



GREAT LIMPOPO TRANSFRONTIER CONSERVATION AREA (GLTFCA):
INTEGRATED LIVELIHOODS DIVERSIFICATION STRATEGY

2016 - 2030



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INTRODUCTION

WHAT IS THE GREAT LIMPOPO TRANSFRONTIER PARK AND CONSERVATION AREA?

The Great Limpopo Transfrontier Park (GLTP) was formally established through an International Treaty signed by the Heads of States for Mozambique, South Africa and Zimbabwe at Xai-Xai, Mozambique in December 2002. The Transfrontier Park comprises three national parks; Parque Nacional do Limpopo (PNL also known as Limpopo National Park or LNP) in Mozambique, the Kruger National Park (KNP) including the Makuleke Contractual Park in South Africa, and the Gonarezhou National Park (GNP) in Zimbabwe. It also includes adjoining areas including Manjinji Pan Sanctuary, the Malipati Safari Area and the Sengwe/Tshipise Wilderness Corridor in Zimbabwe. The GLTP covers a total of 3,577,144 hectares. The transfrontier conservation area (TFCA) includes a wider area around this transfrontier park, including rural, peri-urban and urban areas in which communities live.

WHY IS THE JMB DEVELOPING AN INTEGRATED LIVELIHOODS DIVERSIFICATION STRATEGY?

The JMB is mandated by the GLTP Ministerial Committee to be involved in supporting livelihoods of communities in the broader TFCA through the objectives of the Treaty, and specifically Objectives (d) and (e) to the right:

BOX 1: OBJECTIVES OF THE GLTP PARK TREATY (2002)

- a) Foster trans-national collaboration and co-operation among the Parties which will facilitate effective ecosystem management in the area comprising the Transfrontier Park;
- b) Promote alliances in the management of biological natural resources by encouraging social, economic and other partnerships among the Parties, including the private sector, local communities and non-governmental organisations;
- c) Enhance ecosystem integrity and natural ecological processes by harmonising environmental management procedures across international boundaries and striving to remove artificial barriers impeding the natural movement of wildlife;
- d) Facilitate the establishment and maintenance of a sustainable sub-regional economic base through appropriate development frameworks, strategies and work plans;
- e) Develop trans-border eco-tourism as a means of fostering regional socio-economic development; and
- f) Establish mechanisms to facilitate the exchange of technical, scientific and legal information for the joint management of the ecosystem.

In 2015, the Joint Management Board (JMB) of the Great Limpopo Transfrontier Park (GLTP) and its partners initiated a process of developing an Integrated Livelihoods Diversification Strategy. This serves as the first version of the strategy. The process for developing the strategy is described in following video clip (<https://vimeo.com/163246796>).

THE ROLE OF THE GLTP JMB:

This strategy recognises and builds off the efforts of actors that have been working to support development and livelihoods in communities around the protected areas for many years. The GLTP JMB recognises that it cannot be the engine that drives future livelihood initiatives. Rather it is best placed to play:

1. The role of a convener or facilitator, by bringing together a diversity of institutions, people, views and experiences thereby promoting the integrated regional development of a shared vision and understanding of opportunities and ideas;
2. A coordinating function, by encouraging information sharing and a coordination of efforts; and
3. A support function, actively empowering actors in their efforts.



WHAT IS THIS STRATEGY AIMING TO ACHIEVE?

The aim is that such a strategy would serve:

- To develop a collective vision and integrated approach to enhancing livelihood options in the project area;
- To agree on a set of strategic priorities as well as management nodes for priority attention in the first iteration of implementing the strategy (i.e., 2016 to 2030);
- To identify appropriate, viable and strategic livelihood initiatives that could be applied to the GLTFCA area, including where existing initiatives are working and can be scaled and shared to a wider audience;
- To identify and address prevailing constraints to the success of livelihood initiatives; and
- To ensure that current and future threats and risks from climate change and other anthropogenic activities (e.g., land uses) have been considered when identifying livelihood interventions for resilience.

This will be achieved by:

- Providing a mechanism or platform to support networking between actors across the GLTFCA;
- Agreeing on a common approach to monitoring and research that will support improved data-driven management, comparative analysis and enhanced impact;
- Supporting good cooperative governance through coordinating existing strategies, priorities, investments and efforts to achieve synergies, avoid duplication and identify gaps;
- Empowering communities to actively participate in resource management decisions;
- Supporting the sharing of lessons learnt across the groups and regions, including shared information management;
- Defining responsibilities to ensure that all actors are working towards their competitive advantage while also ensuring that activities are being delivered at each scale (household, community, regional levels) and time horizon (short term, medium term and long term);
- Providing inputs to support proactive fundraising that is designed to demonstrate to investors and donors how their interests can be achieved by supporting our defined priorities; and
- Promoting a regular review cycle to ensure plans are adjusted to changing contexts and new learnings.

The timeframe for the strategy is 15 years from 2016 – 2030.

BOX 2: WHOSE STRATEGY IS THIS?

The GLTP and its implementing agencies (ANAC, SANParks and ZPWMA) are mandated through the Treaty to support the livelihoods of communities in the GLTFCA. They, through the protected areas, also have a vested interest to share benefits and create value for local communities in conservation and associated activities. Parks (both public and private) also have a responsibility to communities to (i) mitigate negative impacts and (ii) deliver effective corporate social investment. This notwithstanding, the formal mandate for socio-economic development outside protected areas falls to government. Civil society organisations, private sector partnerships and donors are able to support this official mandate through augmenting the resources and capacities of government. As far as possible, decision-making should be devolved to community level to ensure greatest likelihood of success and the skills and assets owned by communities themselves must be recognised and strengthened.

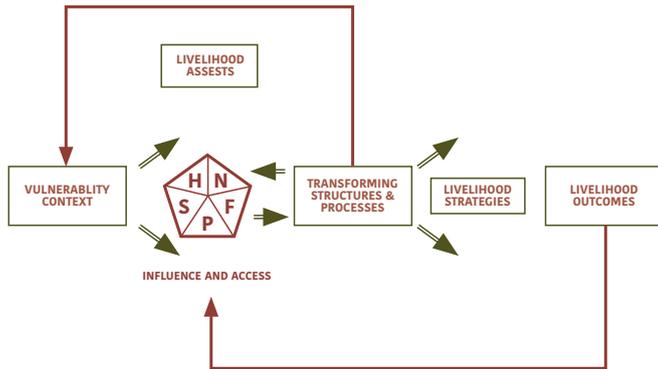
We hold that, if all of these players work together on a joint and agreed plan, the likelihood of achieving sustainable and meaningful impacts is significantly enhanced. While elements of this strategy are framed from the perspective of the conservation authorities, we recognise that no one party on its own will be able to drive this process without the buy-in and support of the others. It is proposed that the GLTFCA stakeholders and the protected areas authorities can play an important role in catalysing and sustaining momentum around the establishment of such partnerships. By identifying all the existing ‘engines’ of delivery and agreeing on how they can be positioned relative to one another under the infrastructure of a shared strategy, we believe our vision can achieve lift off.



LIVELIHOOD MODELS AND FRAMEWORKS

Livelihood related interventions are not exclusively those related to income generating initiatives. Rather, the Sustainable Livelihoods Approach (DFID, 1999) has been adopted as the conceptual framework informing this strategy. This approach highlights how livelihood interventions must consider and seek to influence (i) the vulnerability context, (ii) a diversity of livelihood assets or capitals and (iii) power dynamics or transforming processes and structures. These interventions can be targeted at the (a) regional and policy level, (b) community level and (c) household level, all of which can and should have a positive impact on individual wellbeing and livelihoods in the short, medium and/or long term.

Figure 1. Sustainable livelihoods framework



KEY:

H - Human Capital
 N - Natural Capital
 F - Financial Capital
 S - Social Capital
 P - Physical Capital

EXISTING LIVELIHOOD MODELS AND APPROACHES IN THE GLTFCA

- Photographic, cultural, adventure and business **tourism**;
- **Community based natural resource management (CBNRM) and the wildlife economy** (harvesting, trading, hunting, breeding, processing, marketing and sale of wildlife and non-timber forest products);
- **Agriculture** (including irrigated, conservation and other water wise agriculture) for household use, small scale trade and out growers' arrangements with large scale commercial farms);
- **Holistic planned grazing and commodity based trade** (management, marketing and sale of livestock products even from within the red line which was established because of foot and mouth disease);
- **Small business development** (including supplier development and support of formal and informal trade);
- Investments in **human capital**, in particular education (including early childhood development, teacher training, education infrastructure and equipment as well as adult education and skills development programmes); and
- **Conservation related livelihoods** (including Expanded Public Works Environmental Protection and Infrastructure Programme or EPIP).

HOW ARE THESE LIVELIHOODS LIKELY TO CHANGE IN THE FUTURE?

The viability of each of these sectors in the future will continue to be influenced by a wide range of drivers, including:

- Climate change;
- Water (rainfall variability, water quantity and quality changes);
- Population growth, demographic changes and migration;
- Rights issues and recognition (both substantive, like human rights, land, usage and access rights, access to information, and procedural, like decision making rights);
- Land use decisions;
- Policy and political instability, corruption and bureaucracy;
- Economic issues, including global uncertainty, exchange rates as well as exclusion, inequality, poverty and unemployment;
- Diseases, including human, livestock and wildlife;
- Security threats, including human/ wildlife conflict, wildlife crime, general safety and security issues and cross-border theft; and
- Social media and associated trends.





GEOGRAPHIC SCOPE

This strategy pertains to the whole GLTFCA area. This is a very large area that can be more effectively managed in smaller blocks or nodes. We have identified nine nodes which we believe will allow for more strategic management of the greater area.

These nodes are (not listed in any order of priority):

- Node One:** Pafuri/ Sengwe node spanning from Mozambique's Mapai area in the east to South Africa's Makuya Park / Madimbo Corridor in the west and Zimbabwe's Malipati Safari area in the north
- Node Two:** Greater Massingir area, including villages in the PNL support zone and all resettlement villages and host communities as well as Massingir town, Mozambique;
- Node Three:** Communities living in and around the Greater Lebombo Conservancy (GLC), Mozambique;
- Node Four:** The Mpumalanga/ N4 node including community areas to the south of the Kruger National Park from Hazyview to Komatipoort, including all those bounded by the R538 to the west and the N4 to the south, South Africa;
- Node Five:** The footprint included in the Kruger to Canyons Biosphere Reserve including Phalaborwa and Hoedspruit towns as well as Giyani town, South Africa;
- Node Six:** The footprint included in the Vhembe Biosphere Reserve, South Africa;
- Node Seven:** The Naivasha node from Chilonga to Boli and Chikomedzi, Zimbabwe;
- Node Eight:** The Save/ Mahenye node, including the corridor between Save, Malilangwe and northern GNP, the Jamanda Community Conservancy in the Mahenye Communal Area and Chiredzi town, Zimbabwe; and
- Node Nine:** The GNP/ Zinave/ Banhine corridor linking Mozambique and Zimbabwe.

There remains a need to prioritise areas within each node. This will be done by the respective local stakeholders responsible for implementation of the strategy in that node.



Map 1: GLTFCA's Nine nodes in their Livelihoods Diversification Strategy





**THE GLTFCA INTEGRATED
LIVELIHOODS
DIVERSIFICATION
STRATEGY**

VISION

The following vision was crafted by GLTFCA stakeholders following a brainstorming exercise at a workshop in Mopani Rest Camp on 16 - 17 February 2016:

Flourishing together in harmony with nature

EXPLAINING THE VISION:

- **Flourishing Together (Part one of the vision):** Individuals, families, villages, communities, institutions or countries are understood to be flourishing if they are empowered and involved in improving their livelihoods in ways that achieve greater resilience, enhanced wellbeing and self-sustainability. Significantly, while this element of the vision creates space for individuals to flourish, this is prefaced with a clear condition that such successes should not come at the expense of the collective. Rather, the vision presents an understanding of success which honours traditional African philosophies of sharing benefits and celebrating interdependencies. The vision therefore commits the GLTFCA to seeking ways to achieve inclusive growth and prosperity (between and within households, families, villages, communities, institutions and countries).
- **Harmony with Nature (Part two of the vision):** In harmony with nature means protecting and restoring natural capital and resources while avoiding conflict with the need to protect and restore communities. In other words, our conception of harmony implies, first, that the act of flourishing should complement and enhance conservation goals and second that conservation goals should contribute to protecting and restoring human wellbeing. This tension is central to the challenge of sustainable development. Maintaining a balance may require trade-offs. These need to be made in an equitable way that does not erode resilience of socio-ecological systems or disadvantage future generations.

GUIDING PRINCIPLES INCLUDE:

- Support communities access ecosystem and cultural benefits (goods and services);
- Ownership of the resources or the rights to its uses should devolve to the lowest possible level;
- We 'learn by doing' and so apply adaptive management principles;
- We achieve more by working collaboratively across boundaries on a local, district, provincial, national and transnational level.
- We recognise that, like fauna and flora, social ecologies are not constrained by or defined by administrative boundaries. It is important to support deeper cross border linkages.



MISSION

We believe the vision can be achieved when stakeholders in the GLTFCA strive toward:

BECOMING MORE RESPONSIBLE CITIZENS (LOOKING INWARD), BETTER NEIGHBOURS (LOOKING OUTWARD) AND WISER STEWARDS (LOOKING FORWARD).

EXPLAINING THE MISSION:

Stakeholders in the GLTFCA (in particular, duty-bearers such as the GLTP JMB, the implementing agencies in each country, the protected areas and other local authorities mandated to focus on development) agree to support local stakeholders (right-holders) enhance and diversify their livelihoods by themselves becoming:



LOOKING INWARD

Responsible citizens proactively acknowledging and managing the impacts they have on those around them

Enhance net benefit of protected areas for local people through minimising the negative impacts of living in and in the vicinity of a protected area. Enhance the ability of individuals, households and communities to capture positive benefits (including ecosystem goods and services associated with effective management of the natural resource base as well as locally defined benefits and services);



LOOKING OUTWARD

Good neighbours supporting the aspirations and initiatives of those living next door

Supporting diverse livelihood opportunities and initiatives in the area for the benefit of local individuals, households and communities, especially where they do not conflict with conservation imperatives; and

LOOKING FORWARD

Wise stewards caring for and protecting the environment while preparing for the future

Pre-empting, mitigating and adapting to key drivers of change including climate change forecasts (shocks, losses and impacts). This involves striving for greater climate justice.



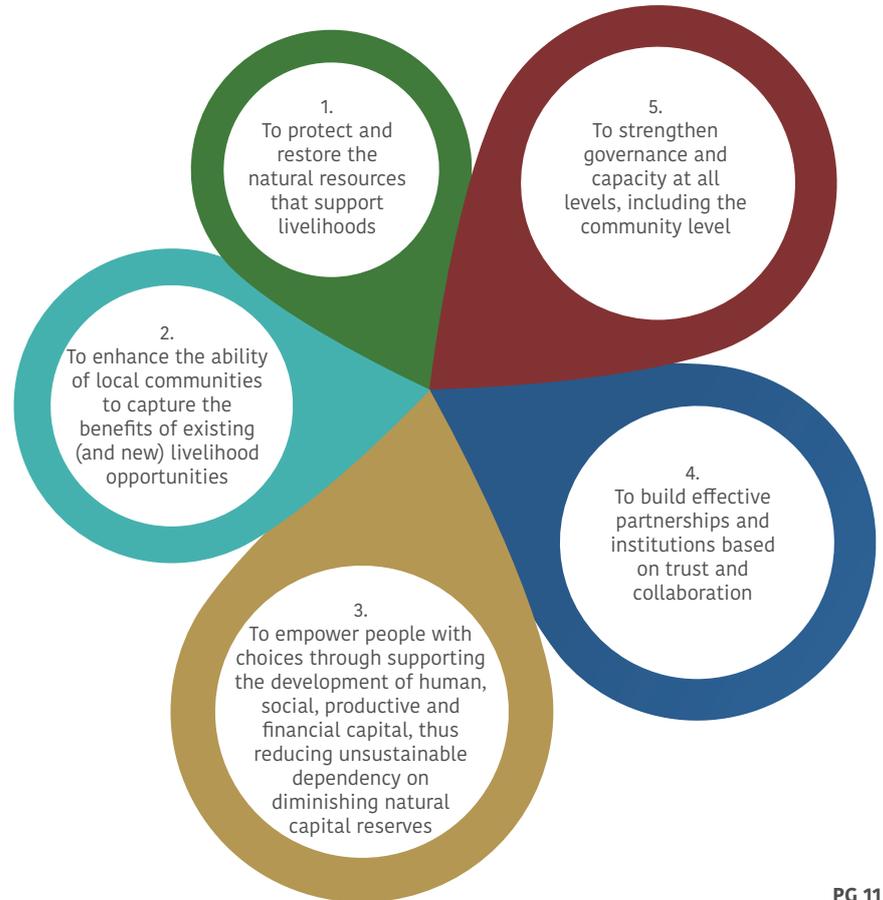
THE STRATEGY

This strategy provides guidance on how to identify the most prudent ways in which to sustainably intervene in local livelihoods. Prioritisation is required because resources (time, effort, budget, stakeholder interest) are scarce and most livelihood interventions can be classed as having some positive impact. There are also a wide range of possible interventions from the micro scale to the international scale and from the immediate to the long term intervention. As such, there is a need to identify the most efficient, responsible and respectful use of resources to achieve the vision and mission. It is notable that these interventions may involve exploring opportunities or addressing prevailing constraints.

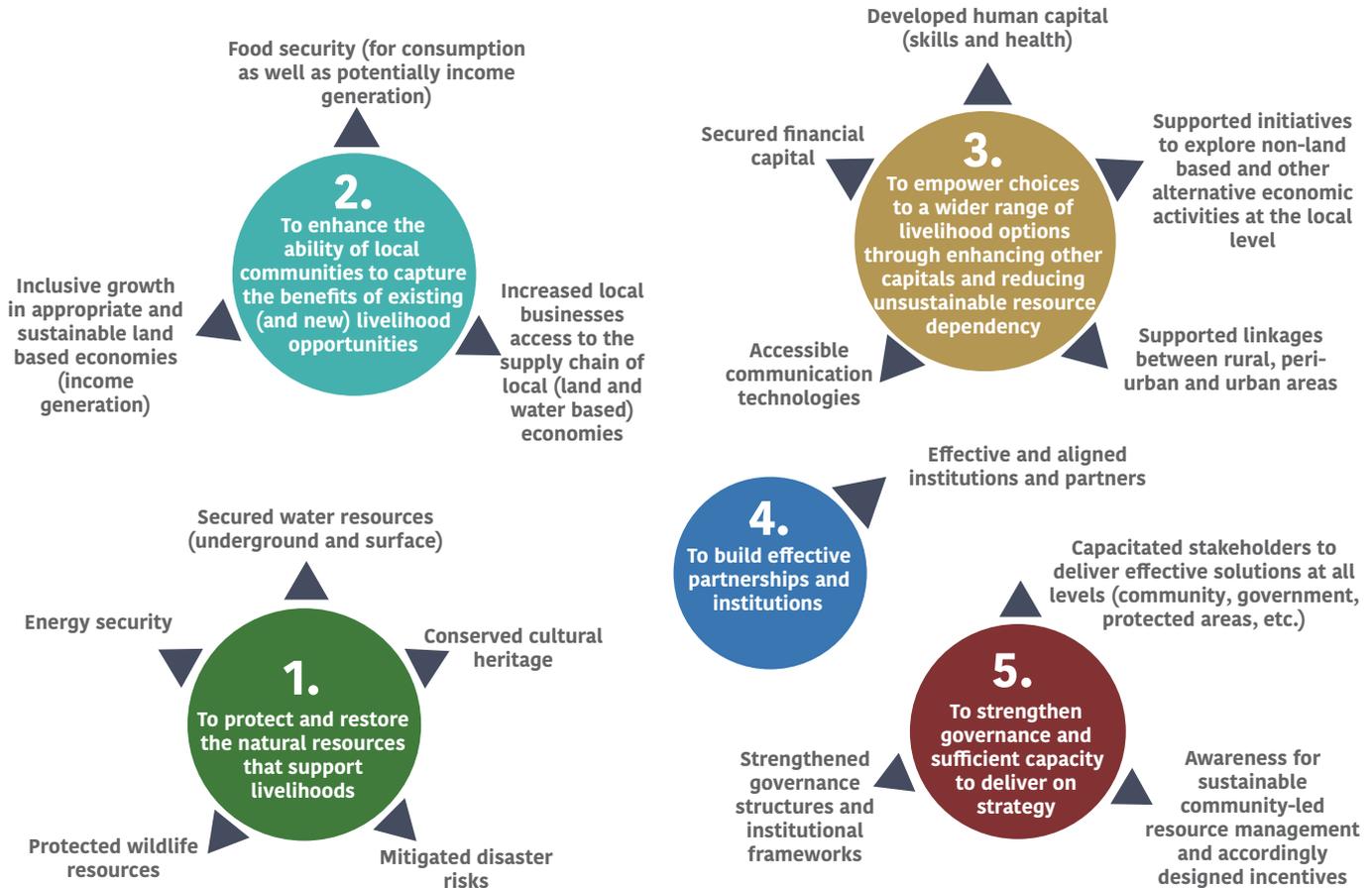
STRATEGIC OBJECTIVES AND GOALS

An ecosystem goods and services assessment has helped us identify the following five strategic objectives as presenting the best way in which to achieve the vision and mission:

These five objectives form the pillars of the GLTFCA strategy. Each is supported by a set of strategic goals that inform a range of the illustrative interventions which could be supported.



STRATEGIC GOALS



DELIVERING THE STRATEGY

ROLES AND RESPONSIBILITIES

The GLTP JMB is responsible for defining a shared strategy. However, the GLTFCA implementing agencies in partnership with local stakeholders (national parks, government, civil society, private sector) retain responsibility for implementation. This strategy is intended as a guidance document, setting the framework to guide the focus and structuring of nodal implementation plans for each node. These could be developed into Conservation and Development Frameworks (CDFs) which include a detailed Situational Assessment and Masterplanning component or a simpler implementation plan. Both should at least set out a prioritisation of strategic goals and a list of projects or interventions to which the node commits. In the case of either the CDF or the implementation plan, the focus should be on delivering on the GLTFCA's strategic objectives, mission and vision. A series of draft nodal strategies have been presented in the subsequent section. These remain open to adjustment in the subsequent planning processes required of stakeholders operating at the nodal level.

PRIORITISING STRATEGIC GOALS

The GLTFCA strategy asserts that it is important to balance long term interventions that can sustainably change the environment in which they are delivered with immediate and short term constituency building and livelihood support initiatives. Similarly, while several transboundary and macro (regional) scale interventions are necessary to enable other livelihood opportunities, there is equally a need to ensure these or other benefits accrue and are effectively distributed at the meso (community) and micro (household) levels, a step which has sometimes been overlooked historically. While it is not the direct responsibility of the GLTFCA and associated implementing agencies to deliver all of these interventions, it is in their interest and mandate to seek out and support initiatives that do deliver across this range of scales and time horizons. The matrix below proposes an approach to prioritising the strategic goals. It is anticipated that players in each node should map their existing and planned intervention into a similar framework during implementation planning. This will support coordinated planning by immediately identifying opportunities for synergies, duplication and strategic gaps.

Priority/Scale	Urgent (Year 1)	Important (Years 2 - 5)	Aspirational (Years 5 - 15)
Macro	Secure water resources Strengthen institutions	Secure water resources (cont.)	Support linkages to peri-urban and urban areas
Meso	Support partnerships Build capacity	Protect/ restore natural resources Inclusive growth	Support alternatives/ diversified economies
Micro	Food security	Energy security Supply chain Human capital	Financial capital Communication technology

Note: The red boxes highlight the urgency of delivering tangible impacts to stakeholders immediately and at the micro (household) level as well as medium term but significant impacts at the meso level.

APPROACHES

The strategy seeks to identify the wisest use of resources to achieve the vision and mission. There are several ways in which it can achieve this, as per the graphic below:

Figure 5: Approaches to Support

In many cases, proposals will be submitted to the GLTFCA and associated implementing agencies and partners for support. However, to achieve the strategic goals listed in the strategy above, there may also be a need to actively go and seek out or support the establishment of new initiatives in order to deliver on the objectives prioritised above.



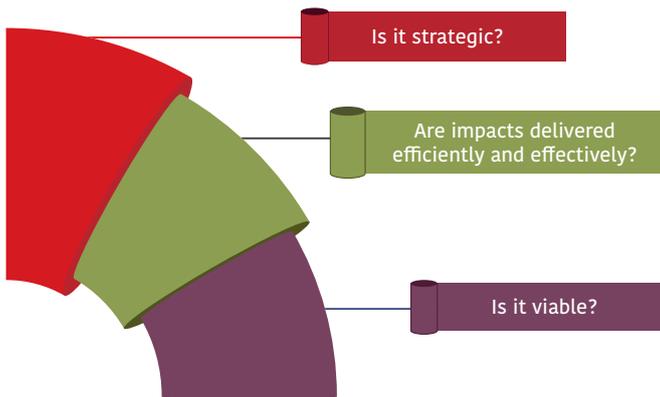
SELECTING PROJECTS TO SUPPORT

Whether initiatives are brought to the attention of the GLTFCA or are proactively sought out, in all cases this strategy proposes a standardised approach to evaluating possible interventions for support. The objective of this 'filtering system' is to support decision makers make adequately objective and defensible decisions about how best to use scarce resources. This filtering system has three sieves or filters, namely:

- A set of **strategic objectives**;
- **Impact** related comparisons; and
- A set of **viability** considerations.

The process of project selection will need to be realised through extensive engagement with local stakeholders (beneficiaries) at each step in the filtering system. A template to support project selection is available from the JMB.

Figure 6: Filter



FILTER 1: STRATEGIC OBJECTIVES

Alignment to the five **strategic objectives** serve as the most effective way in which to ensure projects are supporting the elements of the vision, mission and strategy. Interventions will not be considered for support if they do not comply with the following:

- Should not undermine strategic objective one;
- Must deliver on at least one of the objectives in strategic objectives one to three; and
- Must be designed to ensure support to strategic objectives four and five.

FILTER 2: EFFICIENCY, EFFECTIVENESS AND IMPACTS

The comparative filter seeks to identify how best to channel resources in an environment where there are multiple competing proposals for consideration. Thus, it is proposed that four key elements be considered namely:

- The **cost efficiency** of the intervention;
- The **effectiveness** of the project in delivering impacts;
- The **nature** of its impact; and.
- The **scale and timing** of the impacts delivered.

FILTER 3: VIABILITY CONSIDERATIONS

Projects which have been shown to be strategic, effective and efficient must still be shown to be viable. The viability filter focuses on:

- The financial feasibility and business model of the intervention;
- The risks, safeguards and unintended consequences;
- A range of political, economic, social, technological, legal, environmental considerations;
- Interest by potential funders and the market; and
- Stakeholder buy-in and the availability of a champion.



PROTECT

STRENGTHEN

ENHANCE

BUILD

EMPOWER

**NODAL
STRATEGIES**

NODE ONE

PAFURI/ SENGWE

SITUATIONAL ANALYSIS

DELINEATION

- Mozambique: Chicualacuala and Mapai districts including Pafuri and Vila Eduardo Mondlane administrative posts and localities. The area includes Salane, the host community into which two villages in the Park are in the process of being resettled (Makandazulo A and B) and 17 villages in the northern part of the support or buffer Zone. These resettlement and buffer villages will also be treated as part of the Greater Masingir node (2).
- South Africa: Vhembe District Municipality (Mutale and Thulamela local municipalities).
- Zimbabwe: Masvingo Province, Chiredzi District, including Sengwe (ward 13, 14 and 15) and Matebeleland South Province, Beit Bridge District including Tshipise (ward 1).

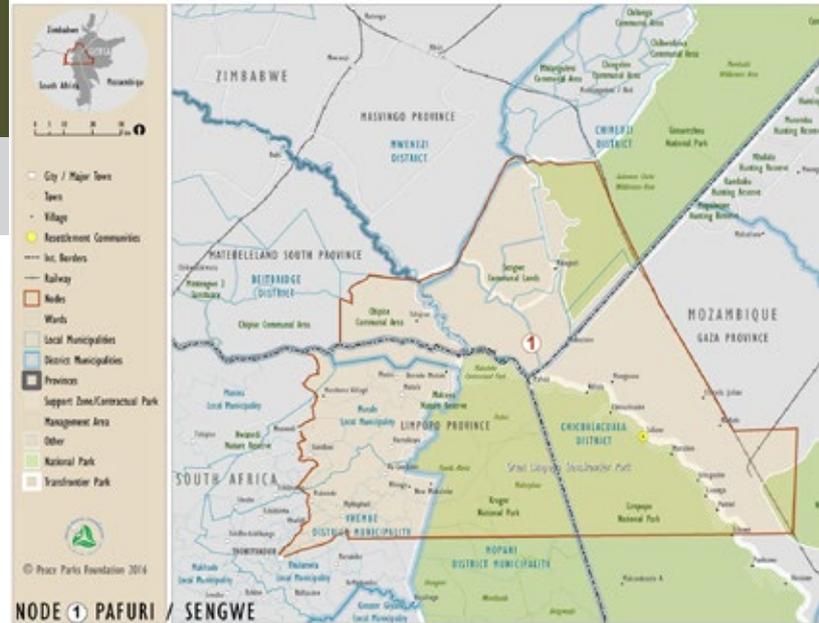
STRATEGY AS APPLIED TO THIS NODE

Based on a simple situational analysis, the GLTFCA's strategic objectives and themes are best applied in this node in the following way:

STRATEGIC OBJECTIVE 1

PROTECT AND RESTORE NATURAL RESOURCES:

This is particularly important in the Nuanetsi triangle in Mozambique, the Madimbo Corridor in South Africa and the Sengwe/ Tshipise corridor in Zimbabwe all of which are community owned tracts of land that are not used for settlement but which rather have been earmarked for conservation purposes and associated economic opportunities (hunting, game breeding, other). These healthy ecosystems can offer extensive goods and services to local communities. The strategy would recommend a focus on water security, woodland and grassland management initiatives in these areas together with development of



local economies which build support for conservation through delivering benefits (e.g., consumptive tourism, biodiversity agreements, game ranching – extensive as opposed to intensive ranching – other livestock farming). De-mining of the area along the Sengwe Tshipise Corridor to be prioritised. A fourth priority is the Makuya Nature Reserve where a possible transfer process is being considered from LEDET to KNP as a way in which to further protect and enhance the natural resources. Sharing benefits with surrounding communities also refers (e.g., Awelani).

STRATEGIC OBJECTIVE 2

MAXIMISE BENEFITS TO LOCALS THROUGH EXISTING OR NEW LIVELIHOODS:

Existing land based livelihoods in this node include both high end and lower end tourism (photographic and consumptive) where the focus should be on supporting locals capture more benefits from these activities through ownership, employment and accessing supply chains.

Cross border and cultural tourism products can be enhanced to grow tourism to the region and access interventions will also make the whole route more viable. There is also subsistence agriculture, livestock and harvesting of NTFPs undertaken in this area which require support, in particular to enhance the productivity of these activities.

STRATEGIC OBJECTIVE 3
**SUPPORTING ACCESS TO A WIDER RANGE OF LIVELIHOOD OPTIONS/
REDUCING RESOURCE DEPENDENCY:**

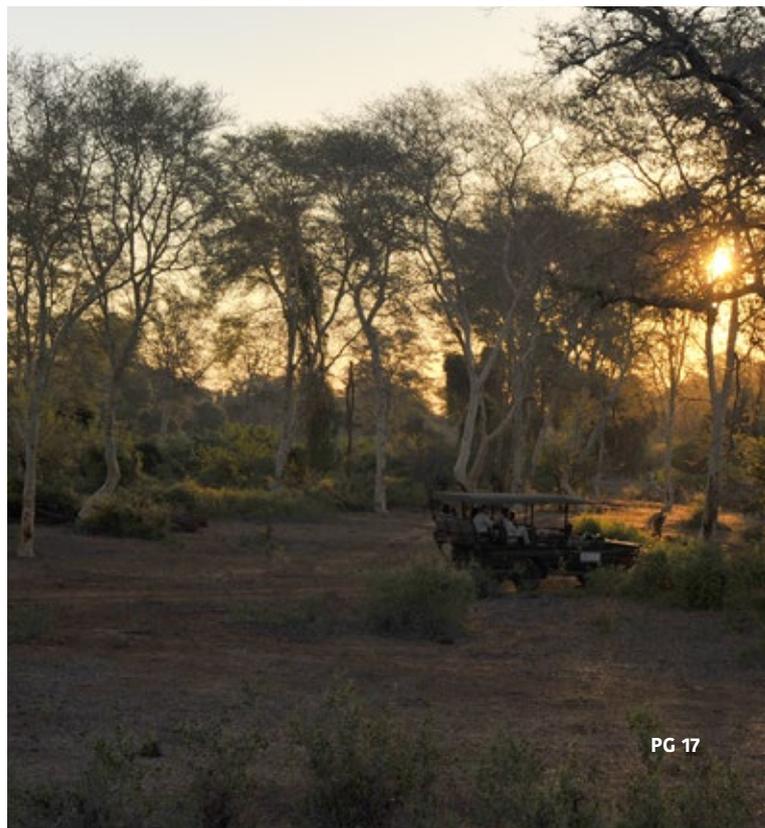
There is a significant and positive opportunity for reducing land dependency through human capital development in so far as local communities can access education and skills through the new proposed SAWC satellite campus located at Tshikondeni. This supports alternative livelihoods in particular where courses are not exclusively focused on conservation and ecotourism. Financial capital development should also be supported (e.g., support and enhance the existing livestock 'stokvel/fomento' schemes in Mozambique).

STRATEGIC OBJECTIVE 4
EFFECTIVE PARTNERSHIPS AND INSTITUTIONS:

Establish and entrench the new Joint Park Management Committee thus supporting greater collaboration and coordination. Ensure overlaps with the Vhembe Biosphere Reserve and PNL nodes are managed carefully and mutually reinforcing.

STRATEGIC OBJECTIVE 5
ACCOUNTABLE GOVERNANCE AND SUFFICIENT CAPACITY:

All initiatives undertaken must involve extensive investment into community governance and accountability structures. In particular, community capacity can be supported through the community-based NRM committees and local economic development councils in Mozambique, the Makuya Park forum in South African and community committees in Zimbabwe such as the Malipati Development Trust and the village CAMPFIRE committees.



NODE TWO

PNL NODE INCLUDING RESETTLEMENT VILLAGES AND SUPPORT ZONE

SITUATIONAL ANALYSIS

DELINEATION

Resettlement villages including host communities:

- Salane (north)
- Mucatine (south peninsula)
- Chinhangane (western)
- Banga
- Macuachane (note: This is in the buffer zone)

48 buffer zone communities or villages, in 3 districts:

- 18 in Chicualacuala and Mapai districts (localities – Mapai & Pafuri)
- 19 in Mabalane (localities – Ntlavene & Combomune)
- 11 in Massingir (in localities - Zulo & Mavodze/ Macuachane)

This area includes Massingir town which is shared with the GLC node (3) as well as all resettlement villages and buffer communities including those also covered in the Pafuri/ Sengwe node. While the node is demarcated by the buffer zone, it is also notable that this node includes the resettlement villages prior to their resettlement (i.e. villages in PNL).

In future iterations of the GLTFCA strategy, the focus can be extended to communities outside PNL but this is currently a tertiary priority and therefore is not the focus of this strategy except in the case of Massingir.

STRATEGY AS APPLIED TO THIS NODE

The focus is as much on addressing livelihood constraints and negative impacts as it is on developing opportunities, in particular given the low levels of economic activity in the node (e.g., livelihoods restitution after resettlement, improving access).



STRATEGIC OBJECTIVE 1

PROTECT AND RESTORE NATURAL RESOURCES:

- Resettlement villages and host communities: The primary focus for this node is on livelihoods restitution and compensation as part of the resettlement programme which allows for PNL to be created as it is currently conceptualised. This implies a focus on land tenure and access/ use agreements as well as associated livelihood reestablishment (water, food and energy security).
- Buffer communities: In addition, a secondary priority is toward the communities living in the buffer or support zone of the park. Here the focus is on water security interventions and human wildlife conflicts (e.g., disease management in livestock populations, predation, crop raiding).
- CBNRM: To grow support for conservation activities through sharing or delivering benefits associated with wildlife / natural resource management.

STRATEGIC OBJECTIVE 2

MAXIMISE BENEFITS TO LOCALS THROUGH EXISTING OR NEW LIVELIHOODS:

The Park is the primary economic driver in the region both in the establishment phase and future operations phases (given projected tourism revenues). Local communities will benefit from Park operations through the legislated 20% of tourism revenue directed at communities. However, until this becomes a significant fund, the short term focus will be on helping local people gain access into the value chain in the Park establishment phase (including resettlement, wildlife supply, construction and maintenance of facilities, park management). This should not exclude communities still awaiting resettlement. In addition, there are opportunities to support and grow the existing irrigation schemes and expand them to all villages hosting resettles. Efforts can help them access new markets. Opportunities also exist for aquaculture in Massingir dam. (Commercial agriculture is mooted for this area but it is understood that MAI is no longer actively pursuing this at this time).

STRATEGIC OBJECTIVE 3

SUPPORTING ACCESS TO A WIDER RANGE OF LIVELIHOOD OPTIONS/ REDUCING RESOURCE DEPENDENCE:

Support human capital with a focus on health (including support to existing ONE health initiatives, malaria) and education and skills development (adult as well as ECD and schooling interventions) and youth development. Also support financial capital (access to grants, where relevant, savings, revenue streams, existing community livestock 'stokvel/ fomento' schemes, etc.). Massingir town can serve as a platform through which non-land based options can be developed and made more accessible in particular if links are also sought with other larger centers (e.g., Chokwe, Xai-Xai).

STRATEGIC OBJECTIVE 4

EFFECTIVE PARTNERSHIPS AND INSTITUTIONS:

Support PNL's livelihood restoration efforts as part of the resettlement programme and ensure a livelihood focus in the newly established JPMC with KNP. Support the newly established 'Forum das ONG do PNL' or 'LNP NGO's network' between the park and local civil society organisations. This will enhance existing institutions and efforts in the region considerably. All initiatives should be delivered through

forming partnerships with a range of different stakeholders including communities (beneficiaries) donors, local NGOs/ CBOs (including FONGA), private sector, the protected areas and local governments.

STRATEGIC OBJECTIVE 5

ACCOUNTABLE GOVERNANCE AND SUFFICIENT CAPACITY:

All initiatives undertaken must involve extensive investment into community governance and accountability structures. This includes supporting the existing community-based NRM committees and local economic development councils as well as the Park committee. Land legalisation and associated community governance and capacity interventions undertaken by local NGOs can be supported. There is also a need to support social and economic integration between resettled households and host communities to avoid conflict and enhance the likelihood of successful resettlement.



NODE THREE

GREATER LEBOMBO CONSERVANCY

SITUATIONAL ANALYSIS

DELINEATION

The GLC is a soon to be newly formed conservancy that spans across the Magude and Moamba districts in Maputo Province as well as Massingir district in the Gaza Province. It runs along the Mozambique/ South Africa border and is therefore a future transboundary initiative.

STRATEGY AS APPLIED TO THIS NODE

The GLC represents a private sector driven approach looking to establish and maintain positive relationships between communities and concessionaires. The focus is on developing a shared vision for the area between concessionaries and ensuring this translates into benefits for local communities. This must be supported by improving community stakes in management and benefit sharing. This is directed both to the communities alongside the GLC and those in Massingir town which is a shared focus with the public sector PA to the north through the PNL node (2).

STRATEGIC OBJECTIVE 1

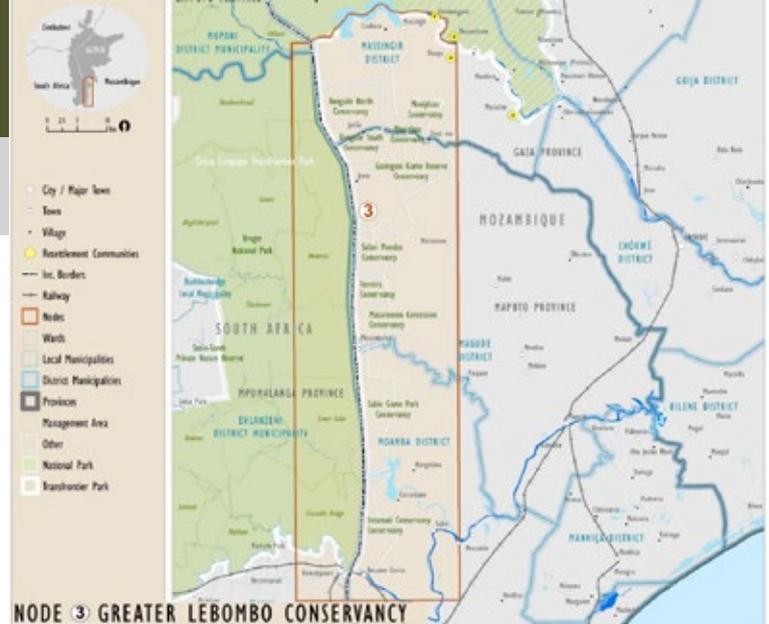
PROTECT AND RESTORE NATURAL RESOURCES:

Support viability of the Greater Lebombo Conservancy, including institutionally and economically. This includes supporting the respective business models and commercial activities (e.g., tourism, hunting). (The GLC is being formalised and included in the GLTFCFA).

STRATEGIC OBJECTIVE 2

MAXIMISE BENEFITS TO LOCALS THROUGH EXISTING OR NEW LIVELIHOODS:

Focus on supporting local communities capture benefits from consumptive and non-consumptive tourism (e.g., job creation, supply



chain opportunities). Where hunting is not practiced, seek other ways to support local communities benefit (e.g., small scale and large scale game breeding). Focus on water security and food security in local villages (enhancing the productivity of subsistence activities). Support any follow up implementation from USAID's Conservation Alternative Livelihoods Analysis in the area as well as JCF's various commercial agricultural proposals in this area (e.g., irrigated maize, mushroom, mopani, aquaculture and marula opportunities).

STRATEGIC OBJECTIVE 3

SUPPORTING ACCESS TO A WIDER RANGE OF LIVELIHOOD OPTIONS/ REDUCING RESOURCE DEPENDENCY:

The focus here is on human capital (education and health), financial capital (new or existing 'stokvel/ / fomento' schemes) and youth development.

STRATEGIC OBJECTIVE 4

EFFECTIVE PARTNERSHIPS AND INSTITUTIONS:

Ensure and support a livelihood focus in the newly established GLC and associated JPMC with ANAC and SANParks / KNP. Also look for ways to work with the civil society organisations active in this area (e.g., Joaquim Chissano Foundation, Forum of NGO of Gaza Province - FONGA).

STRATEGIC OBJECTIVE 5

ACCOUNTABLE GOVERNANCE AND SUFFICIENT CAPACITY:

All initiatives undertaken must involve extensive investment into community governance and accountability structures. Preliminary work being done by WWF / SAWC in Mangalana around ‘village companies’ and ‘participatory, activity based budgeting’ and revenue distribution can be replicated more broadly. Land legalisation and associated community governance and capacity interventions undertaken by local NGOs can also be supported.



NODE FOUR

MPUMALANGA/ N4 NODE

SITUATIONAL ANALYSIS

DELINEATION

These are the peri-urban and expanding community areas to the west of the Kruger National Park from Hazyview to Komatipoort, including all those bounded by the R538 to the west and the N4 to the south. The majority of this node falls within the Nkomazi and Mbombela local municipalities (Enhlanzeni district municipality) but a very small section to the north also falls into Bushbuckridge local municipality. This includes two key land claimants who have been awarded land in the park, namely Nkambeni and Mdluli communities. The node includes various MTPA reserves, including the Mthethomusha reserve managed by the Mpakeni community who share the proceeds from tourism.

STRATEGY AS APPLIED TO THIS NODE

In addition to the general South African programmes the following programmes can be supported by various stakeholders:

STRATEGIC OBJECTIVE 1

PROTECT AND RESTORE NATURAL RESOURCES:

The Stewardship programme is prioritising land use planning and management of key biodiversity and natural resource priorities, including corporate forestry areas. This programme also seeks to create socio-economic Incentives so as to build constituencies for conservation. Various communal lands are being incorporated into KNP, including Mjejane and Methethomusha reserves. KNP is also actively seeking ways to protect natural resources as they prioritise the Nkambeni and Mdluli land claimants explore ways to translate their land assets into value, including through wildlife economy and tourism opportunities. As such, there is a need to ensure that these models deliver benefits to these communities.

STRATEGIC OBJECTIVE 2

MAXIMISE BENEFITS TO LOCALS THROUGH EXISTING OR NEW LIVELIHOODS: As per the general description.



STRATEGIC OBJECTIVE 3

SUPPORTING ACCESS TO A WIDER RANGE OF LIVELIHOOD OPTIONS/ REDUCING RESOURCE DEPENDENCY: As per the general description.

STRATEGIC OBJECTIVE 4

EFFECTIVE PARTNERSHIPS AND INSTITUTIONS:

In this node, co-operative arrangements focus on SANParks and MTPA as well as various government departments in Mpumalanga (e.g., DARDLEA, DRDLR). The various water forums in the area include the Crocodile River Forum, Sabie River Forum and Inkomati Catchment Management Agency. Relationships with the GLC can also be supported through embedding the new JPMC.

STRATEGIC OBJECTIVE 5

ACCOUNTABLE GOVERNANCE AND SUFFICIENT CAPACITY:

Supporting capacity at community owned as well as MTPA managed reserves falls under this objective.

GENERAL SOUTH AFRICAN INTERVENTIONS IN PLACE: ALL NODES

This strategy is cognisant of the various other strategies and interventions in place for the area, including the National 'Buffer Zone Strategy', DEA's 'Biodiversity Economy Strategy' (and Wildlife Economy Strategy in particular), various provincial and local biodiversity or bioregional plans, the GEF Mainstreaming and GEF PA programmes. In addition, SANParks and KNP have developed extensive programmes and plans around a set of priorities. These are listed under the five GLTFCA strategic objectives and apply to each of the four nodes that include KNP (1,4,5,6):

STRATEGIC OBJECTIVE 1

PROTECT AND RESTORE NATURAL RESOURCES:

Create jobs through protecting and restoring the natural resource, for example through the expanded public works programme (EPWP) and the Biodiversity Social Programme (BSP). The environmental education programme and sustainable harvesting programme both seek to build support for and awareness of the importance of the environment and manage it in a sustainable way while facilitating access to the Park and associated sites of cultural, ancestral and spiritual importance. The approach adopted to managing and mitigating negative impacts through the DCA compensation programme is also key to achieving the vision and mission. In addition, KNP is supported by the GEF PA programme which provides declaration and stewardship support, improved protected area management effectiveness of the PA network, improved socio-economic feasibility of protected areas, support for alternative revenue streams as well as support to KNP, several MTPA state managed reserves, several LEDET state managed reserves, community owned reserves and private reserves.

STRATEGIC OBJECTIVE 2

MAXIMISE BENEFITS TO LOCALS THROUGH EXISTING OR NEW LIVELIHOODS:

Benefits are delivered through the employment programme, which includes both skilled employment and unskilled job experience in the form of the expanded public works programmes. The SANParks Socio-economic Beneficiation strategy also works to deliver benefits through

creating preferential access for locals to the value chain (e.g., supplier development and preferential procurement) as does the infrastructure programme.

STRATEGIC OBJECTIVE 3

SUPPORTING ACCESS TO A WIDER RANGE OF LIVELIHOOD OPTIONS/ REDUCING RESOURCE DEPENDENCY:

KNP's CSI and service delivery support programmes include various interventions which support alternative livelihoods in particular support for education at various levels. Concessionaires in the park and private landowners outside the park (e.g., APNR) also support these initiatives.

STRATEGIC OBJECTIVE 4

EFFECTIVE PARTNERSHIPS AND INSTITUTIONS:

Co-operative arrangements are already in place between SANParks, MTPA and LEDET, various other government departments, SANBI, the various district and local municipalities, various water forums, biosphere reserves, academic institutions, civil society and communities.

STRATEGIC OBJECTIVE 5

ACCOUNTABLE GOVERNANCE AND SUFFICIENT CAPACITY:

KNP and partners work with local communities to support good governance and capacity building, including through conflict resolution.



NODE FIVE

KRUGER TO CANYONS NODE

SITUATIONAL ANALYSIS

DELINEATION

This node's boundaries follow those of the Kruger to Canyons Biosphere Reserve with Phalaborwa town in the north and Bushbuckridge in the south. This region spans two provinces (Mpumalanga and Limpopo) and several local municipalities (Bushbuckridge in Ehlanzeni District Municipality and Greater Tzaneen, Lepele-Nkumpi, Maruleng, Greater Giyani and Ba-Phalaborwa local municipalities in Mopani District Municipality). The focus of this node also extend to Giyani town and surrounds.

STRATEGY AS APPLIED TO THIS NODE

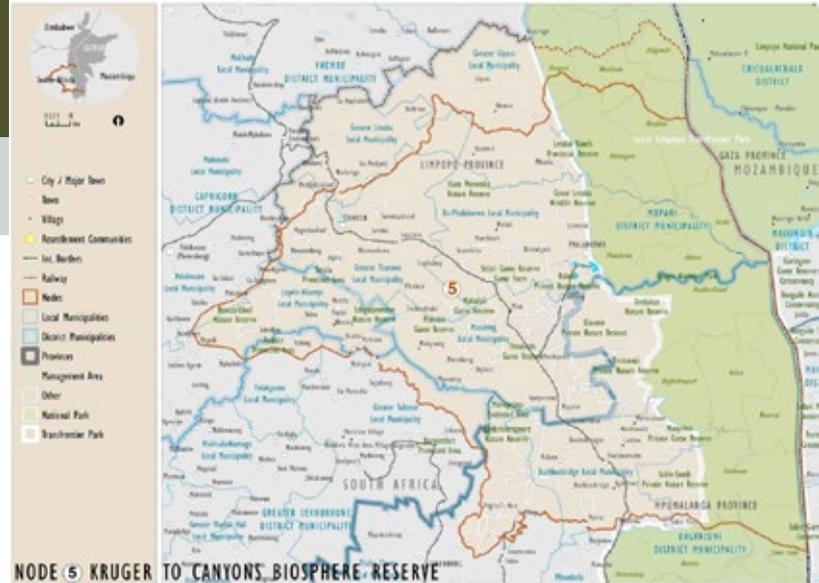
This strategy is cognisant of various other strategies and interventions in place for this node, including those associated with KNP (as described node four) and the Kruger to Canyons Biosphere Reserve. These can be understood to support the objectives of the GLTFA livelihood strategy in the following ways:

Kruger to Canyons Biosphere Reserve Nodal Strategy:

STRATEGIC OBJECTIVE 1

PROTECT AND RESTORE NATURAL RESOURCES:

K2C is involved in creating jobs that protect and restore the environment such as the Environmental Monitors Programme. The Mthimkhulu Reserve and Lisbon estate are also being incorporated into the Park. The focus here is on ensuring that the business models deliver benefit to these communities. KNP is also negotiating the possible transfer of Letaba Ranch.



STRATEGIC OBJECTIVE 2

MAXIMISE BENEFITS TO LOCALS THROUGH EXISTING OR NEW LIVELIHOODS:

KNP has identified Phalaborwa as a key hub for investment in future, in particular in anticipation of mine closure impacts on the economy of this town in the medium term. KNP are supporting the Herding for Health programme with their rangeland management programme and associated market related interventions (e.g., commodity based trade, an abattoir at Skukuza). Livestock activities are also being supported through the ONE Health intervention. Enterprise development programmes are delivered through SAWC, the Buffelshoek Trust and various private reserves (APNR) all of whom also have corporate social investment programmes.

**STRATEGIC OBJECTIVE 3
SUPPORTING ACCESS TO A WIDER RANGE OF LIVELIHOOD OPTIONS/
REDUCING RESOURCE DEPENDENCY:**

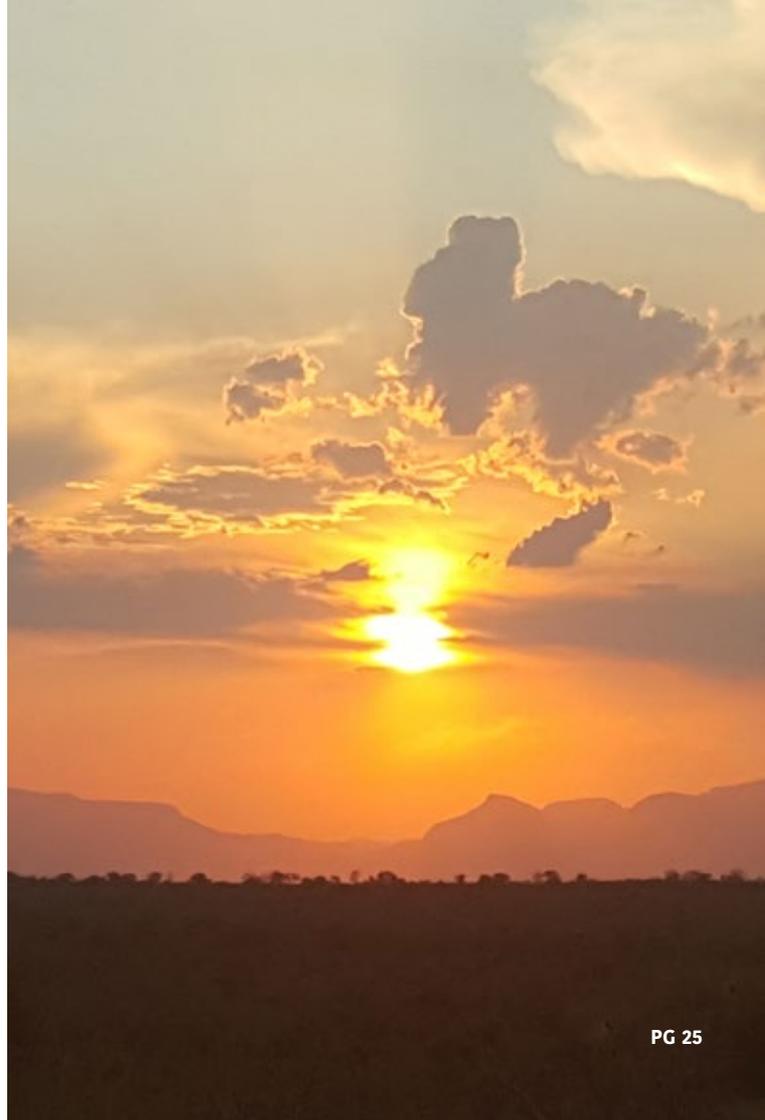
ONE Health is actively managing health issues amongst wildlife, domestic animals and human populations thus supporting human capital formation. Various other cutting edge health investments have been made in the area (e.g., WITS Agincourt Health and Socio-Demographic Surveillance System and health information systems in the form of The Health Source at Bhubezi clinic). SAWC also develops human capital (education) in so far as this service is extended to benefit students from neighbouring villages. Considerable investment is made into local education.

**STRATEGIC OBJECTIVE 4
EFFECTIVE PARTNERSHIPS AND INSTITUTIONS:**

Co-operative arrangements are already in place between SANParks, LEDET and MTPA. The K2C Biosphere Reserve and SAWC also facilitate coordination between partners and institutions, including around the topic of livelihood support and associated information management.

**STRATEGIC OBJECTIVE 5
ACCOUNTABLE GOVERNANCE AND SUFFICIENT CAPACITY:**

The focus is on supporting the capacity of and governance in communities that own or manage land (including conservation related and other land that has been restituted). Wits Rural Facility and KNP also provide support to river forums and communities in terms of monitoring water quality and the water reserve thus building capacity and supporting the natural resource.



NODE SIX

VHEMBE BIOSPHERE RESERVE NODE

SITUATIONAL ANALYSIS

DELINEATION

The Vhembe Biosphere Reserve node, which overlaps in part with the Pafuri/ Sengwe node, includes all communities that fall in the official Vhembe Biosphere boundary. This is a large area that falls predominately in the Vhembe District Municipality (Mutale, Thulamela, Musina and Makhado local municipalities). There is a small section of the reserve that also falls within the Waterberg District Municipality (Blouberg local municipality). The focus of activities in this node will be on communities on the western boundary of KNP that fall outside of the Pafuri/ Sengwe node. This node also overlaps with the Greater Mapungubwe TFCA.

STRATEGY AS APPLIED TO THIS NODE

STRATEGIC OBJECTIVE 1

PROTECT AND RESTORE NATURAL RESOURCES:

KNP is actively seeking ways to protect natural resources as they prioritise the Mhinga, Gijana and Bevula land claimants and support them explore ways to translate their land assets into value, including through development of eco-tourism and hunting facilities. The focus here is on ensuring that in all cases, the business models deliver benefit to these communities.

STRATEGIC OBJECTIVE 2

MAXIMISE BENEFITS TO LOCALS THROUGH EXISTING OR NEW LIVELIHOODS:

As per the general KNP description. Also note the focus on Makuya, described further under the Pafuri/ Sengwe node.



STRATEGIC OBJECTIVE 3

SUPPORTING ACCESS TO A WIDER RANGE OF LIVELIHOOD OPTIONS/ REDUCING RESOURCE DEPENDENCY:

As per the general description. Also note the focus on the Tshikondeni project, described further under the Pafuri/ Sengwe node. Further focus on supporting the absorptive capacity of larger towns such as Thoyandou and Musina can support residents in this far northern region of South Africa access alternative livelihoods (e.g., through education).

STRATEGIC OBJECTIVE 4

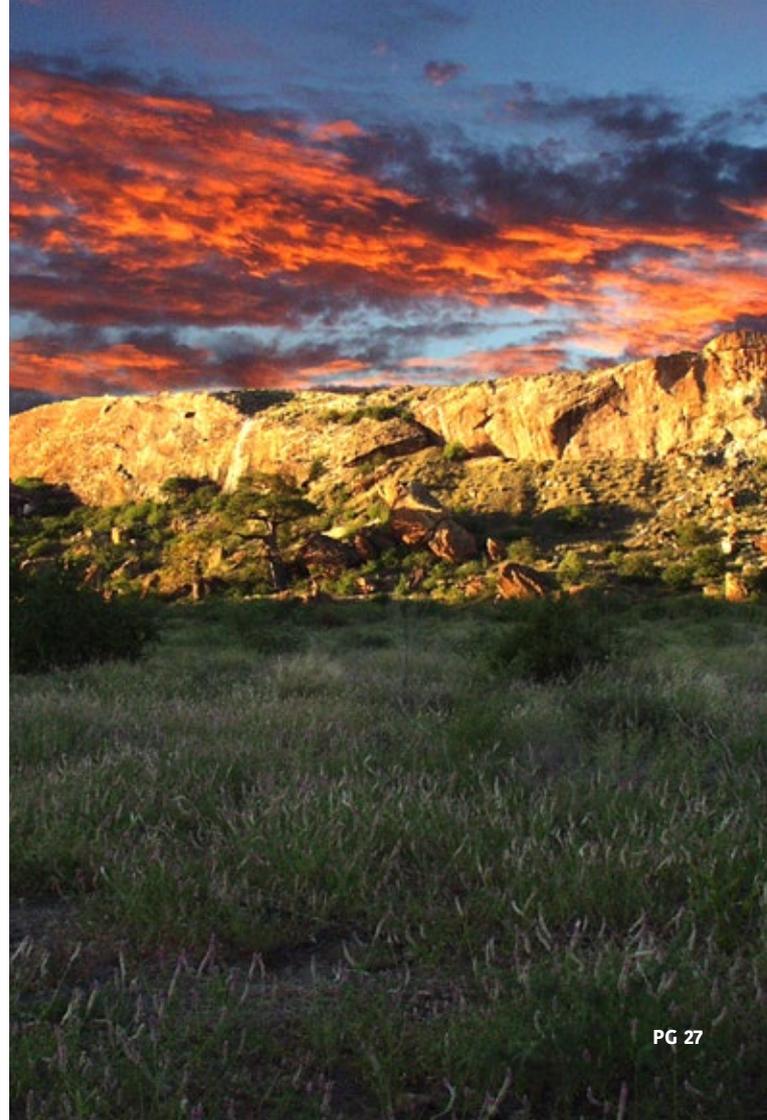
EFFECTIVE PARTNERSHIPS AND INSTITUTIONS:

Co-operative arrangements are already in place between SANParks and LEDET and various of the local municipalities. The Vhembe Biosphere Reserve is also a possible platform through which the networking of

partners and institutions can be enhanced, including around the topic of livelihood support and development. Their capacity should be supported. Greater collaboration with cross-border colleagues, including through the Pafuri/ Sengwe JPMC, can be encouraged.

STRATEGIC OBJECTIVE 5
ACCOUNTABLE GOVERNANCE AND SUFFICIENT CAPACITY:

Support the capacity of and governance in communities that own or manage land (including conservation related and other land that has been restituted). Wits Rural Facility and KNP also providing support to river forums and communities in terms of monitoring water quality and the water reserve thus building capacity and supporting the natural resource.



NODE SEVEN

NAIVASHA NODE

SITUATIONAL ANALYSIS

DELINEATION

This area falls into the Chiredzi district of Masvingo Province and includes Matibi-2 (wards 6 - 12). It includes the Naivasha Community Conservancy. The span of this node ranges from Chikombedzi to about Chilonga.

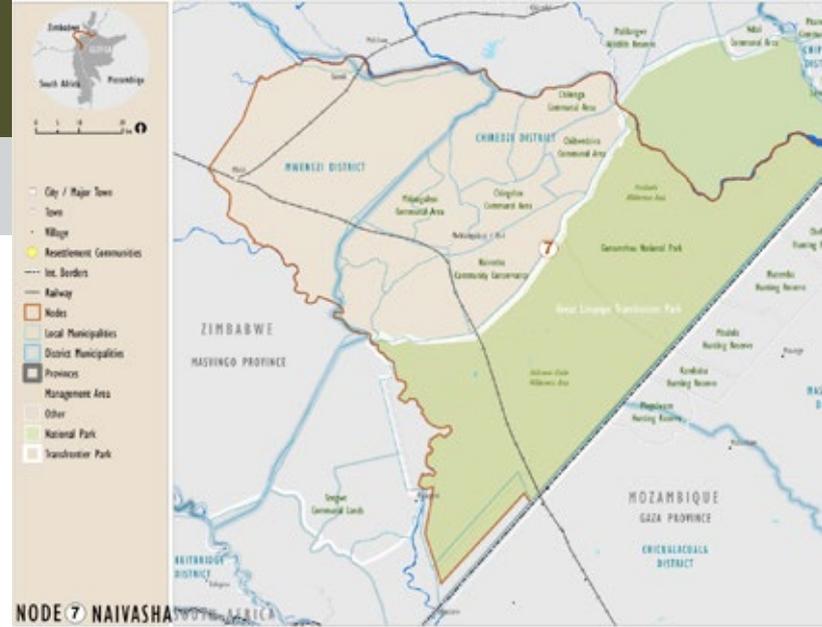
STRATEGY AS APPLIED TO THIS NODE

The focus on this area is establishing the Naivasha Community Conservancy and supporting more innovative and productive approaches to livestock management (in particular cattle) so as to ensure this is not in competition with conservation objectives.

STRATEGIC OBJECTIVE 1

PROTECT AND RESTORE NATURAL RESOURCES:

The natural resources focused on in this area are those in the Naivasha Community Conservancy. Consumptive and non-consumptive wildlife based land use is a very important, drought-tolerant and ecologically sustainable economic and land-use. These can also form an important cornerstone to the overall economic activity at village level in this hot, arid region. In addition, focus on supporting locals capture benefits from commercialising CBNRM. Also look to developing new potential wildlife economy interventions including through rehabilitation of CAMPFIRE areas, other CBNRM programmes, development of Community Wildlife Conservancies.



STRATEGIC OBJECTIVE 2

MAXIMISE BENEFITS TO LOCALS THROUGH EXISTING OR NEW LIVELIHOODS:

There is a need to focus on water security (protected, secure sources) and food security (cropping, livestock, NTFPs, other). Livestock is a major activity in this area and so there is a need to consider supporting the sector become more productive while reducing competition for land. Innovative rangeland rehabilitation and grazing management strategies should be explored (e.g. providing controlled and well managed access to grasslands either inside the PA or outside including through appropriate allocation and restoration of grasslands outside the PA). Disease management is also pertinent here.

**STRATEGIC OBJECTIVE 3
SUPPORTING ACCESS TO A WIDER RANGE OF LIVELIHOOD OPTIONS/
REDUCING RESOURCE DEPENDENCY:**

In addition to a focus on human capital and financial capital an important focus here should be on improving access to larger towns (e.g., roads and bridges).

**STRATEGIC OBJECTIVE 4
EFFECTIVE PARTNERSHIPS AND INSTITUTIONS:**

Support the Gonarezhou Conservation Trust (currently being established as a partnership between ZPWMA and FZS). One of the main aims of the trust is to promote stronger links between GNP and adjoining communities, as well as to act as a catalyst to unlock the potential that GNP has to act as an important economic driver in the region. Support for the multi-stakeholder WILD initiative as it commences implementation of its programme. Support for and synergies with other large livestock programmes can also be sought (e.g., FAO, Chilonga) while community driven agricultural initiatives should be supported in particular where these have survived periods of having been unfunded.

**STRATEGIC OBJECTIVE 5
ACCOUNTABLE GOVERNANCE AND SUFFICIENT CAPACITY:**

All initiatives undertaken must involve extensive investment into community governance and accountability structures. This has been designed as part of the process of revitalizing the CAMPFIRE programme.



NODE EIGHT

SAVE/ MAHENYE NODE, INCLUDING THE SAVE/ GNP CORRIDOR AND MAHENYE COMMUNITY CONSERVANCY

SITUATIONAL ANALYSIS

DELINEATION

The Save/ Mahenye node includes the corridor between Save, Malilangwe and northern GNP as well as the Jamanda Community Conservancy in the Mahenye Communal Area and Chiredzi town. This largely falls within the Chiredzi District in Masvingo Province (wards 22, 3, 4, 5, 32) and Chipinge District in Manicaland Province (wards 29, 30, 25).

STRATEGY AS APPLIED TO THIS NODE

The focus in this area is supporting existing tourism initiatives grow more inclusively.

STRATEGIC OBJECTIVE 1

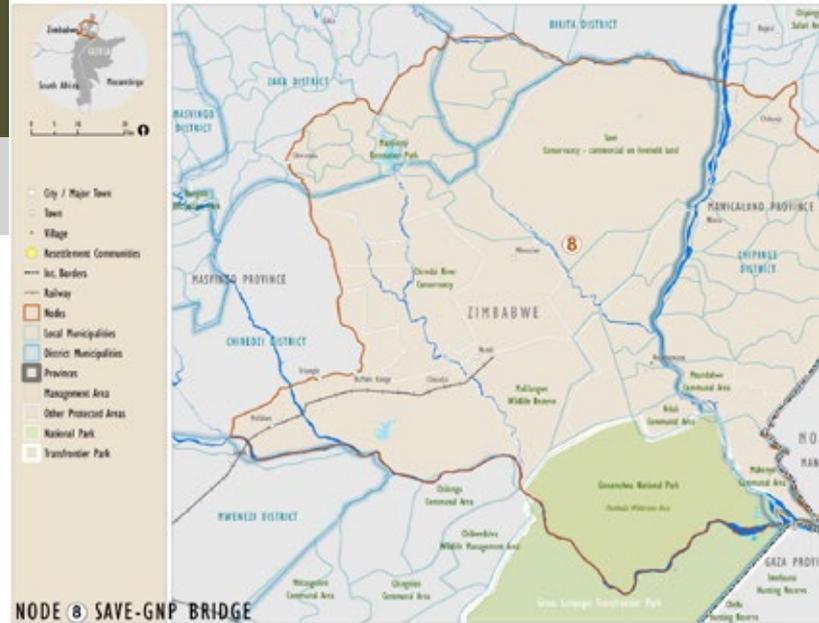
PROTECT AND RESTORE NATURAL RESOURCES:

Consumptive and non-consumptive wildlife based land uses are important in the area. The Jamanda Wilderness Area is a non-utilisation area that is not hunted but rather left as a pristine area. This needs to be supported and recognised through development of sustainable revenue flows to the Jamanda community. In Save, consumptive uses are more common as in other CAMPFIRE areas around GNP. These too require support, in particular in light of the US suspension on the import for elephant hunting trophies from Zimbabwe.

STRATEGIC OBJECTIVE 2

MAXIMISE BENEFITS TO LOCALS THROUGH EXISTING OR NEW LIVELIHOODS:

Supporting existing protected areas achieve more inclusive growth (GNP, Malilangwe, Mahenye/Chilo, Save) is a major focus for this area. Cultural tourism initiatives being developed through the Gaza Trust can also be tracked and supported. In addition, a focus on water security (protected,



secure sources) and food security (cropping, livestock, NTFPs, other) is essential. Livestock is an important activity in this area as is agriculture. As such, there are opportunities to explore innovative rangeland rehabilitation and grazing management strategies (as per the Naivasha node) as well as water wise subsistence and possibly even small scale commercial agriculture.

STRATEGIC OBJECTIVE 3

SUPPORTING ACCESS TO A WIDER RANGE OF LIVELIHOOD OPTIONS/ REDUCING RESOURCE DEPENDENCY:

In addition to a focus on human capital and financial capital an important focus here is infrastructure to allow Chiredzi town to serve as a platform through which non-land based options can be developed and made more accessible to local stakeholders in both this and the Naivasha node.

STRATEGIC OBJECTIVE 4

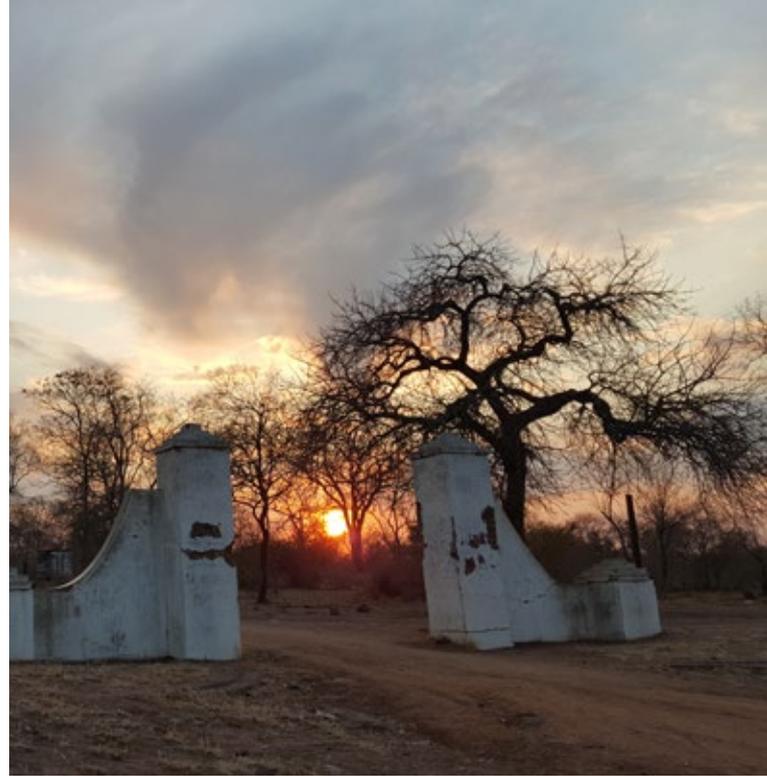
EFFECTIVE PARTNERSHIPS AND INSTITUTIONS:

Support the Gonarezhou Conservation Trust. Support for the multi-stakeholder WILD initiative as it commences its programme. Consider also supporting greater integration of learnings across and between private sector actors in this node and other nodes (e.g., enterprise development learnings).

STRATEGIC OBJECTIVE 5

ACCOUNTABLE GOVERNANCE AND SUFFICIENT CAPACITY:

All initiatives undertaken must involve extensive investment into community governance and accountability structures. This has been designed as part of the process of revitalizing the CAMPFIRE programme.



NODE NINE

BANHINE AND ZINAVE CORRIDORS

SITUATIONAL ANALYSIS

DELINEATION

This section identifies the communities associated with the Banhine and Zinave National Parks (hereafter referred to as Banhine and Zinave) as well as the wildlife corridors being planned between these and PNL and GNP. It marks an important node in so far as it links Mozambique and Zimbabwe. The area also spans over three provinces within Mozambique (Gaza, Manica and Inhambane). The major districts in this node include Massangena, Chicualacuala and Mabalane of Gaza province and Chigubo and Mabote of Inhambane province (Machaze of Manica province and Govuna of Inhambane province present a negligible proportion of the node).

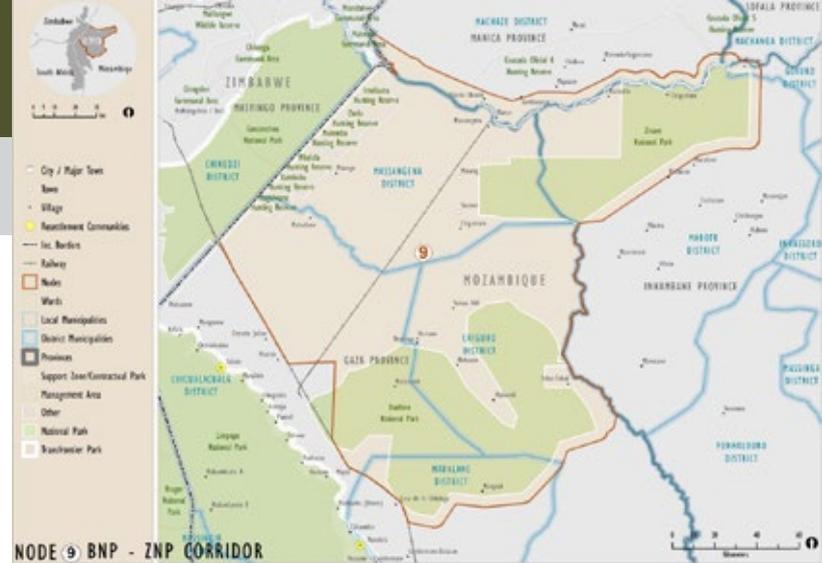
STRATEGY AS APPLIED TO THIS NODE

The area is poor, dry and remote and as such is very underdeveloped. There are, however, various access routes to the area (e.g. rail, road) including the railroad and newly surfaced road that run between Chicualacuala and Mabalane districts. Recently, there is renewed interest in this area with the securing of funding for the primary phase development of Zinave and Banhine National Parks. commercial agriculture.

STRATEGIC OBJECTIVE 1

PROTECT AND RESTORE NATURAL RESOURCES:

The reinstatement of wildlife corridors must be supported by community development initiatives as well interventions to manage the potential negative impact on communities residing within and around the Parks. The broader land use conflicts (e.g., impacts of cattle grazing into the wetland area in the east of Banhine) also require a concerted focus on supporting livelihood activities that do not conflict with conservation



objectives (e.g., supporting changing livestock grazing practices). These could include provision of alternative water sources along with fencing and community development around the edges of the Park. An associated disease management programme is also important to address disease risks to wildlife, livestock and people. Improving water security to communities is also a high priority and can potentially be coincided with efforts to provide water to wildlife as wildlife corridors are established. Energy interventions are important to reduce the charcoaling in the area.

STRATEGIC OBJECTIVE 2

MAXIMISE BENEFITS TO LOCALS THROUGH EXISTING OR NEW LIVELIHOODS:

As investments are made into conservation and associated tourism activities, there is a need to find ways for local communities to benefit (e.g., through employment, service provision, supply chain interventions - for example, wildlife breeding for sale to the parks). A study baselining

the people living in the area, the impacts they have on the protected areas and visa versa would support the process of identifying opportunities. Some such studies are underway but can be extrapolated to include more qualitative data collection and analysis.

STRATEGIC OBJECTIVE 3
**SUPPORTING ACCESS TO A WIDER RANGE OF LIVELIHOOD OPTIONS/
REDUCING RESOURCE DEPENDENCY:**

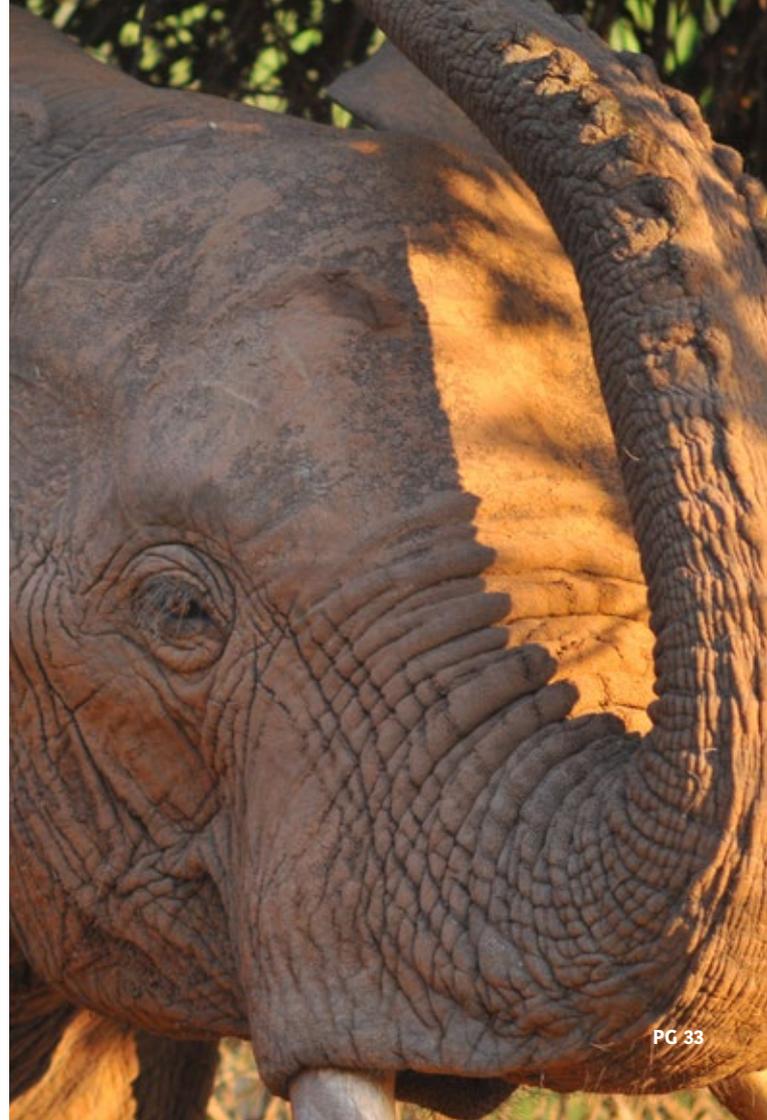
Education and health care are important investments to support human capital development in the area.

STRATEGIC OBJECTIVE 4
EFFECTIVE PARTNERSHIPS AND INSTITUTIONS:

The coutadas bordering GNP in Mozambique are in the process of being coordinated into a conservancy (based on the GLC model). This will then allow for the establishment of a Joint Park Management Committee between Mozambique and Zimbabwe. These should be supported, together with growing capacity in Banhine and Zinave national parks.

STRATEGIC OBJECTIVE 5
ACCOUNTABLE GOVERNANCE AND SUFFICIENT CAPACITY:

Support is required to aide communities access and make use of the 20% revenue entitlements required by law.



PROGRAMME MANAGEMENT



PARTNERSHIPS AND INSTITUTIONS TO DELIVER THE STRATEGY

There are three tiers of players involved in the governance of this strategy, namely:



ACCOUNTABILITY AND SUPPORT

Institutions

The GLTP has been mandated by the Heads of State and Ministerial Committee to achieve the objectives in the 2002 Treaty.

As such, the GLTP together with the implementing agencies (ANAC, SANParks and ZPWMA) are accountable for developing and supporting the implementation of the strategy. This can be done through a livelihoods sub-committee.

Responsibility

Establish the framework of the strategy and monitors its implementation and impacts.

Provide guidance and support to the nodes.

Identify, plan and execute a range of interventions which unlock opportunities between nodes and at a transboundary* scale



IMPLEMENTATION (PER NODE)

Institutions

The national parks all have formal responsibilities toward sharing benefits with local communities. They share this mandate with other stakeholders including the communities themselves as well as organisations such as local and regional government, civil society and the private sector. Together these stakeholders will drive implementation at the nodal level through existing forums or otherwise identified platforms.

Responsibility

Develop implementation plans (or more extensive Conservation and Development Frameworks) for each node through engagement with local communities.

Implement interventions and monitor and report on these.



REPORTING MECHANISM

Institutions

The four newly formed Joint Park Management Committees can serve as the mechanism through which each node reports on their livelihood initiatives back to the GLTP JMB.

Responsibility

Collate monitoring data at the nodal level and submit an analysis to the GLTP JMB.

Support collaboration within and between nodes. This can include through supporting the GLTP JMB identify, plan and execute interventions at the inter-nodal or transboundary* scale.

*This can include supporting horizontal transboundary initiatives that occur between countries, different nodes, different institutions, different ward or district boundaries as well as vertical transboundary initiatives between different tiers of government.

GOVERNANCE AND CAPACITY AT THE COMMUNITY LEVEL

Good governance is equally important at the project and community levels. One of the guiding principles of this strategy is that governance and accountability should devolve to the lowest level possible. As such, this strategy supports sustainable community-led resource management. The focus here is at two levels:

- Ensuring every project or initiative has appropriate governance and accountability mechanisms. The design, planning, scheduling and budgeting of interventions should seek ways in which to achieve maximum empowerment of a range of local stakeholders (those in leadership, the entrepreneurial actors and the vulnerable households).
- Ensuring every community or village has appropriate governance and accountability mechanisms. This goes beyond community involvement and governance within a project since several interventions can be undertaken within one community. As such, the focus here is on supporting existing or new community governance structures (e.g., traditional authorities, CPAs, other elected committees, etc.). Involving communities in project identification, design, implementation and monitoring can also ensure that any projects implemented are supported by the community and that benefits accrued to the communities are distributed (used and shared) in fair and transparent ways.

This can be achieved through:

- Careful screening of potential projects;
- Embedding capacity building into every intervention at the community leadership, community membership and project levels;
- Providing formal, informal and experiential training opportunities (e.g. governance related, project management, technical);
- Arranging exchange programmes to support sharing of ideas and exposure;
- Awareness raising including constituency building for conservation as well as important messaging for other mind-set shifts (e.g., active citizenship, collaboration, accountability, wellbeing, choices, etc.).

RESEARCH AND DEVELOPMENT

A joint livelihood research and development platform will form part of the broader GLTFCA joint research programme. This will seek to achieve greater coordination and consistency between the various actors already involved in research in the area including key universities in each of the three countries. Transboundary research platforms can and are already being driven through state and non-governmental research institutions (e.g., the including the research platforms 'Production and Conservation in Partnership' by the Universities of Zimbabwe, Bindura, Chinhoyi, Lupane and National University of Science and Technology together with the International Centre for Agricultural Research for Development and the French National Research Centre and 'Communities on the move: Animal and Human Health Challenges' by the Universities of Pretoria, Eduardo Mondlane and Antwerp). Innovative approaches to integrating research at the project level are also being explored through donors such as the EU (e.g., the DREAM project in Zimbabwe).



FUNDRAISING

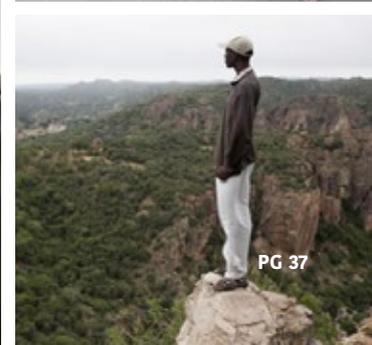
A fund raising plan will be developed for each node as part of the implementation planning. This will draw on local stakeholders existing fundraising capabilities and networks with donors. In addition, the GLTP JMB will actively explore three ways in which it can support projects from a funding perspective:

- **Support Funding Proposals (Project Specific):** Projects that have been selected following the test against the selection filter can be supported in their fundraising efforts, where the GLTFCA can link projects to funders, mobilise fund raising resources and endorse funding proposals as being aligned to the regional strategy;
- **Possible Development of a Trust/ Fund:** The GLTP JMB will begin to explore the opportunity for forming a trust/ fund to raise funds that can be disbursed to key selected projects. This will require a considerable funding raising effort and will not be immediately available. This could be a very important element to ensuring the strategy achieves its goals and objectives and that the GLTP has the ability to influence development; and
- **Fund Facilitation Function:** The GLTFCA could also consider forming relationships with key and active donors in the area to secure funding for projects that receive the endorsement of the strategic project selection process through the local stakeholders in each node. Here the donor will still have the final opportunity to approve or deny a submission but the groundwork for this submission will have been expedited.

It is our belief the projects identified through the strategic project selection mechanism will offer donors considerable value in so far as they can deliver on a wider range of objectives than traditionally more narrowly defined projects (i.e., projects selected through this mechanism are likely to fulfil a wide range of possible objectives of interest to a funder including poverty alleviation, job creation, conservation agriculture, sustainable economic growth, food security, biodiversity, conservation, wildlife crime, climate change, human/ wildlife conflict and, in some cases, also water security related interventions). As such, it is our belief that a project which receives the support and endorsement of the GLTFCA should find it relatively easier to source funding.

MONITORING AND EVALUATION

Improved management of livelihood programmes and initiatives can be achieved when data-driven decision making is made possible (e.g., thus allowing for greater coordination and collaboration between partners as well as the identification of opportunities for synergies or learnings for improvement). As such, collecting and monitoring key data points is important and analysing and evaluating the implications of these results is imperative. The table below describes three forms of monitoring and evaluation activities relevant for supporting this programme:



FRAMEWORK FOR MONITORING AND EVALUATION

	Progress Monitoring	Contextual Monitoring	Evaluation and Review
Activity	Measure progress toward achieving objectives including delivery on commitments and effectiveness of interventions; Indicators to be developed at the strategy, nodal and project levels. Communities should be involved in defining a set of indicators of success.	Establish a standardised baseline at the nodal level Routinely collect data against this baseline	Based on progress monitoring, to critically evaluate progress toward achieving the vision and mission
Purpose	Performance monitoring to track outputs and outcomes/ impact of interventions; To share learnings with others	To understand the changing context and thus ensure we respond appropriately	Evaluation to answer the question of whether the vision and mission remain appropriate and whether the approach defined in the strategy remains the best way in which to achieve these
Responsibility	GLTP responsible at the strategy level, including tracking performance at the nodal levels; Nodal stakeholders responsible at the nodal level, including to track performance at the project levels; Project sponsors to review at the project levels. Communities should also play a role in monitoring progress.	Support through academic / research institutions	GLTP JMB
Frequency	Biannually	To align with the evaluation review cycle (three - five years)	Review cycle every three - five years

MORE ON PROGRESS MONITORING

The graphic below describes how monitoring at the three different levels are nested within one another.

Figure 7: Levels of Progress Monitoring



It is necessary to ensure that a set of indicators or measures is agreed amongst the GLTP JMB, the four JPMC (who serve as the monitoring mechanism) and the key stakeholders per node. This will allow consistency between levels and nodes. A preliminary framework is available through the JMB.

MORE ON CONTEXTUAL MONITORING

It is important to monitor changes in the environment in which the interventions are being delivered. While we may not be able to attribute any direct causation to our interventions, it is at least important to ensure that changing contexts are noticed and adjustments are made in the strategic interventions adopted where relevant. As such, it is proposed that honours, masters and doctoral students from key academic and research institutions servicing the three countries be involved in collecting relevant, consistent and comparable data using the same methodology between the different nodes. This will include to:

- Collect **baseline information** for each node and, thereafter, to monitor changes to this baseline every three to five years; and
- Update and augment the existing **database of livelihood initiatives** in the area.

While information for inclusion into the database can be collected through various sources, there should ultimately be one institution to manage this database and ensure data integrity.

MORE ON EVALUATION

The GLTP JMB will work with the Livelihoods Committee to conduct an annual evaluation of the progress toward achieving the strategy's objectives based on the findings of the biannual progress monitoring (as described above). This can be shared with a wider set of stakeholders.

In addition, once every three to five years, a reflection on the appropriateness and relevance of the strategy will be undertaken; using the data collected during the annual evaluation processes as well as the targeted engagement of internal and external stakeholders.

The questions to be answered in this five year reflection exercise will be:

- Are we still working toward an appropriate vision and mission?;
- Is our strategy (i.e., the strategic objectives, goals and associated prioritisation) still the most appropriate to help us achieve the vision and mission?; and
- Are there new opportunities and threats which require a re-direction of strategy?

Since the strategy has a 15 year life, this will occur three to four times.

REPORTING SCHEDULE

In terms of all three forms of monitoring, there is a need to communicate the data being collected to a range of stakeholders to inform decision making at the next 'level'. As such, a reporting schedule has been developed. It is anticipated that this can drive implementation of the monitoring framework as well as of the strategy more generally given that it embeds and gives form to the accountabilities and responsibilities inherent in the governance. These reports can be very simple so as not to add too onerous a set of requirements on to the project and nodal stakeholders. It remains necessary, however, as it is through these reports that data is collected and monitoring and evaluation is possible.

Table 4: Reporting Schedule

Report	Recipient	Frequency	Content
Project report on progress	Nodal stakeholders	Quarterly	Progress as against commitments and objectives
Node Report on progress	JPMC	Biannually	% implementation against CDF commitments, as per agreed monitoring template
Integrated Report on Progress (All Nodes) by Livelihood Committee	GLTP JMB	Annually	Progress against all nodes' commitments, as per agreed monitoring template
GLTP Annual Report on Strategy	Project stakeholders (database)	Annually	Results of regular progress monitoring
GLTP Evaluation on Strategy	Project stakeholders (database)	Three to Five Year Cycles	Reflection on the appropriateness of the strategy, vision and mission
Updated Contextual Monitoring	Nodal stakeholders	Three to Five Years	Reflections on changes to the baseline
Livelihoods Projects Database	Livelihoods Committee and Nodal stakeholders	Ongoing	Information on any new proposals, projects endorsed or funded for projects database

COMMUNICATION AND ENGAGEMENT

Both communication and engagement is required at the strategy, nodal, community and project levels. These are described in the table below.

	Strategy	Nodal/ Community	Project
Engagement – Presenting Opportunities for stakeholders to meaningfully influence decision making	A wide range of national and regional stakeholders were engaged in formulating the strategy. There is now a need to disseminate the final product widely at the national, provincial and local levels, driven through the implementing authorities. Thereafter, regular inputs will be sought in the evaluation and review cycles every five years.	This will be conducted through existing platforms between implementing agencies and their surrounding communities. Furthermore, engagement with other development agencies (e.g., local authorities, civil society organisations) is required to ensure coordination and strategic alignment is achieved (e.g., coordinated prioritisation matrix).	All projects should include a high degree of engagement with and reporting to local community stakeholders in the design and implementation phases.
Communication – Providing or sharing information on important or useful content	Communication of progress being made, successes and challenges and other learnings will be shared with a wide database of interested stakeholders. This can be in the form of an annual report, as described in the reporting schedule, and workshops or through less formal means such as site visits, articles in the existing GLTFCA newsletter and updates on social media platforms. A database of stakeholders with an interest in livelihood related matters has been created and will be maintained to support this communication.	Collation and circulation of interesting ideas, experiences and models should be done within and between nodes amongst key implementing institutions (national parks authorities, local authorities, civil society groups). This can include writing up and sharing case studies of initiatives working (or not working) in the GLTFCA or elsewhere. This requires an accessible information sharing platform be created and made available to all key implementing institutions and partners. This can possibly be achieved through a ‘Facebook’/ ‘Linked-In’ styled group supported by an information portal with capabilities to share large data (possibly the anticipated SADC information portal). This needs to be owned and driven by all stakeholders, in particular at the local level with support from the GLTP JMB.	Projects must establish a clear communication protocol in their project plans prior to implementation.

Action	Output/ KPI	Cross Reference to Strategic Objectives	Responsibility	Deadline	Report on Status
Get strategy signed off by GLTP JMB and Ministerial Committee	Approved strategy	S/O 4: Aligned Institutions	Advisory Committee	2016 Q3	
Conduct awareness raising roadshow on strategy	Stakeholder awareness of strategy	S/O 4: Aligned Institutions	GLTFCA implementing agencies	2016 Q3 and ongoing	
Convene the Livelihood Committee	Record of First Meeting	S/O 4: Aligned Institutions	GLTP JMB	2016 Q4	
Develop a fundraising plan and engage large funders on this	Plan	Fundraising	Livelihoods Committee	2016 Q4	
Appoint full time resource (subject to approval of the JMB)	Signed Contract	S/O 4: Capacitated Institutions	GLTP JMB	2017 Q1	
Confirm joint monitoring framework	Agreed metrics for monitoring and system for data collection	S/O Improved Accountability	Livelihoods Committee	2016 Q4	
Support implementing agencies and partners per node establish a CDF for each node	Nine approved CDFs	S/O 5: Improved Accountability	Livelihoods Committee	2017 Q4	
Develop and then implement the engagement, communication and awareness plans	Record of engagements and communications	S/O Improved Accountability and Awareness	JPMC	2017 Q4	
Entrench regular reporting cycle, through first biannual reports	First cycle of reports	S/O Improved Governance and Accountability	Livelihoods Committee	2017 Q3	
Define a joint research plan for all nodes (based on inputs from CDFs)	Agreed plan	Information Management	Livelihoods Committee	2017 Q4	
Define a training plan based on inputs from nodes	Agreed plan	S/O 4: Capacitated Institutions	Livelihoods Committee	2017 Q4	
Develop exchange plan based on inputs from nodes	Agreed plan	Information Management	Livelihoods Committee	2017 Q4	

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Use this QR code to link to a short video explaining the process undertaken to develop this Integrated Livelihoods Diversification Strategy.



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