

## 6. OPPORTUNITIES FOR SYNERGISTIC AND CROSS-CUTTING CAPACITY BUILDING APPROACHES AND PROJECTS



*Photos taken during the verification workshop in Oshikoto Region. Left: Ms Ottie Amaambo (DRFN) and Mr Shanika (MLRR) prioritizing environmental challenges. Right: Johan Malan (NCSA), Ottie Amaambo and Danny Bartlett (Onguma Game Ranch).*



*Ottie Amaambo and a member of the Onankali Community Trust with a fuel-efficient stove. This small-scale manufacturing enterprise is an example of a cross-cutting project which addresses desertification, climate change and conservation of biodiversity.*

A number of opportunities for synergistic (mutually supportive) and cross-cutting capacity building approaches and projects were identified in the three regions. Many were directly pointed out by interviewees during the regional assessments while others were identified by the interviewees as challenges rather than opportunities *per se*.

Major opportunities exist in those instances where relationships and linkages have been established and stakeholder institutions are collaborating on many different levels. These systemic capacities have been well developed where projects have focused on stakeholder

participation as a primary element of the overall process. Examples of such projects include the former Sustainable Animal and Rangeland Development Project (Sardep) in the Hardap and Oshikoto Regions and the Environmental Learning and Action in the Kuiseb Project in the Erongo Region. The Sardep Project was followed up by Namibia's Programme to Combat Desertification (Napcod) in many of the same sites, including Hardap and Oshikoto Regions, and these two projects working with Community Based Natural Resource Management (CBNRM) initiatives and other project in the same areas have led to the establishment of Forums for Integrated Resource Management (FIRMs). These types of developments, built on the systemic capacities of stakeholders for relationships, linkages and collaboration, provide the framework for further ways to build capacity and projects that would support efforts to meet the obligations of the conventions.

Many of the current linkages and collaborations have been built on capacities exhibited by an individual organization, often a farmers' union or association. This model can be further elaborated, e.g. with the AETs in Oshikoto region supporting FED groups that could develop linkages and collaborations with other organisations in the area. This type of expansion of linkages and collaboration is currently taking place, e.g. Omuthiya FIRM in Oshikoto built on the King Nehale Conservancy facilitated by Rössing Foundation and more recently the AET in that constituency. The opportunities provided by existing organizations willing to participate in linkages and collaboration, particularly where facilitation is present, are boundless.

Another opportunity, identified as a challenge in the three regions, is presented by the mandate of the Regional Councils. These institutions are responsible for coordination of activities in their regions including environmental activities that encompass the three UN conventions. Because of their mandate, and because of the interest expressed during this assessment in all three regions for enhanced capacity to coordinate environmental activities, the Regional Councils provide an opportunity to build synergistic and cross-cutting capacity building approaches and projects. Realisation of this opportunity will not be immediate, however, as their organizational structure and human resource capacity is currently very limited and will require basic augmentation to provide a suitable platform to achieve this goal.

In all three regions, stakeholders from all types of institutions and organizations identified environmental challenges in their area. Moreover, many of these institutions are working together in some form of relationship with a variety of other stakeholders. These two factors, existing identification of the challenges and at least incipient collaboration, provide the basis for synergistic and cross-cutting capacity building and projects that could be taken up on different levels by government, donors and regional stakeholders.

In the three regions, interviewees and participants in the verification workshops identified awareness raising, education and training as very important cross cutting capacity building approaches in terms of general environmental management and also specifically with respect to the three UN conventions. Existing projects and linkages, the interest of the Regional Councils and existing identification of challenges all provide the platform for taking awareness raising and education forward. It must be emphasized, however, that awareness raising and education encompass not only capacity building of skills and knowledge but also of attitudes and understanding of stakeholders. It is particularly these latter two components of capacity that can and should be strongly enhanced by synergistic and cross-cutting capacity building approaches and projects in relation to the three UN conventions.

## 6.1 OPPORTUNITIES IDENTIFIED BY INTERVIEWEES IN THE REGIONS

### 6.1.1 Erongo Region

In Erongo Region, the following specific projects/activities were seen as cross-cutting among the three Conventions by the interviewees and providing opportunities for further capacity building:

- Walvis Bay Municipality Dune Belt Management Plan (Walvis Bay Local Agenda 21 Project embarked on the development of a management and monitoring plan for the coastal area between Swakopmund and Walvis Bay, including the dunes and the area east of the dunes to the railway line).
- Walvis Bay Municipality Coastal area strategy and action plan (aims at maintaining the health, productivity and diversity of various habitats making up the coastal area ecosystem; to prevent, control and minimize the impact of polluting activities on the coastal area and finally aims to safeguard the coastal area shoreline within the jurisdiction of the municipality- Environmental Strategy and Action Plan, 2003)
- The BCLME project is implemented by the Ministry of Fisheries and Marine Resources, and involves the fisheries sectors in Namibia as well as in Angola and South Africa. It aims at a more holistic approach of ecosystem and biodiversity management. Its transboundary research nature allows focuses on wide-scale issues such as monitoring of fish populations and the effect of long line fishing on seabirds or marine biodiversity. It also has a training component, which enhances capacity of the researchers to deal with similar problems along the coast. Aquaculture development and management also forms part of this project. Hence this project could be viewed as cross-cutting across the conventions.
- NACOMA project of the Erongo Regional Council, is seen as cross-cutting due to its aim which is to introduce a coordinated and integrated coastal zone management programme with different components, spanning three of Namibia's coastal Regions.
- Kuiseb Basin Management Committee that was established in 2003 and officially launched April 2004. It is basically a platform for different stakeholders to discuss issues for improved integrated management of the basin. The Desert Research Foundation of Namibia facilitated this process which is being taken forward by the Basin Management Committee chaired by the Town Engineer of Walvis Bay with support from a variety of stakeholders ranging from communal and commercial farmers to the Department of Water Affairs.

The example of the Kuiseb Basin Management Committee could be replicated and adopted in other river basins in the region such as the Swakopmund and Omaruru River Basins. The main users of water from these rivers should take the lead in establishing forums to start the process of bringing all other stakeholders to the table, to discuss matters of joint concern in the interest of long-term sustainable use of the water resources in the river basins.

- Lessons learnt and best practices from Swakopmund and Walvis Bay municipalities can be used as guidelines for other Local Authorities, especially the Agenda 21 initiative. Capacities of Local Authorities such as at Karibib, Omaruru and Arandis needs serious attention in terms of environmental management.
- The only NGO that focuses on coastal biodiversity in the area (Coastal Environmental Trust of Namibia, CETN) collaborates in certain projects with the Walvis Bay and Swakopmund Municipalities and with private sector enterprises in the towns. This and

any other environmental lobby groups need support to give them greater recognition in their role in assisting and liaising with government and commercial-sector developers.

- The FIRM approach mentioned in the other regions could be implemented in rural communities in the Omaruru/Okombahe area.
- Environmental management plans undertaken by large-scale mines need to be adapted and appropriately applied to the activities of small-scale mining enterprises in Uis and elsewhere in the Region. This should be done with participation of the people involved so as to build their capacity.

### 6.1.2 Hardap Region

In Hardap Region, interviewees identified fewer formal projects and hence direct opportunities for capacity building, although several stakeholder groups have taken immense strides towards collaborative enterprises and cross-cutting activities.

- The Oskop Conservancy was recently established with support from the Namibia Development Trust (NDT) and the Ministry of Environment and Tourism cooperating with other partners. They are working toward reintroducing game, establishing a campsite and improving overall rangeland management. Their overall objective is to enhance livelihoods of members now and in the future.
- The Gründoring Cooperative and a community campsite have been established at Nico Noord which also serves as a base for the local farmers' association and strong membership in the Forum for Integrated Resource Management in the area. A biogas digester and other innovative developments have been initiated by these stakeholders.
- Other opportunities for capacity building, as set out in Table 12, Section 6.1 of the Hardap Region Report, refer to broad actions that will help to implement the conventions. They are summarized here:

Issues needing interventions	Suggested interventions
Staffing, knowledge and skills	Provision should be made by relevant organizations to create posts for environmental officers, such as in the Regional Councils.
Harmonization of different policies and acts	The relevant ministries should meet and identify policy conflicts. An attempt should be made to simplify the policies and acts because those disseminating information on them are not well acquainted with their contents.
Stakeholder coordination and sharing of resources	Integrated reporting and feedback to all stakeholders on issues of environment should be strengthened. The FIRM approach is seen as one way in which stakeholders could share resources.
Communal Land Ownership	Political leaders should be lobbied to give the necessary political backing. Recognized ownership of land through certificates should be given to farmers.
NRM awareness/ Awareness creation on the conventions and how they link with day-to-day activities of service providers.	The MET Directorate responsible for Community Based Natural Resource Management programme should spearhead awareness campaigns within the Hardap region. The Directorate should also show interest and commitment so that farmers don't feel deserted.
Simplified versions of the conventions	The MET Directorate responsible for the Community Based Natural Resource Management programme should simplify the conventions.

Financial Support	<p>It was agreed that development interventions should be funded through funds channeled from central government to regional council and then to constituency development committees and finally to local development committees. However the communities at the grass root level were encouraged to organize themselves through structures such as the water point committees or farmers associations.</p> <p>It was also suggested that CBOs should properly register themselves to gain recognition and acceptance for future development activities.</p> <p>All directorates or ministries should co-ordinate their activities in such a way that they work together to cut down on expenses. FIRMs can be used to coordinate activities of various ministries in the region to cut out duplication and exhaustion of funds.</p>
Production costs	Training should be given to farmers in production, marketing, costing and pricing. Organized auctions should be held at central points so that the farmers can cut out the middleman.
Stakeholder involvement:	Stakeholders with common activities and interest/obligations should form regional umbrella bodies. This would ensure that meetings are focused and discussion center on issues relevant to the stakeholders' interest.
Grant more kilometres for DEES Officers	Other suggestions include sharing of vehicles in order to increase kilometres required to reach out to more communities. It was said that since the target groups are common to most of them this could work out smoothly
Coordinating of activities on HIV/AIDS	<p>HIV/AIDS organizations need to take stock of their activities and strengthen the coordination aspects.</p> <p>A forum spearheaded by RACOC involving all stakeholders on HIV/AIDS in Hardap Region could be used to discuss this issue as well as identifying gaps.</p>

### 6.1.3 Oshikoto Region

In Oshikoto Region, stakeholders identified a number of formal projects that have been established and farmers' associations that exist. These provide excellent opportunities for taking further synergistic and cross-cutting capacity building approaches and projects. Although currently success stories, these activities provide opportunities as nuclei for further action.

1. The King Nehale Conservancy and the Omuthiya Constituency Development Committee provide excellent examples of synergistic and cross-cutting approaches to natural resource management. The FIRM in Omuthiya Constituency exemplifies an initiative to bring all role players together to plan how to use the environment sustainably. The FIRM membership includes people from the leadership of the KNC and the Constituency Development Committee, the Regional and Traditional Authorities, line ministries (MET, MAWRD, MBESC, MHSS), small enterprise development sector, the church and Police (see Oshikoto Region report for details). Participants plan to build on successful projects in and outside the region e.g. Onankali Community Trust and Uukwaluudhi Conservancy, and the community based tourism initiatives in Namibia and elsewhere in the southern African region.
2. Formation of communal and commercial area conservancies, which include the King Nehale Conservancy, Onguma + Vergenoeg game farms bordering the eastern fence, and Ongava + Mushara game farms and lodges on the southern boundary.

Suggested actions include:

- Define Park-Neighbour Policies;
- Commit resources for park/neighbor joint activities and meetings to improve communication and build trust,

- Sensitize and train APU, park wardens, rangers in public relations skills and how to handle conflict situations,
- Identify expertise available on farms/tourism sector neighboring Etosha and use experts as trainers of MET staff as appropriate.

King Nehale Conservancy has potential for adding value to Etosha Park by providing cultural tourism products and alternative opportunities outside park e.g camping, walking tours.

Suggested actions include:

- More positive contacts between Etosha and northern communities.
- Visits/Programmes with children through Etosha Education Center.
- Regular meetings of Problem Animal Forum to develop joint strategies to reduce impact of PA.
- Implement feasibility study/study tours to develop cultural tourism activities outside King Nehale Gate (cultural-interpretive center, camping, café, walking tours etc)
- Leaders visit existing tourism sites and environment projects e.g. Muramba Trails, Tsandi Museum, Onakali Community Trust....).
- Support continued from NACOBTA, Rossing and other agencies/ donors.

3. Problem animal control forums bring together different stakeholders to resolve conflicts and promote sustainable forms of land and resource use.

Suggested actions include:

- Implement regulations for cutting and transport of trees already developed and translated into vernacular by Governor by getting sanction of TA and by-in by king, senior and junior headman.
  - Provide resources and facilitators for Conference/Workshops, involving headmen with MET Forestry and Regional Council. Work through Northern Namibian Forestry Committee and community forest management committees
4. Agricultural development centres staffed with extension technicians with transport provide an opportunity for creating 'nodes' for sustainable livelihoods and environmental management. For instance, these centres can demonstrate the use of fuel-efficient stoves, fireless cookers, solar heaters, biogas production and live fences. The power of live demonstration, as opposed to simply telling people about technologies and approaches, has been proven through community exchange visits.
  5. The knowledge and experience within the commercial sector can be tapped into. For example, experience rehabilitating degraded rangeland, which can contribute to efforts to prevent desertification, loss of biodiversity and climate change.

6. Use more environmentally friendly rangeland and livestock practices.

Suggested actions include

- Monitor and evaluate range condition and trends, become familiar with 'good' and 'bad' grass and bush species,
- Keep annual records, control number of livestock (cattle and goats) according to weather conditions/ rainfall bi-annually.
- Sell excess annually, organize local livestock auctions closer to farmers.
- Plant fodder trees.
- Reduce the number of donkeys.
- Remove bush by burning or chemicals. Start small businesses cutting bush on commercial farms and selling for firewood.

7. Develop land-use plans and manage farm and urban settlements.  
Suggested actions include:
  - Regional, local (e.g. conservancy) land use planning and zoning.
  - Manage population influx in new settlements. Prevent unplanned strip settlement along main roads.
  - Develop policies and implement programmes for energy and waste management in new settlements.
  - Control the number of cattle and goats on resettlement farms. MLRR evict excess settlers and livestock.
  - Train Communal Land Board and TA on existing and new policies, acts and regulations.
  - Adhere to EIA recommendations when constructing new water supplies.
  
8. Improve community access to information, research findings and experience, and learn from others.  
Suggested actions include:
  - Gather information using computers linked to Internet (e.g. Distance Learning Center, Omuthiya).
  - Organize educational tours, exchange visits and internships.
  
9. Establish and strengthen institutions of service providers and receivers. Suggested actions include:
  - Organize to manage natural resources sustainably e.g. FIRM and to provide a forum for community and wide range of stakeholders to be involved in addressing NR management and participate in benefit sharing.
  - Reorganization of service organizations to be more effective e.g. decentralize agricultural extension to Region.
  
10. Improve environment information and training.  
Suggested actions include:
  - Strengthen Agricultural Communications Unit with full time staff. Provide more resources to support Newsletter and radio programmes with strong farmer participation.
  - Examine how Agricultural Development Centers/ FED groups can focus more on environmental management and sustainable agricultural methods.
  - Support mini-shows with cooperatives/MAWRD and other partners.
  - Expand Membership of NAU/NNFU. Provide resources for Field Days /Meetings, /farm visits. Get more resources to support training in local branches e.g. Uukumwe Farmers Cooperative provide resources (funds for leaders travel, meetings, workshops, field days) for strengthening coops.
  - Provide information through network of branches and contacts throughout the region. Hold farm worker training days.

#### **6.1.4 Keys to successful capacity in the regions**

All these strategies or projects in the three regions facilitate implementation of the conventions and can be used as opportunities for further cross-cutting capacity building approaches and projects.

Some of the key elements of the success stories are elaborated here:  
Strong and long-term CBNRM facilitation at community level, that combines environmental, development and SME expertise.

Cross-sectoral teamwork. Exposure of communities to successful projects in other parts of Namibia. For example, King Nehale members visited Grootberg where the pioneering FIRM was established, and then took the initiative to establish their own FIRM.

Dedicated individual extension workers can make a big difference. The growth of the King Nehale Conservancy can be largely attributed to the dedication shown by one Agricultural Extension Officer. By the same token, poor commitment from extension officers can heavily handicap a community's efforts.

## 6.2 RECOMMENDED OPPORTUNITIES

Education and awareness-raising was highlighted as the first step towards implementing these conventions or environmental management in the Erongo and Hardap regions. There are various agencies that are involved in this activity, and this should continue. For instance, associations bring together groups of people with a common interest, and environmental best practices and management issues can be raised there. For example, HAN and TASA and the various tourism information centers can do a lot about awareness raising, in their daily work and by distribution of pamphlets.

From both the verification workshops in these regions it came out clearly that the Regional Council should take a leading role in awareness raising and integrated planning, once the capacity as identified is available. The role of the Council should be to enhance the systemic capacity between other stakeholders. This could be done by:

- Providing financial and logistic support to collaborative structures for stakeholders involved in natural resource management.
- Creating platforms in collaboration with stakeholder institutions for discussing common issues and challenges. The same forums could be used to discuss harmonization of different policies and acts, sharing of resources, information, finding strategies for raising funds in the region, especially for mitigating HIV/Aids in rural areas.
- Simplifying the conventions and demonstrate how stakeholder activities directed towards them can assist in reduction of poverty and sustainable development.

In addition, other institutions such as MAWRD/DEES have the potential to play a much more central role in promoting sustainable environmental use, through for example MAWRD's Agricultural Development Centres. All of these declarations from the stakeholders in these regions highlight opportunities for capacity building approaches and projects.

In the Oshikoto region, various groups of people with different relationships to the environment identified the major challenges as uncontrolled population growth, migration and settlement, deforestation and poor rangeland management and increasing aridity, inadequate environmental policies and weak regulation, inadequate financial resources and human capacity and HIV/AIDS. Specific recommendations are made in the regional report based on building capacity to address these challenges and at the same time to enable Namibia to meet its obligations as a signatory to the UNCCD, UNCBD and UNFCC.

In general, it is recommended that the existing platforms established through relationships, linkages and collaboration be considered opportunities for synergistic and cross-cutting capacity building approaches and projects. The example of the platform provided by Sardep, taken up by Napcod and leading to the establishment of FIRMs of various configurations and in collaboration with conservancies and other networks, should be followed, not as a blueprint but as an approach to taking advantage of, rather than ignoring, already existing regional capacities. At the same

time, it is recommended that the Regional Councils be a focus for additional, targeted capacity building approaches and projects. The existing capacities of the regional stakeholders could contribute to enhancing those of the Regional Councils if appropriate approaches are taken and backing is provided by the Ministry of Regional and Local Government and Housing.