

## **B Project description**

### **Background and purpose of the ICEMA Project**

The project's on-the-ground activities will target communally managed lands represented through Namibia's "*communal conservancy network*". Therefore, the project also provides direct institutional support to the MET, which is the country's lead governmental agency responsible for guiding and overseeing the communal conservancy network under its "National Community-Based Natural Resource Management (CBNRM) Programme" (see annex 2 for more details on CBNRM Programme and communal conservancies).

The CBNRM Programme in Namibia is based on an initial policy and legal framework which grants rights over wildlife and tourism management and uses to communities on their lands, once they are organized as "conservancies". Conservancies are multiple-use zones with legal status, registered with the authorities (Ministry of Environment and Tourism), where residents currently continue farming, but collectively manage wildlife in order to benefit both from better natural resource management practice, and from capturing tourism revenues. A *communal conservancy* consists in setting aside part or all of the land of a given community, with the intention to conserve and valorise wildlife, through its sustainable consumptive and non-consumptive uses within ecosystem-related activities. The committees that run conservancies aim to be multifunctional, serving as management structures for natural resources utilization and benefit distribution. The establishment of communal conservancies is seen as a fundamental step in improving local management capacity and linking it to benefits for communities in communal areas, promoting sustainable environmental management and rural development. The changes associated with the National CBNRM Programme are expected to impact differently on rural households depending on individual and communal factors like income levels, livestock wealth, tourism income, wild resource income, cash income, conservancy involvement, degree of common property management, employment and education as well as resource-based factors.

The project targets registered and emerging communal conservancies as well as selected community forests.

GEF and FFEM (French GEF) provide incremental financing for the ICEMA Project's four inter-related components that together serve to consolidate, add value to and build on the achievements of the National CBNRM Programme. It will also foster the shift from traditional natural resource management (mainly wildlife) to an integrated ecosystem management approach in targeted conservancies/community forests thereby enhancing globally significant biodiversity conservation and reducing land degradation. ICEMA will support targeted conservancies/community forests of global environmental priority complying with MET's and ICEMA's defined strategic criteria and confirmed through detailed stakeholder consultations.

### **Project scope**

The scope of the Project has been defined with the Government of Namibia and is articulated in the Project Implementation Manual (PIM). The CBNRM Programme in Namibia is multi-sectoral and encourages the integration of natural resources use or ecosystem-based approaches to resource utilisation and creation of income generating activities. The ESMF takes cognisance of this characteristic of CBNRM and caters for

individual sectors as well as bi-sectoral or multi-sectoral approaches in subproject planning, development and implementation.

The MET must ensure that Government stakeholders from different sectors participate in subproject development where more than one sector is involved.

The ICEMA Project's ESMF is developed for CBNRM interventions under the Project's four components and will be operational at all times when ICEMA provides financial support. Therefore, the ESMF is triggered and becomes a mandatory operational framework even when ICEMA co-funds an initiative with another project or support organisation.

### **Project objectives**

Project Development Objective: *Community-based integrated ecosystem management practices are supported by the national CBNRM framework and used by targeted conservancies*

Project Global Objective: *To restore, secure and enhance key ecosystem processes in targeted conservancies with biodiversity and land conservation and sustainable use as a goal*

### **Component of the project that will finance subprojects**

Conservancies are meant to benefit all community members through enabling managed access to natural resources based on micro-enterprise development, capacity in ecosystem management, income generation and access to employment. This component is concerned with sustainable use of natural resources and ecosystem services through provision of funds to communities for barrier removal to small-scale community-based economic activities, related capacity and governance building that generate equitable benefits to conservancies' members. It builds on the encouraging achievements of the first phase of the National CBNRM Programme related to community-based wildlife management activities and focuses on a broader range of sustainable ecosystem based livelihood options that can generate long term benefits.

The barriers at local level have been identified as lack of grant funding accessible to poor emerging conservancies, lack of capacity, of knowledge, and of technical and financial support. Broader conducive incentive and policy framework will be addressed under component 3.

Its overall objective: to contribute to increased economic benefits to community members from the sustainable use of their rich and diverse ecosystems.

Specific objectives: This component will support the demonstration, development, implementation and monitoring of conservancy business frameworks and investments as part of their overall conservancy management plans. It specifically aims to:

- provide resources for direct financing of community demand-driven ecosystem-based income-generating activities;
- increase the viability of activities through tailored business planning, feasibility support, training and mentoring;
- promote mechanisms for equitable sharing of costs and benefits;
- develop and disseminate best practices for replication and up-scaling through monitoring and evaluation processes; and
- contribute to improved participation in development planning processes at local and regional level.

The two closely inter-related sub-components are the:

- a. *Community Funding Facility (CFF)*: The sub-component focuses on the financing of subprojects to eligible (see selection criteria under B3) registered conservancies. CFF

funded activities will target a diversity of aspects related to wildlife, tourism, forestry, and multi-sector with emphasis on community ownership.

- b. *Capacity Building and Technical Assistance*: This sub-component focuses on supporting the CFF through the following three sub-components:
- developing clear procedures and disseminating information to eligible communities, with a view to informing them of the CFF and providing guidance on accessing the CFF.
  - technical support for strategic business planning at the conservancy level as part of the conservancy ecosystem management planning process, including a mechanism for benefit sharing at the conservancy level.
  - facilitation support for subproject development which will include:
    - i. *technical support* for subproject development including a mechanism for benefit sharing. Feasibility studies will identify and assess costs and benefits for new income-generating opportunities as well as provide guidance based on marketing and management study results;
    - ii. *implementation support* consisting of subproject in-built technical assistance (TA) for training and mentoring to further strengthen capacity of local stakeholders, and to ensure desired quality and standards of subprojects; and
    - iii. *follow-up support* including management advice, knowledge management and replication activities at local and national level. Through all these areas, the facilitation support will also include provisions for ensuring that World Bank safeguard policies relating to environmental assessment, resettlement, and indigenous people are addressed.

The primary beneficiaries of this component are the CBOs in target conservancies, and the constituent members of those conservancies.

### **Project coordination and implementation**

The below information details stakeholders involved in the coordination and implementation of ICEMA.

MET – is the national executing agency responsible for the overall implementation of the ICEMA Project. The Permanent Secretary of MET is the chairperson of the ICEMA Steering Committee with all directors being members. MET is responsible for ensuring the smooth and efficient implementation of the project's various technical programmes. MET's directorates (including DSS, DPWM, DoT and DEA and others as necessary) cooperate through a Steering Committee that provides guidance to the technical aspects of all project activities; individual directorates may take the lead on some activities but in general all directorates potentially contribute to providing technical input for all project sub-components.

*Environmental Assessment (EA) Unit* – Is the entry point for the consideration of an EIA for a subproject. Through the EA Unit, MET will fulfil the role of the competent authority, or appoint the competent authority, as outlined in section C4 above.

Directorate of Forestry, MAWF – The Directorate of Forestry (DoF) is the lead Government agency dealing with forestry and related resource issues. The DoF was still under MET when ICEMA was designed, appraised and approved for GEF/World Bank funding. Consequently, DoF is mentioned as the responsible agency for the implementation and

coordination of forest and fire integration and management and will take the lead in this arena.

ICEMA PO – The PO is established by the MET under the lead of the Permanent Secretary. The PO provides technical support for all day to day activities of project implementation. This includes coordination of all project planning (work plans, etc.), and execution of all procurement and financial management and project reporting. It provides secretariat services (meeting organization, agenda, etc.) to the MET Steering Committee. The PO also coordinates project performance monitoring. It is directly responsible for accepting, reviewing, and awarding subproject proposals under the CFF; and providing oversight of the subproject funds awarded to individual community-based organisations. The PO will provide technical assistance funds to communities for subproject planning, feasibility studies and business planning under the CFF funding modalities.

Technical and Scientific Advisory Roster (TSAR) - The role of the TSAR is to act as a resource available to the MET and the PO for quality control, due diligence, and risk mitigation. The role is not to engage in the oversight of the project. The Steering Committee will have access to inputs as needed upon contracting specific inputs from one or more individuals on the Roster. The Steering Committee may recommend contracting a specific advisor through an honorarium arrangement (i.e., through payment of professional fees to someone on the roster of experts to be maintained by the PO). The advisor may in term recommend a longer term research study that is supported under the Research component of ICEMA.

Members on the roster will be categorized by areas of expertise to facilitate their identification for needed tasks. Areas of designated expertise will include those associated with project safeguard (environmental, resettlement, indigenous people) and will, for example, thus include at least one expert on social issues.

Communities – are essential to the process of subproject identification and the subproject cycle. As mentioned earlier, conservancy members must be at the forefront of all the planning that results in a CMP; providing the framework for developments and decision making. Planning of activities under the CMP must already consider possible negative impacts on the environment so that communities are aware of the possibility that an activity might be reconsidered at higher level. It must be emphasised that all interested and affected parties (I&AP) must participate in community consultations regarding proposed developments.

Government extension staff – is field based and in many cases play a similar role as support organisations. Extension staff knows and understand the legal framework within which conservancies operate and can thus guide communities on the possibility of potential subprojects. They also have technical knowledge about the resources they work with and can contribute immense value to management planning (zonation of resources, migratory routes, seasonality, etc) as well as judging the merit of an idea for a subproject. Extension staff can play an important role in subproject planning, environmental and social screening and, planning prevention or mitigatory measures.

Support organisations and WIMSA – are NGOs operating at local level and provides wide support assistance and possible avenues for funding to conservancies. SOs have been and are still very helpful with assistance in management planning, institutional/governance

issues and other livelihood related matters. If a community so chooses, the technical assistance from a local NGO can be sourced to facilitate the identification and development of a subproject proposal. The community's ideas and aspirations must be at the forefront while the support organisation guides with technical input for e.g., what is possible, what is feasible, potential negative social and/or environmental impacts, long-term sustainability, etc.

WIMSA is appointed as the IP Association for ICEMA, directly targeting San communities in conservancies and community forests. WIMSA's core technical assistance will be; 1) to improve technical capacities of IPs, through resource mobilisation, to participate actively in CBNRM, 2) facilitate the representation of IPs in all decision making bodies of the relevant conservancies, community forests and the CFF and, 3) sensitise IPs on the risk of losing traditional knowledge, culture and livelihood patterns. WIMSA will liaise closely with communities, extension staff and support organisations in delivering their technical assistance to communities.

Other – may be Land Boards, Local Authorities, EIA experts, social experts, etc. When deemed necessary the ICEMA PO will source input from relevant stakeholders for the appraisal and approval of a subproject.

#### **Criteria for ICEMA project target areas**

The project will support selected conservancies and community-forests (part of or adjacent to conservancies):

- with global environmentally important assets (in or around biodiversity hotspots and/or national parks and/or key ecosystem types);
- with strong community-driven demand and ownership for the move from a community-based wildlife management (present) to an Integrated Ecosystem Management (long-term) approach;
- with strong potential for sustainability (socio-economic, financial and institutional);
- where GEF catalytic role leads to additional leverage of resources addressing root causes and other local development needs (partnering with other projects and programmes adding value to the National Programme) and where funds are limited but financial viability is expected over time;
- contributing to the development of best practices (e.g., through partnerships between conservancies and other natural resource managers and users);
- in localities where community-based organizations are in place or emerging;
- where scaling-up and replication is facilitated within National CBNRM Programme; and
- where it favours an integrated landscape approach and a mix of ecosystem types.

#### **Anticipated subproject types**

a. Primary activities:

All subprojects will be demand-driven but any one subproject may include the following “primary activities” or some combination thereof:

- Forestry – community woodlots, nurseries for indigenous plants, agro-forestry, post harvest infrastructure (e.g. Devil's claw), crop cultivation for supply to lodges/community halls, schools
- Tourism – camps, lodges, trophy hunting/mounting, premium hunting, safaris
- Homestead production – fish, venison, tannery/leather making, biltong, bee keeping, wild silk, etc.

- b. Rehabilitation:
  - Rehabilitation of eco-tourism infrastructure
  - Rehabilitation of tourism access infrastructure re: feeder roads, bridges, culverts, viewing sites and sign posts
  - Reclamation of degraded land in support of an eligible associated income generation opportunity
  - Soil erosion control in support of an eligible associated income generating opportunity
- c. Incidental social infrastructure
 

Social Infrastructure typically includes publicly accessible facilities that would by themselves provide no direct income generating benefits. A subproject may include such infrastructure, however, provided that the cost of it is not greater than 25% of the entire subproject proposal and that such infrastructure is directly connected to the principle activity supported by the subproject. Examples of such infrastructure might include:

  - Publicly accessible water supply or associated water points.
  - Publicly accessible latrines or similar.
  - Local publicly accessible recreational facilities of benefit to local communities and visitors
  - Public use educational facilities, such as an environmental awareness training facility. Schools are not eligible.
- d. Non ecosystem-based income generating activities
 

Many income generating activities are not directly connected to the ecosystem (providing neither positive nor negative impacts on the ecosystem), but they may nonetheless have positive indirect benefits because they reduce poverty and directly support investments that promote sustainable management of the important ecosystem targeted by this project. A subproject will not wholly fund such activities, but may include them provided that their cost is not greater than 25% of the entire subproject proposal. Examples of activities might include:

  - Establishment of professional contracting services (accounting, legal, consulting, marketing).
  - Establishment of secondary service industries (laundry, maintenance, gardening, bakery, sewing).
  - Brick making.

### **Subproject exclusions**

- a. Social infrastructure unless it falls within the 25% guideline as noted above.
- b. Income generating activities that are not connected to ecosystem services or resources, unless such activities fall within the 25% guideline as noted above.
- c. Agriculture: activities that would result in a net loss of forests, agricultural expansion, large scale agricultural activities (commercial logging).
- d. Forestry production activities especially conversion of forest land to other land use
- e. Large scale drainage and Irrigation including:
  - Construction of dams and reservoirs.
  - Artificial enlargement of lakes with surface areas of 20ha or more.
  - Drainage of wetland wildlife habitat or of virgin forest covering an area of 5ha or more.
  - Irrigation schemes covering an area of 50ha or more per community.

- f. Activities that would negatively impact cultural property (e.g. land clearance for cultivation).
- g. Acquisition of land (whether individually or communally owned).
- h. However, if land is needed for construction of a subproject it would be seen as part of the community contribution and the CBO would need to provide written confirmation that standards and guidance set forth in the Resettlement Action Plan were followed and affected individuals have been adequately compensated.
- i. Rehabilitation/ construction and industry:
  - Housing development
  - Large scale industrial plants and industrial estates including major expansion
  - Rehabilitation or modification.
  - New land development
  - New construction or major upgrading of roads or highways
  - Construction of ports
  - Mining or quarries
  - Construction of railways
  - Construction or rehabilitation of places of worship
  - Power generation and transmission.
- j. River basin development (i.e., large scale development and construction in riparian areas that would impact downstream systems).
- k. Manufacture, transportation and *use of* pesticides or other hazardous and/or toxic materials.
- l. Firewood production or briquette manufacture
- m. Any form of physical resettlement
- n. Waste treatment and disposal of the following types:
  - Hazardous waste management.
  - Construction of incineration plant.
  - Construction of recovery plant (off-site).
  - Construction of waste water treatment plant (off-site).

**Other criteria**

- a. Community “Self Help” Contribution
 

Every subproject proposal must contain an estimate of the community contribution to the activity in qualitative and monetary terms. As a general guideline, the valuation of this contribution should not be less than 10% of the subproject amount applied for (example: for a N\$200,000 application, the local contribution should have a cash or in-kind value of at least N\$20,000).
- b. Thresholds
 

The normal threshold for subprojects will be N\$500,000. Subprojects above these thresholds will be considered but will be subject to the following additional constraints:

  - GEF-ICEMA funds will be available for at most two such subprojects. These subprojects will be subject to prior review through standard WB Supervision protocols.
  - Subproject financial management and procurement will be more closely scrutinized by the MET/PO with the same prior review thresholds to those for the ICEMA project as a whole.
  - The community ownership proposals for such subprojects (see below) must include explicit discussion of the ownership structure and, if 100% of the

investment is not owned by the community at turn-over, the plan must include a mechanism that specifies the period and means for assuring eventual 100% community ownership.

- c. Primary activity  
Normally, the positive list permits a subproject to have up to 25% social infrastructure or 25% non ecosystem-based income generating activities. This would imply that the primary activity must therefore, constitute at least one-half of the sub-proposal investment. However, a working guideline for any subproject shall be that no less than 70% of that subproject's investments will apply to the primary activity (implying that not both the 25% limits can be taken advantage of in any given subproject). In special circumstances, this guideline may be waived.
- d. Ownership proposal  
Each subproject proposal will include an ownership statement that affirms that the beneficiary of the subproject is the CBO and that 100% ownership of any equipment, works or other property (including intellectual property) resides with the CBO upon subproject closure. If the subproject contribution is for a joint venture arrangement (with the private sector), the ownership proposal must detail the ownership structure of the JV. Such JVs will only be considered for subproject requests in excess of N\$250,000; subprojects below this threshold must show 100% ownership by the CBO.
- e. Conflicting positive and negative selection criteria  
The negative list takes precedence over the positive list. Subprojects that may have elements that are on both lists will be rejected.
- f. Distribution of subprojects  
The intent of ICEMA is to develop a diversity of subprojects across a broad spectrum of potential tourism, wildlife, and forestry opportunities. For the first year, no specific targeting is included but such targeting may be introduced in later years of the ICEMA project (years 2 – 5) if the portfolio of subprojects does not exhibit an adequate distribution. Such targeting criteria may be introduced at the time of the annual work plan.
- g. Replication of subprojects  
The intent of ICEMA is to provide replication opportunities for successful subproject activities. A Replication Plan (RP) will be developed for the project as a whole at the time of mid-term review (Year 2.5). At that stage, the RP may – based on lessons learned from the first 2 project years – call for the introduction of additional criteria to ensure successful replication of successful activities.