year work plan based on what was discussed during the stakeholder's workshop to conclude the project funding. This plan will be from July 2015 to June 2016

Somkhanda Community Based Natural Resource management Project (SCBNRM- P) Work plan and Budget for 12 months (June 2015- June 30, 2016)							
	Activities	Milestones	When	Who	Requirement	Cost	Funder
00.00	Hire Community Facilitators to support the transformation process (SAWC-CBNRM through Greet Trust fund will employ one and Wildlife will assign two dedicated to CBNRM work and be supervised by CBNRM Manager through shared work plan)	3 Community Facilitators in place.	July/August 2015	Rodgers/ Dave	Salary/ travel		
	Training of CBNRM Facilitators at SAWC (1 Makuleke, 3/5 Somkhanda, 2 Mangalane, 2 Ems, and 3 Interns)	CF trained in CBNRM	August 2015	Rodgers		15000	
sn	Understanding the community more detail						
1.1	List of members(Registration of members, all categories-beneficiaries and non-beneficiaries)	Updated membership/beneficiaries registers are in place by 3 rd Quarter of 2015	September 2015	Rodgers/ Linda and FA	Travel cost	5000	
1.2	Registration of virtual community/beneficiary members	Updated register in place	September 2015	Community Facilitator (CF)	Travel cost	3000	
1.3	Conduct a thorough documentation process of the Ama Gumbi people	History of Ama-Gumbi established	September/ October 2015	RL, IM & CF	Travel	5000	
1.4	Conduct social/natural resource mapping	Situation analysis/maps in place	Jul-Aug	RL	Travel	10000	
1.5	Detailed study of local livelihoods (RL)/ review of previous study (BC) Develop form (BC)	Livelihood study report in place	October/November 2015	RI (source)	Travel	10000	
2	Develop and build capacities of Village Assembly						
2.1	Conduct training of Village Assembly committees (Leadership, organisation and Development). Leadership Manual (BC)	VA trained in proper leadership and political organisation	November 2015	RL	Travel	20000	
2.2	conduct a three days training of Chairpersons and Vice Chairperson- roles and responsibilities and accountability)	3 days training of all chairpersons and their vices at Bethel community hall	November/Dec 2015	RL	Travel	3000	
2.3	Conduct a three days training of Secretaries- roles and responsibilities and accountability)	All secretaries trained in record keeping, filing, asset management and report writing	November/Dec 2015	RL	travel	3000	

2.4	conduct a three days training of Treasurers - roles, responsibilities, reporting and accountability)	All Treasurers are trained in basic book –keeping and financial reporting	November/ Dec 2015	RL	Travel	3000	
2.5	conduct a three days training of committee members (roles, responsibilities and accountability)	Committee members are trained in various leadership, communication and facilitation skills	January 2016	RL	Travel	3000	
2.6	Conduct awareness meetings in all villages to present information from the Somkhanda reserve and ECT/TC).	Community awareness on information from Somkhanda game reserve and etc. Such as animals shot, prices etc	On going	CF/Dave		10000	
2.7	Review/ summarise the Trustee deeds.	Trustee Deed reviewed and summarised		BC/RL/MG		5000	
2.8	Raise awareness on the Trustee deeds to the community membership	Community meetings held to discuss Trust deed and constitution	On-going but January 2016	RL	Travel	5000	
2.9	Develop village constitutions for each village.	Each village has a constitution	January/February 2016	RL	Travel	30000	
2.1	develop systems for involving local community in wildlife management (quota setting, finances, fire management, resource monitoring etc)	Conduct wildlife management workshops (quota-setting)	February/March 2016	RL/Dave	Travel	30000	
2.11	Set up financial systems and mechanisms for benefit distribution.	Financial management manual for Villages in Place	April 2015	RI/BC		30000	
3	Build a community vision						
3.1	Conduct conflict resolution strategies in communities to unity Ama Gumbi people and all those resident in the area	Conflict Management workshop held in Somkhanda	April 2016	RL (outsourcer trainer)	Travel	15000	
3.2	Conduct workshops in the villages to develop the vision for development of the Gumbi and Somkhanda communities	Workshops held in 7 Villages	May 2016	RL/team	Travel	15000	
3.3	Conduct workshops in the villages to develop a shared vision for Somkhanda Game Reserve	Workshops held in each Village	June 2016	RL/team	Travel	15000	
3.4	Strategic meeting to review progress and plan further –Final evaluation Report	Strategic workshop held and report presented	June/July 2016	RL/team	Travel	20000	
3.5	Total	Total	Total	Total		255 000	

13.0 Recommendation and Conclusion

The funding by both WWF and Wildands (CEPF) provided a good basis for seeking further funding to help and continue supporting the project. In order for the project to receive adequate support there is need for a long term funding supporting ranging from 3-5 years and later 5-10 years, at which stage the community and their partners should be able to run things on their own.

The CBNRM Facilitator will initially be funded through the Green Trust funds for the three years (2015-2018), however, we need funding for the operations cost over the next three years. The Facilitator will also need transport to be able to adequately service this project. A total of R1 500 (as Operation cost) over three years is necessary to move the project forward.

We however, urgently need about R250- 300,000 support the project for the next one year. This will enable our CBNRM Facilitator to be able to meet the obligations.

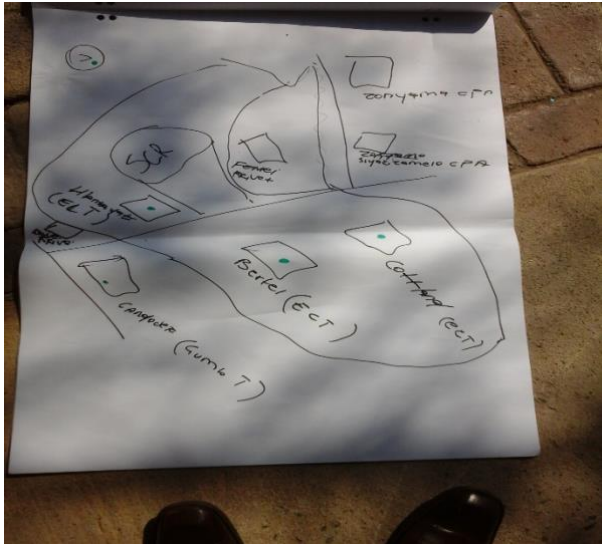
There is urgent need to unlock the financial benefits from the game reserve into communities so that the members can appreciate wildlife management as a good land use option. The unlocking of this funds, is however, dependent on how the legal impasse is resolved. I strongly believe that both sides of the conflict would not like the project to die, hence, they should agree to meet and agree what can be done with regards community benefits why they still engage in legal battles.

There is also need that the stakeholders meet at least once in 6 months to review progress and assess areas of cooperation, coordination and support. Integrated approach to supporting this project will help a lot in avoiding duplication and uncoordinated support. The Somkhanda News should be more focussed on sharing the project activities.

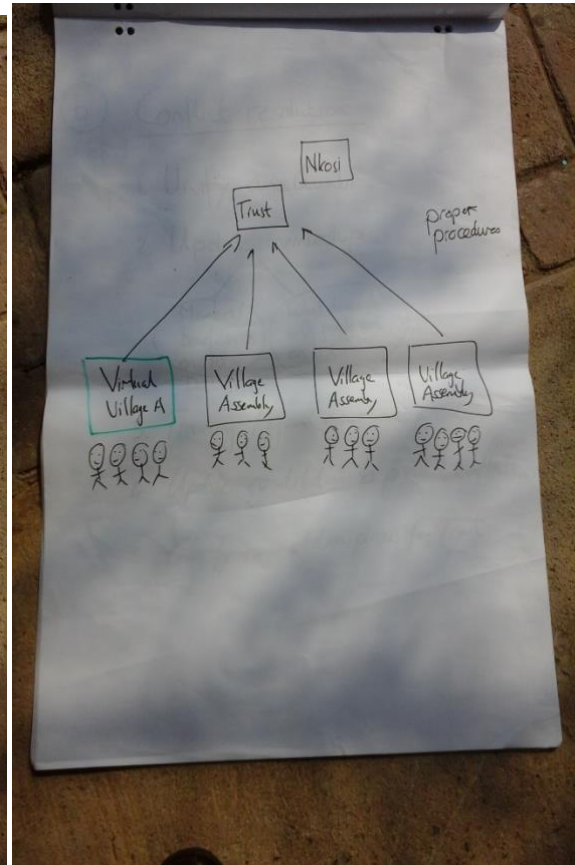
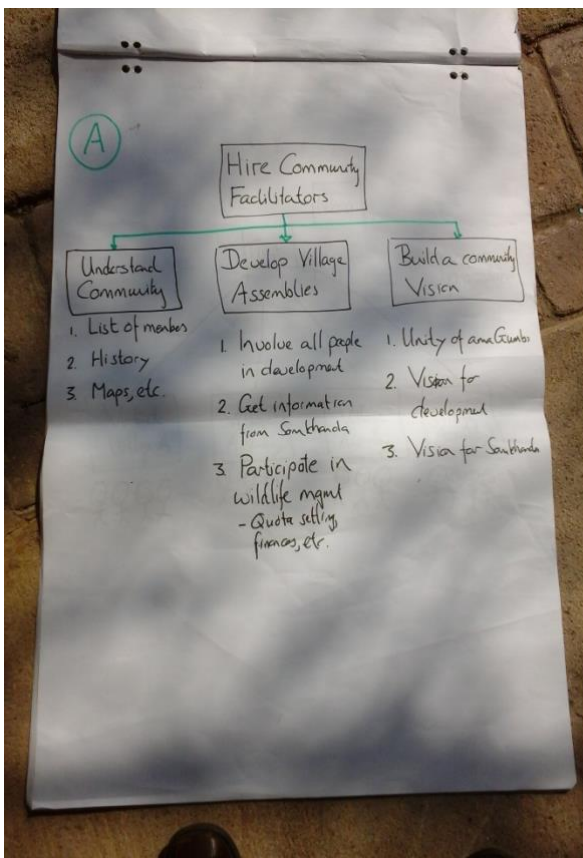
There is great need for the SAWC-CBNRM unit to sign an Memorandum of Understanding with Wildands so as to formalise the relation and this will in a long term assist in enhancing the performance of the CBNRM programmes in the area. A total of R255, 000.00 should be sourced so as to continue the support of the project.

14.0 PICTURES





15.0 Summaries of the strategic vision and way forward



(b) Conflict resolution

1. Unify amaCumbi
2. Update membership
 - Members/beneficiaries on list
 - Deaths etc.
 - What do we do with people not on list?
3. Training / good governance practices
4. Update constitution to prevent conflicts
5. Clarify new election process for Trust

(c) Somkhanda Game Reserve

1. Develop visions/plans
2. Involve people in visions/plans
3. More involvement in wildlife, e.g. quota-setting workshops, animal counts
4. Help plan rest of land