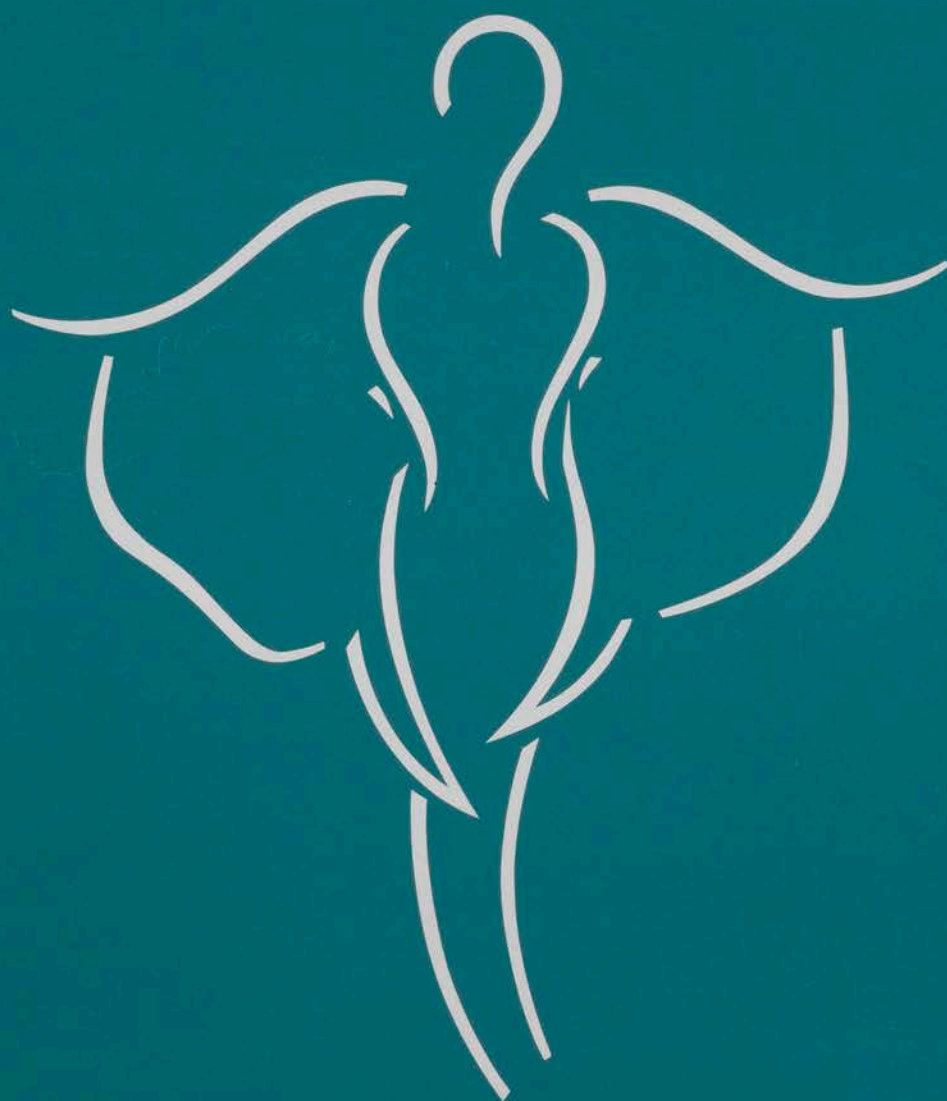


# ANNUAL REPORT 1997



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**IUCN**  
Conservation Union



REGIONAL OFFICE FOR SOUTHERN AFRICA



The cover image depicts the integration of gender issues  
into the conservation of natural resources.

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## MESSAGE FROM THE REGIONAL DIRECTOR

This is the third annual report for IUCN ROSA, and this initiative aims at informing all our partners of the work that IUCN is doing in the region every year, while fulfilling ROSA's commitment to total transparency and accountability.

Like any other year, 1997 has been a year with its own unique experiences and challenges. For the IUCN Secretariat in southern Africa, it was a year of consolidation following a process in 1996 of restructuring to improve financial and administrative systems and rationalisation of programmes to enhance our competitive edge and to be more responsive to regional needs.

During the year, a considerable amount of effort by programme and project staff has been put into improving the overall quality of management of activities through improved integration between programmes in order to reduce duplication and overlap. The year also moved a step forward with the implementation of a robust monitoring and evaluation process and the decentralisation of elements of financial management of programmes from the finance division to the respective programme and project managers.

Within the year, IUCN ROSA has continued to embrace the fundamental principle of monitoring and evaluation, an aspect that was even added to the Regional Advisory Committee's Terms of Reference in 1995. IUCN ROSA has taken monitoring and evaluation as a means of strengthening accountability and ensuring that checks and balances are factored into all the stages of the project management cycle. The system of quarterly plans that IUCN instituted has been a base on which monitoring was made and has helped in ensuring that donor obligations are met and impacts and lessons are captured. IUCN ROSA sees monitoring and evaluation as one element that will enable it to prioritise its work and become a learning organisation.

During the year under review, IUCN ROSA established a fully operational national office in Mozambique and initiated the establishment of another in South Africa. These two offices will form part of IUCN's regional programming and facilitate improved networking and sharing of lessons and experiences.

Recognising that the greatest threat to the region's biodiversity is linked to issues of access rights, competing land use demands and climate change phenomenon, IUCN ROSA began engaging its members and partners to define a programme in land and tenure policy. ROSA hopes to combine its regional initiatives with its trans-regional responsibility for tenure within the secretariat. The challenge remains how to mainstream land and tenure issues into the conservation and development agendas.

In response to these challenges IUCN convened a workshop in Harare which reached a consensus that land issues should be given priority and agreed to have a high level goal of policy analysis with a long term objective of improving land and tenure policies that are essential to support development and implementation of environmental strategies.

The regional land and tenure issues are also closely linked to the environment and security nexus. For southern Africa we need to engage in empirical research working closely with other networks to better understand the link between environment and security. This research needs to look at both the conceptual and theoretical aspects of the relationship between environment and security. This is especially important when we consider the structural features of inequality



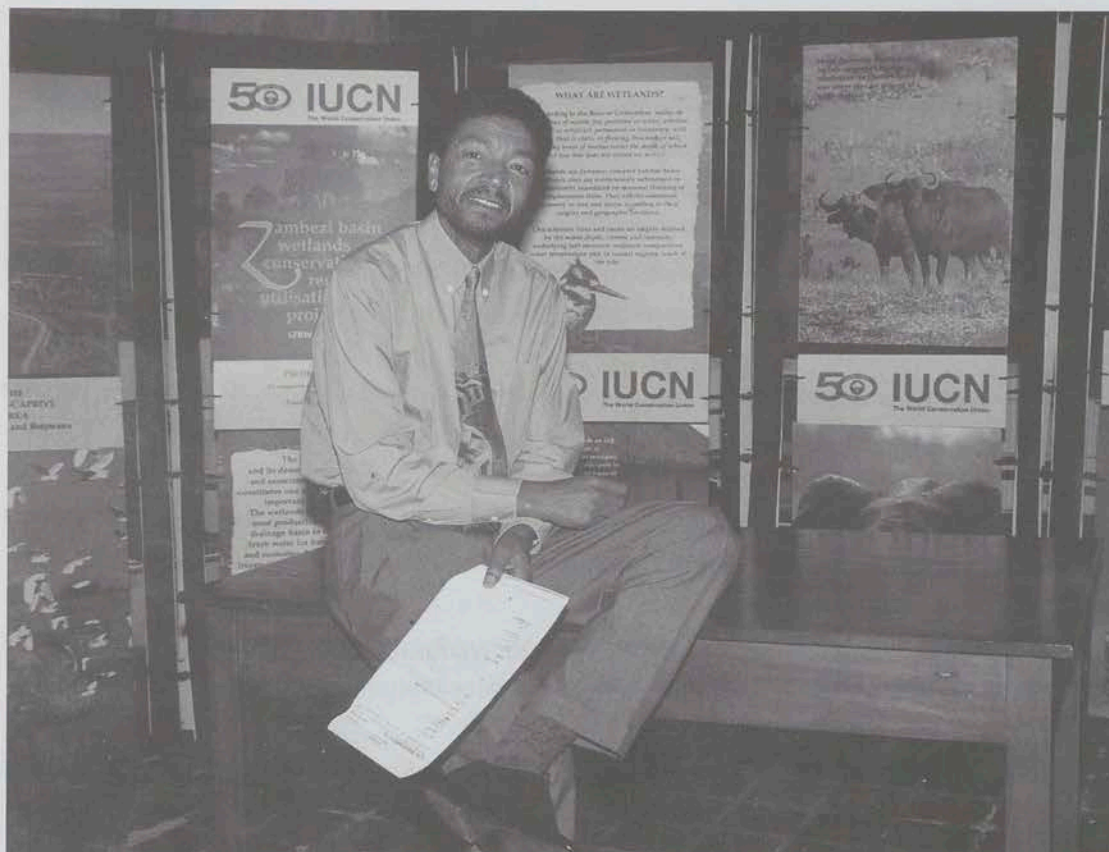
and impoverishment.

The concept of security will become increasingly important as an analytical tool in IUCN's work. For this reason it will have to be broadened beyond a narrow state-based definition of safety from armed conflict to one that is synonymous with human security. Human security is a broader concept that embraces community security, individual economic security, political security, environmental security and food security.

As southern Africa moves towards regional integration, we are likely to witness hegemonic behaviour by key suppliers of environmental goods and services and conflicting claims over natural resources, such as water, wildlife and land, which have to be understood and managed. Inter and intra state competition over resources will become a growing threat to human security.

At a regional level, IUCN will be expected to play an increasing role in linking human security and development issues as well as mainstreaming conservation into development. Similarly, the development sector needs to be assisted in integrating conservation into its implementation and policy agenda.

*Dr. Yemi Katerere, Regional Director*





## INTRODUCTION

During the 1996 annual planning workshop the IUCN Secretariat formulated and agreed on the following annual goal:

“to consolidate the IUCN ROSA programme as well as to improve management process through the implementation of an integrated and responsive approach to key operational functions, based on dynamic monitoring and evaluation systems ; and also incorporating social, cultural and economic issues into programmes and project management”.

In order to achieve this goal, a set of strategies were developed and in the 1997 work plan, each programme and project referred to these strategies. The strategies are:

- Improving the overall quality of management of programmes and projects by reducing areas of duplication and overlap across those activities under ROSA's direct influence and by optimising synergy amongst them.
- Incorporating social, cultural and economic issues in all relevant aspects of programmes and projects.
- Improving financial security and stability within the organisation by exploiting money generating activities.
- Providing a more timely and accurate accounting service to programme managers and implementing more effective human resources processes and principles in work situations.
- Enhancing internal and external communications by developing a more comprehensive base of information which is pro-actively provided to staff and members by exploiting cost-effective technology in conjunction with support from partners and projects.
- Improving overall project productivity by developing a cost effective and comprehensive management information system based on responsive monitoring and evaluation processes that meet the functional needs of relevant staff, especially managers.

The 1997 objectives and the set of strategies were designed to be delivered under the IUCN southern Africa broad strategic objectives listed below:

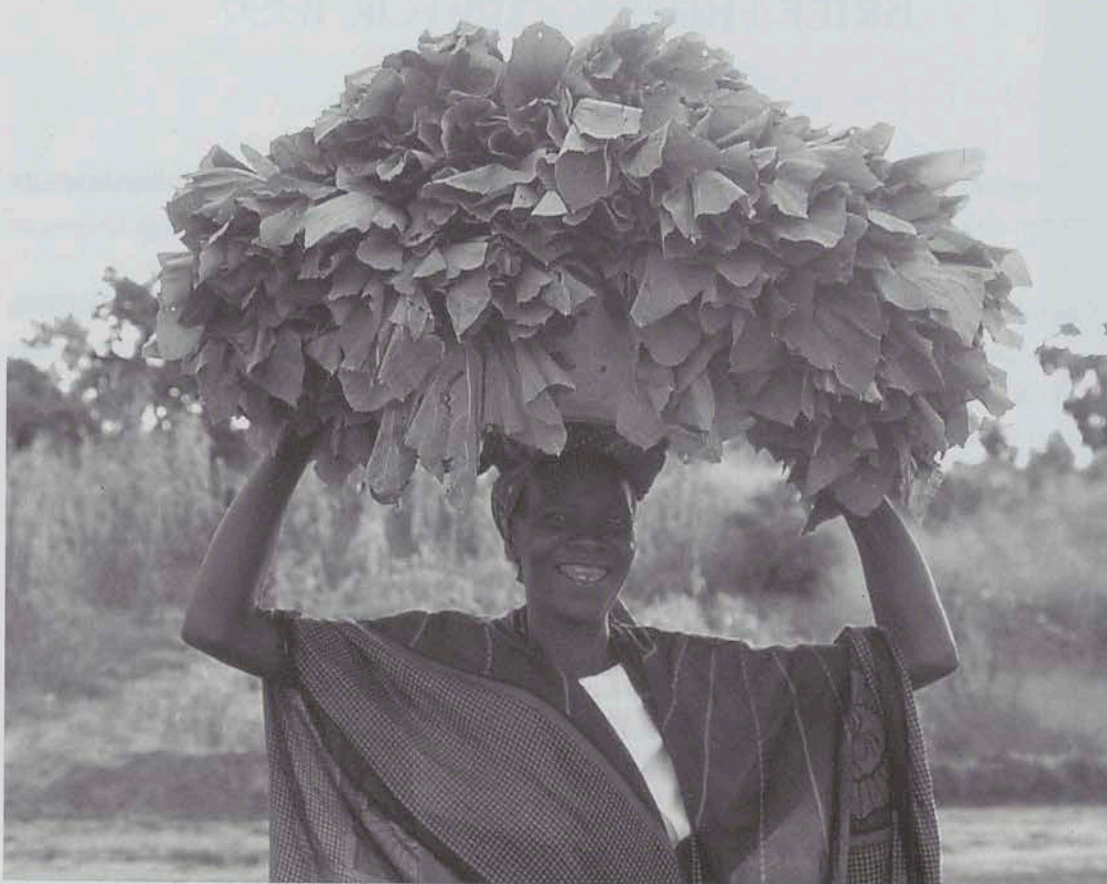
Objective 1: To promote the conservation of biological diversity (biodiversity) through sustainable use of natural resources.

Objective 2: To develop the capacity to facilitate the resolution of resource based conflicts and advocacy for policy changes.

Objective 3: To promote a participatory approach to community based natural resources management.



PHOTO: Dennis Minty



*Abundance of food leads to happy communities*

Objective 4: To advocate for sustainable land use and the development of effective environmental management.

Objective 5: To develop and implement a system for gathering, analysing and disseminating information relevant to regional members.

Objective 6: To facilitate broad-based partnerships through co-ordinated and effective disbursement of donor support.

Objective 7: To develop appropriate administrative system for the effective operation of the regional office.

Objective 8: To improve the financial management systems of IUCN ROSA in line with changes in development assistance, laws, economic and institutional trends.

Objective 9: To introduce and establish a monitoring and evaluation system that will enable IUCN ROSA to maximise the learning from its activities.





## BRIEF HIGHLIGHTS FOR 1997

The programme experienced considerable consolidation during 1997. The major highlights for 1997 can be summarised as:

- Consolidation of effective management and administrative systems for the implementation of three special projects; Zambezi Basin Wetlands Conservation and Resource Utilisation Project (ZBWCRUP), Regional Networking and Capacity Building Project (NETCAB) and SADC Natural Resources Management Project (SADC NRMP).
- Consolidation of the newly created Ecosystems Programme through further elaboration of the forestry and biodiversity components while consolidating the wetland conservation component by incorporating water issues.
- Consolidation of the Social Policy Programme Activities, and elaboration of the programme to strengthen the Environmental Assessment, Strategies and Law activities, and by effective integration of the Environmental Law and Economic components.
- Consolidation of the Environmental Information and Communications Programme by expansion of State of the Environment Reporting initiatives, integrating electronic communication and close collaboration with the Commission on Education and Communication.
- Improvement of the Organisational and Administrative Management by hiring a substantive head of Administration and Finance and a country Representative for Mozambique.
- Positive preliminary preparations for the establishment of the South Africa Office and Programme.
- Organising the IUCN President's regional trip and hosting her.
- Consolidation of the Monitoring and Evaluation culture in the IUCN ROSA Programme Planning, Implementation and Management Systems.
- Improvements of the Programme planning and Management systems by producing a comprehensive Programme Management Handbook and Planning Cycle.
- Effective contribution into CITES COP10 and GBF 7.



## PROGRESS

This presentation of the 1997 programme highlights will be based on both the annual goal (and strategies) and the broad regional strategic objectives.

### ACTIVITIES UNDERTAKEN TO DATE:

#### **Promotion of the conservation of biodiversity through sustainable use of natural resources.**

IUCN's field programmes and projects address biophysical or socio-economic issues relevant to the conservation of the region's diversity of habitats, species, and genotypes as a basis for sustainable human living. During the course of the year, a number of biodiversity conservation related activities were implemented and new initiatives developed.

Under the Regional Ecosystems Programme further technical support was provided to the villagers of Zimuto/Mshagashe in the assessment of their natural resources and development of village based natural resource use and conservation plans. The project facilitated the physical implementation of village resource use plans in 8 pilot villages and the activities included wetlands conservation, gully reclamation, tree planting and vetiver grass nursery establishment in villages.

In Mozambique, a macro diagnosis of the coastal zone was initiated in collaboration with Ministry for the Coordination of Environmental Affairs. The study aims to generate an information resource base to sustain integrated coastal zone planning and management. The partial studies completed have included information gathering on biophysical aspects of coastal zone, socio-economic inventory including demography, physical infrastructure, planned and ongoing socio-economic activities with the coast and an inventory and assessment of institutional and legal aspect related to coastal zone. The information will be compiled into a comprehensive report.

Considerable progress was made in the revisions and finalisation of the SADC/IUCN Regional Biodiversity Programme document which was submitted to the Global Environment Facility (GEF) Council for funding and was approved. It was developed principally as a framework for national implementation of the Convention on Biological Diversity, whose objectives include biodiversity conservation and sustainable use.

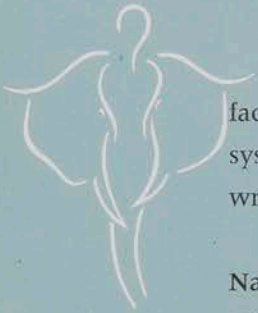
Support activities for national Biodiversity Strategies and Action Plans were provided to Zimbabwe and Zambia in support of the implementation of the Convention on Biological Diversity (CBD).

A concept paper has been developed for Forestry and Woodland and has been accepted by the IUCN Programme Development Committee (PDC) which is responsible for reviewing and approving of regional projects.

The SADC Wetlands Phase II Project has been presented to a donor following regional participation and consensus reached on areas of prioritisation. The proposal is now being considered by NORAD.

The Wetlands Biodiversity Study under the Zambezi Basin Wetlands Conservation Resource Utilisation Project (ZBWCRUP) progressed very well and an additional phase is expected. Phase II promises to be one of the pivotal components of the project. Of particular importance is the





fact that it provides a model for a region-wide project which incorporates country expertise and systems. Under this study a literature review is being undertaken to assess the extent of related written information. This will then provide a basis for conservation measures.

In an effort to build the region's botanical capacity, the NETCAB Programme supported the National Botanical Institute in South Africa to produce a database on wild fauna and flora which provided useful input to the 10th meeting of the Conference of Parties to CITES, which was held in Harare, Zimbabwe in June 1997.

Also through NETCAB support, the Southern Africa Botanists Network (SABONET) conducted a second Herbarium and Botanical Management course. Under NETCAB support two issues of SABONET News Vol. 2 were produced. The aim of the Newsletter is to inform Southern Africa's botanists of the SABONET activities in the region.

Performances of the Southern African Sustainable Use Specialist Group (SASUSG) play, *Guardians of Eden*, staged by Theatre For Africa in Malawi, Zambia, Namibia, Botswana and Zimbabwe were supported by NETCAB. The play aims at influencing debate amongst politicians, policy makers, NGOs, donor community and rural communities on conservation and sustainable use of natural resources for development.

The Office of the Regional Director, (ORD) facilitated the organisation and hosting of the Global Biodiversity Forum (GBF7) in collaboration with Zimtrust and IUCN HQ prior to the CITES meeting. The Communicating the Environment Programme (CEP) facilitated the attendance of educators and high school students from urban schools and CAMPFIRE areas in Zimbabwe to the Forum.

IUCN Zambia Office participated actively in both the Zambia Forestry Action Plan and National Environmental Action Plan (NEAP) planning processes. So far indications are that IUCN could implement some components of these two processes with funding from the donors supporting the processes namely NORAD, EU, DGIS, UNDP, GTZ, DANIDA and FINNIDA.

In addition, a Biodiversity Strategies and Action Planning Workshop was held in Zambia and a National Strategy and Action Plan is being developed. A three year Upper Zambezi Natural Resource Management project was developed and submitted to DGIS. The proposal is currently awaiting consideration for funding.

#### **Development of capacity to facilitate the management of resource - based conflicts and advocate for policy changes:**

Capacity to facilitate the management of conflicts and advocate for policy changes is essential to IUCN's work in the region. Considerable achievements were made in building the capacity of IUCN members and partners in conflict management and advocacy for changes in policy. The following are highlights of activities under this objective:

Technical support was provided to the 1997 CITES Conference of Parties (COP) 10 regional preparations. NETCAB provided the finance to support the Africa Resources Trust (ART) to bring together Non Governmental Organisations (NGOs) and Community Based Organisations (CBOs) from seven SADC countries; Botswana, Malawi, Mozambique, Namibia, South Africa, Zambia and Zimbabwe, to work together on two global environmental conventions: Convention on Biodiversity (CBD) and CITES.

National meetings were held between NGO and CBO groups to foster consensus prior to their participation at the Global Biodiversity Forum 7 and CITES conferences. A meeting was



held a day before the GBF 7 with the aim of facilitating better understanding for the Convention on Biological Diversity, building solidarity and articulating a SADC perspective on related issues. The project also supported ten NGO facilitators to be part of the group involved in the entire CITES COP10.

IUCN-ROSA also facilitated a legal study on trade restriction compensation which aimed at recommending legal justification and basis for compensating those affected by the blanket trade bans under CITES.

IUCN-ROSA also organised the **African Elephant Range States Dialogue** meeting. This workshop followed a similar workshop held in Dakar, Senegal in 1996. The meeting was convened to continue discussions on the issues raised by the ninth Conference of the Parties to CITES COP 9 regarding stocks, illegal trade, issues relating to future trade in elephant products, economic mechanisms for the sustainable funding of conservation and other issues of common concern.

The Environmental Information and Communications Programme (EICP) held a workshop to assess phase II of the CEP Programme and identify needs for a new awareness and communications programme and the development of a new project proposal for CEP III was held. CEP's aim is to empower people at all levels of environmental decision making to conserve biodiversity by supporting relevant information activities. Also under CEP, production began on a publication **"Biodiversity of Indigenous Woodlands and Forests in Southern Africa"**.

Under the SADC Natural Resources Management Project (SADC NRMP) four **Peer-group Exchange Visits** were facilitated for two groups of Traditional Leaders; one group of Community Representatives and one group for CBNRM Practitioners. This was a lead-up activity to the NRMP Biennial Conference held in Victoria Falls, Zimbabwe, in August.

In line with one of the major strategic recommendations from the **Victoria Falls Strategic Environmental Assessment Report**, the IUCN Regional Institutional Development Programme (RIDP) facilitated the collaboration of the Ministry of Mines, Environment and Tourism with the Ministry of Local Government, Rural and Urban Development in commissioning and managing the development of a detailed project proposal for the Master Plan.

With the assistance of several private sector consultants, IUCN developed the proposal that has been approved by the Government of Zimbabwe and submitted to CIDA for funding.

In Angola, IUCN provided inputs to the **Environmental Impact Assessment (EIA)** related to EPUPA Dam, playing the role of mediator and major facilitator of a public hearings process.

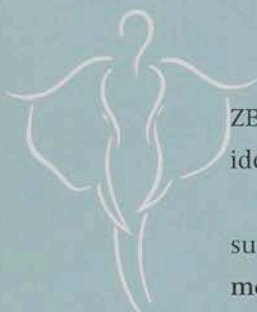
**Leadership training** courses on the involvement of Kraal-heads in the planning and implementation of community natural resource management was undertaken for Zimuto/Mshagashe project in Zimbabwe.

RIDP developed a draft proposal on conflict resolution which aims at building regional capacity to respond to social, economic, and environmental challenges relevant to IUCN's Mission at local, national and regional levels. The proposal is still to be finalised and a donor to be identified. This will be achieved through workshops and technical information and case studies which are hoped to provide framework for the management of natural resource use disputes.

A short paper was produced on **"Natural Resource Use Conflict Resolution: An Application to Wetlands Conservation and Utilisation"** with a view to developing a co-operative venture with ZBWCRUP in addressing the issue of wetlands - related natural resource use conflict resolution at the site, national and regional levels.

Given that resource use conflict resolution appears to be a major factor in achieving both the





ZBWCRUP's objectives and the aspirations of wetlands residents, some progress was made in identifying a process for training in this discipline and implementing techniques.

Initiatives were undertaken for the development of on-site wetlands management projects such as demonstration of reduction of human - wildlife conflicts and pilot projects for assessment of hippo damage to crops in five communities prior to planting season. The Sugar Corporation of Malawi offered to establish a demonstration forage plot near a hippo herding area in an attempt to deal with the hippo/human conflicts. As follow up on the communities' commitment and desire to seek remedial actions relative to current high levels of crocodile attacks and crop destruction by hippos, an agreement was reached with the Malawi Department of Parks and Wildlife for comprehensive hippo and crocodile management to be supported by ZBWCRUP's Lower Shire sub-project.

In the field of capacity building for conflict management and advocating for policy changes, an NGO training needs assessment report was prepared by IUCN Botswana and three individual NGO projects were facilitated and supported.

The RIDP assisted Zimbabwe's Ministry of Environment and Tourism (MET) and the Department of National Parks and Wildlife Management (DNPWLM) with the on-going review of National Parks and Wildlife policies.

Strategies and policies were developed and four seminars held for Elephant Management, Rhino Management, CAMPFIRE and Conservancies and Biodiversity Conservation. Two policy documents on elephant management and rhino management were printed for the CITES meeting.

*Drama on human and wildlife conflict*

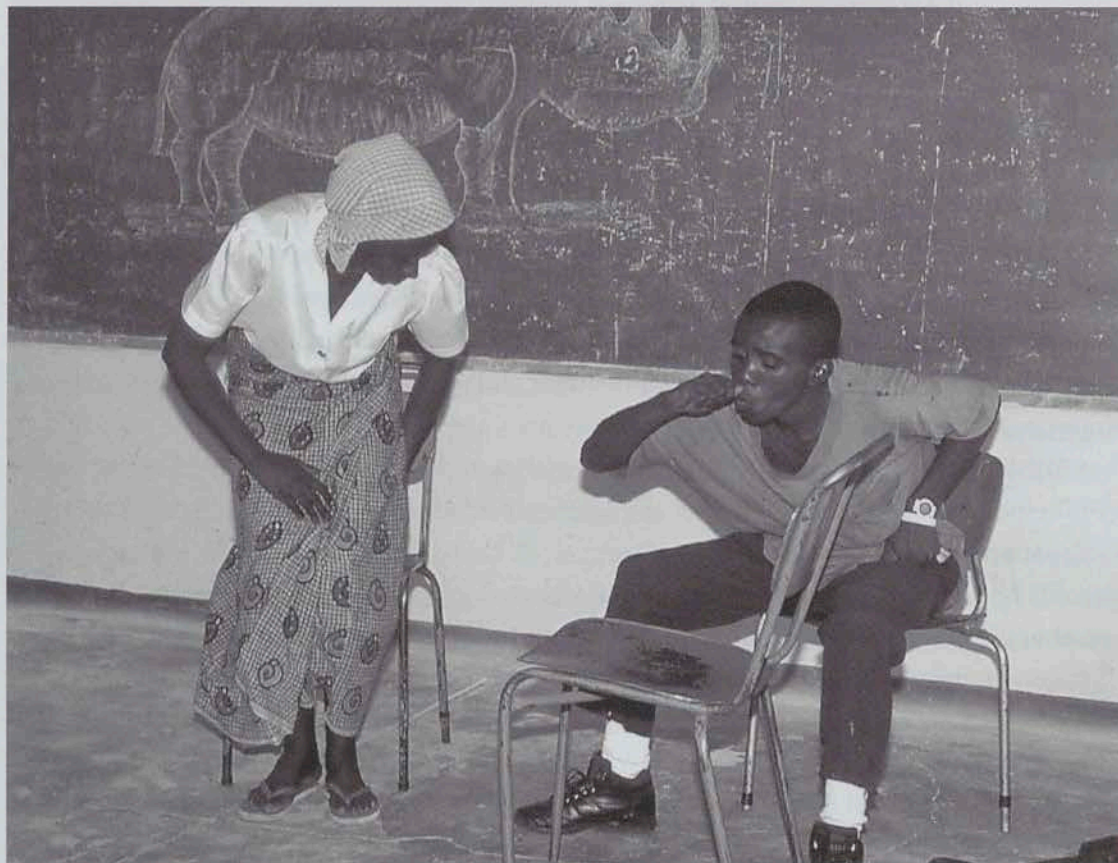


PHOTO: Dennis Minty



### **Promotion of a participatory approach to community based natural resources management.**

Community involvement in natural resources conservation and management is fundamental to IUCN's approach to natural resources conservation and sustainable use.

Under the NETCAB activity on capacity building for Natural Resource Managers in Southern Africa three training programmes for Malawi, Mozambique and Zambia were held for representatives of NGOs and government departments.

In Mozambique, a study was undertaken to develop a framework that facilitates the incorporation of community equity for resource custodianship. It focuses primarily on the Niassa Game Reserve where a private sector investor is willing to undertake a joint-venture initiative with the community. In a wider context IUCN was requested by the Provincial agencies to assist in initiating a provincial resource plan and pilot CBNRM projects. Proposals are in preparation for implementation in 1998.

The implementation of the Zimuto/Mshagashe project and the District Environmental Action Planning (DEAP) Project have demonstrated the importance of participatory approaches and the fact that, if genuinely involved, a sense of ownership of the village plans and the implementation process develops smoothly.

Through RIDP technical and monitoring and evaluation support was given to DEAP. District Environmental Action Plans have been completed in 8 pilot districts in Zimbabwe using an intensive participatory approach.

Participatory training of trainers workshops were held. The testing of methods and tools for monitoring progress towards sustainability was also conducted in collaboration with the IDRC/IUCN project.

IUCN ROSA staff and key partners in the DEAP and Zimuto/Mshagashe project received training in methods and tools for assessing progress towards sustainability.

In Mozambique, the Tchuma Tchato and Niassa community projects were consolidated. Local committees representing the communities in the management process have been very active in the setting of the annual quotas as well as in the determination of where and how to apply the shared dividends derived from the incomes generated.

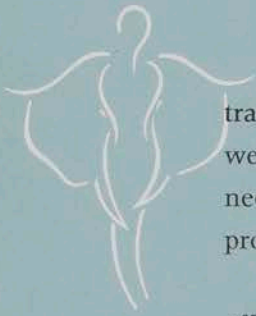
Under the ZBWCRUP, some progress was made in identifying health needs of wetlands communities in conjunction with local health authorities. As a pilot activity the project has implemented community services such as the establishment of drug revolving funds. Such pilot undertakings provide invaluable hands on experience as a basis for implementing more complex community assistance.

Under the SADC NRMP Project, training courses for CBNRMP practitioners from the region were completed. The courses were specifically designed to address the needs of the NRM projects in the region after completing a needs analysis among role players.

The NRMP Biennial Conference was successfully held in Victoria Falls, Zimbabwe, over the period 25-29 August 1997. Over 220 people participated from eight of the 12 SADC counties. Designed to provide a platform for nine different peer-groups to put forward their perspectives on the management of natural resources, a number of key issues were identified that related to the relationship between the implementation of CBNRM and constraints or opportunities that the peer-groups identified.

Under the ZBWCRUP field-based activities, extensive consultations with local administrators,





traditional leaders and community representatives concerning project implementation plans were carried out. Through these consultations a good framework for assessment of communities' needs and options relative to their current use of wetlands resources and future development projects was laid out.

Wetlands village conservation groups consisting of community representatives, government officers, NGOs and traditional leaders were established in the field areas. Assessments of existing education facilities and curricula were initiated as part of broader studies of socio-economic characteristics. With full community participation, pilot projects were initiated for assessment of community use of wetlands resources. Detailed resource use assessment methodologies were established and documented.

### **Advocating for sustainable land use and the development of effective environmental management.**

Economic development in Southern Africa is heavily dependent upon the natural resource capital, and advocacy for sustainable land use and effective environmental management is essential. A number of activities targeted at sustainable land use and effective environmental management were carried out.

At the regional level, the activities of the SASUSG were supported, through support for performances of the play *Guardians of Eden* in Zambia, Malawi, Namibia, Botswana and Zimbabwe. The aim was to influence debate amongst politicians, policy makers, NGOs, donor community and rural communities on conservation and sustainable use of natural resources for development.

A Southern Africa Regional Network on Indigenous Knowledge Systems (SARNIKS), whose underlying objective is to promote sustainable use of resources through IKS was formed.

In Zimbabwe, the Zimuto/Mshagashe project's major focus during the reporting period was on the expansion of awareness and strengthening the capacity of the stakeholders in sustainable land use management and effective environmental management. Kraalhead boundary mapping, village conservation and natural resource use plans, and demonstration water harvesting and catchment management initiatives were the major activities under this project.

At the beginning of the year, RIDP was requested by Canadian International Development Agency (CIDA) and the Japanese International Cooperation Agency (JICA) to provide support services for their joint-mission to Zimbabwe. The purpose of this mission was to review the *Victoria Falls Master Plan Proposal*. RIDP was requested to act as technical advisor and assist with logistical arrangements such as organising and chairing meetings with the relevant stakeholders. A major achievement of the mission was CIDA's commitment to funding the proposal.

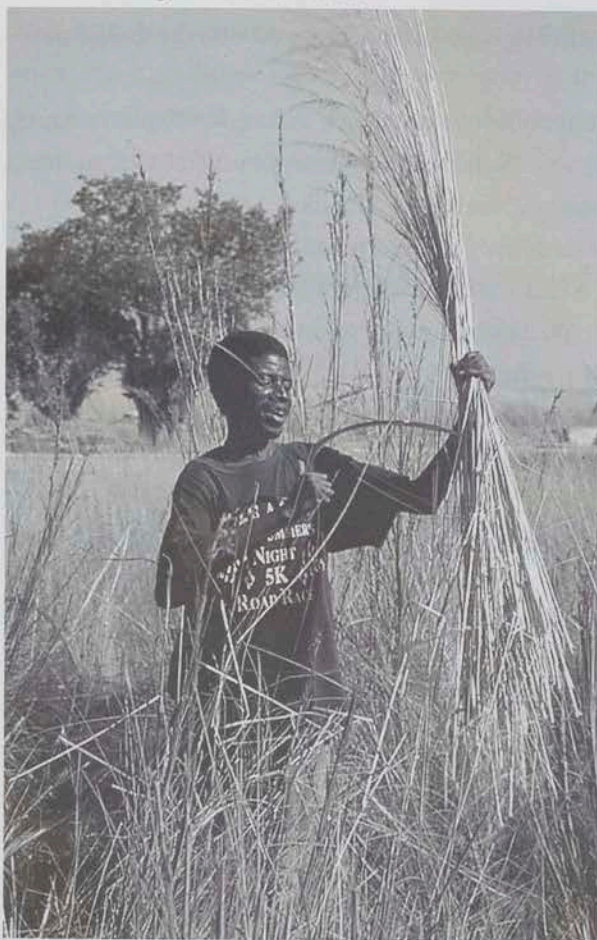
In Mozambique, a training course on EIA auditing and review was implemented for senior officers from key ministries and institutions related to natural resource management.

### **Development and implementation of a system for gathering, analysing and disseminating information relevant to regional members.**

The EIC Programme in collaboration with NETCAB and USAID's AfricaLink initiative linked IUCN members and SADC NRMP partners to electronic mail and internet in order to facilitate electronic networking between IUCN Secretariat, its members and partners. A help desk was also established at ROSA to trouble shoot and to respond to member queries and problems related to their connectivity. The help desk facilitated on-line tutorials and liaised with Internet



*A thatcher cuts grass to make a home*



Service Providers to remedy some of the problems that were out of the realm of the help desk. A training session on the use of internet in support of natural resource management activities was held in Namibia in November for librarians and documentalists.

NETCAB co-financed with CIDA a Regional Biodiversity Information Systems Project whose major aim is to acquire knowledge of existing data and information relating to biodiversity. Under this activity the population of a first approximation of regional biodiversity Metadatabase was achieved. This is the first of its kind in the region and provides an excellent basis for the development of a regional Metadatabase on biodiversity information. Over 2000 databases have been identified and described.

This activity was undertaken in collaboration with a regional initiative to identify environmental datasets for inclusion in a

meta-database which aims at enhancing access to information for more effective decision making and environmental management. The meta-database is being developed by the SADC Environmental Informations Systems Technical Unit (SETU).

Under the ZBWCRUP, a photographic inventory of the four project sites was undertaken to provide baseline information of the project as well as provide a wide selection of images for a comprehensive communications and awareness strategy. Following the inventory a workshop was held in collaboration with the EIC Programme where participants developed mock communication strategies for aspects of the project.

The EIC Programme held a regional workshop on State of the Environment (SOE) Reporting in Southern Africa in Harare. This was attended by a wide spectrum of practitioners involved in SoE Reporting and it achieved its aims of sharing regional experiences, building capacity and providing a networking forum for SoE practitioners. A regional project proposal on SoER capacity building and information systems development has since been produced and submitted to a donor.

An abbreviated bibliography on CBNRM articles, papers and publications from the region was printed through the SADC NRMP's Consortium partner - Africa Resources Trust. It has been distributed to key libraries and agencies in the region as a form of reference for practitioners and stakeholders. Two editions of Resource Africa, the NRMP newsletter were printed and distributed throughout the region. A number of radio programmes were also produced and broadcast.





### **Facilitation of broad-based partnerships through co-ordinated and effective disbursement of donor support.**

Because of a global networking and partnership philosophy and as a Union, IUCN places strong emphasis on delivery of its programme through partnerships. A number of broad based partnerships were developed, consolidated and maintained, and these include;

- ZERO, in the development of directory and database of donor profiles aimed at placing information on development support within easy access to members in order to enhance their fund-raising capacity and in the organisation of the Wetlands Training Needs Workshop.
- Supported ZERO to identify and work with a number of NGOs in the region to enhance the capacity of such NGOs in the implementation of the Convention to Combat Desertification.
- SADC/Wildlife Sector TCU - WWF - ART partnership in the implementation of the SADC Natural Resource Management Programme.
- Financially supported the Africa Resources Trust (ART), through NETCAB, to bring together NGOs and CBOs in seven SADC countries during CITES.
- SADC/IFFW partnership in Wetlands and Biodiversity Conservation.
- Supported National Botanical Institute Pretoria as a lead agency to work with national and university herbaria in the region who coordinate training for botanists and various plant scientists.
- The Aquaculture for Local Community Development Programme (ALCOM) to look at introduction of fish species into the Limpopo river system emphasising on the mirror carp species.
- AZTREC to bring together some traditional leaders, spirit mediums and war veterans to look at the use of Indigenous Knowledge Systems in the management of natural resources.
- Co-funded SADC SETU under the Regional Biodiversity Information Project to develop a regional metadatabase on biodiversity information.
- The Southern Africa Biodiversity Forum to review and focus on conceivable goals and activities relating to the Convention on Biodiversity.
- Supported the Southern African Sustainable Use Specialist Group (SASUSG) to contract Theatre for Africa to stage the play, Guardians of Eden, in Botswana, Malawi, Namibia, Zambia and Zimbabwe.
- Supported Masvingo Rural Development Council with funds for the capacity building in the management of CBNRM
- Under the Phase II of Supporting Global Action to Conserve Biodiversity and Sustainably Use Biological Resources, ROSA's Ecosystems programme supported the Ministry of Environment and Natural Resources of Zambia for a planning workshop on biodiversity strategies and action plan process.
- IUCN-ROSA supported and worked with the In-service Training Centre (Zambia), Malawi National Training Programme-Bunda College (Malawi), Arquivo do Património Cultural - ARPAC (Mozambique), and Land and Agricultural Policy Centre (South Africa) in the national training programmes for middle level natural resources managers which aimed at enhancing the capacity of managers in participatory planning and management.

### **Development of appropriate administrative and management system for the effective operation of the regional office.**

In the area of programme development and management, the Project Development Committee (PDC) was reconstituted in response to this need to streamline programme development.



Although the Committee had a jerky start, 1997 saw the operations of the Committee strengthened. The Committee meets once every quarter to review and approve projects. PDC developed Programme Development Guidelines which seek to provide clarifications in project development as a basis for management of IUCN ROSA's project development cycle.

### New Staff

The following were recruited in the reporting period:

Head of Finance & Administration	-	ROSA
Institutional Development Officer/Economist	-	ROSA
Accounts Assistant	-	ROSA
Project Manager	-	Zimuto/Mshagashe Project
Information Systems Manager	-	Environmental Information & Communications Programme
Country Representative	-	Mozambique Office
Driver	-	ROSA
Junior Programme Officer (DANIDA)	-	Botswana

### **Improvement of the financial management systems of IUCN ROSA in line with changes in development assistance, laws, economic and institutional trends.**

The main functions of the finance department have been to maintain proper records for IUCN-ROSA's programme budgets and accounts, to undertake financial analysis and advise management and programmes on financial matters, and to undertake accounts and systems audit to ensure sufficient control of funds and systems.

The other reporting aim was to meet donor, and the HQ reporting requirements on a monthly basis and as required.

The first eight months of 1997 were devoted to the consolidation of the decentralisation process of the IUCN Mozambique Country Office.

The finance department has worked to improve monthly and quarterly reporting by introducing a **comprehensive quarterly report** that covers cost centre income and expenditure plus major projects currently being undertaken by IUCN-ROSA. The department has also completed the design of a **cash flow reporting system** that will aid management in cash management.

A process to encourage line managers to assume ownership of their budgets and expenditure was also started. The division produces customised reports from Sun accounts which assists project managers' reporting deadlines to donors and Headquarters.

A funding strategy was prepared and presented to the regional advisory committee for comment and endorsement.

### **Introduce and establish a monitoring and evaluation system that will enable IUCN ROSA to maximise the learning from its activities.**

As a way of fostering the integration of Monitoring and Evaluation into programme activities, Programme and Projects Managers with the assistance of the Monitoring and Evaluation Facilitator developed an M&E evaluation system in the form of a Logical Framework Analysis (LFA).





## PROGRAMME DELIVERY ASSESSMENT

*Regional Field Programme Coordinator - Tabeth Matiza-Chiuta*

It was the Secretariat's strategy to continue to pursue the regional strategic objectives through a close focus on further consolidation of IUCN ROSA's programme and projects as well as improving management processes by implementing an integrated and responsive approach to key operational functions, based on dynamic monitoring and evaluation systems, and as well as incorporating social, cultural and economic issues into programmes and project management.

IUCN-ROSA made considerable progress in addressing the strategic objectives in collaboration with members and partners.

However, a number of problems and constraints continued to hinder the effective implementation of the programme. Although some degree of integration has been achieved between regional programmes and special projects, in general, effective integration has been hampered by heavy workloads. Programmes/projects which planned for integration were not able to fully meet this objective. Programme integration with HQ, Commissions and other regions remained weak in many respects with the exception of the Commission on Education and Communication (CEC) where a strategic plan was produced under the broad ROSA strategic plan.

The Secretariat was instrumental in supporting a regional strategic planning exercise for the CEC where areas of integration were highlighted.

Lack of unrestricted funding is the major constraint limiting the integration of regional thematic programmes and country programmes. In 1998 programme and project managers will make an effort to support programme integration at the project preparation stage.

The integration of social, cultural and economic issues was a major objective of IUCN ROSA's 1997 work. Considerable progress was made in this field under the Zimuto/Mshagashe project, ZBWCRUP, SADC NRMP, and the Tete and Niassa projects in Mozambique. Despite this progress, the challenges of sustaining these efforts, and the documentation and sharing of experiences still exist. At the regional level, one of the vehicles that IUCN ROSA was planning to use to further champion the cause of integrating social and cultural issues into its programmes is the Southern Africa Regional Network on Indigenous Knowledge Systems (SARNIKS). Fund raising for the operation of this network has remained a challenge which IUCN ROSA needs to address in the coming year.

Some challenges were also met in the technical delivery of some field projects due to a number of reasons. The constituency driven approach adopted by IUCN ROSA and endorsed by the members in the region requires extensive consultations with members and project beneficiaries. This combined with the need to support consensus building continued to affect the timely implementation of activities, especially under the ZBWCRUP, SADC NRMP, Upper Zambezi Wetlands and Natural Resources Management project and the Zimuto/Mshagashe project. In projects where a wide spectrum of stakeholders are involved, there are gains in terms of establishing a solid foundation for effective project implementation and losses in terms of timely delivery of contractual obligations.

Internalisation of monitoring and evaluation process was emphasised and attempts towards



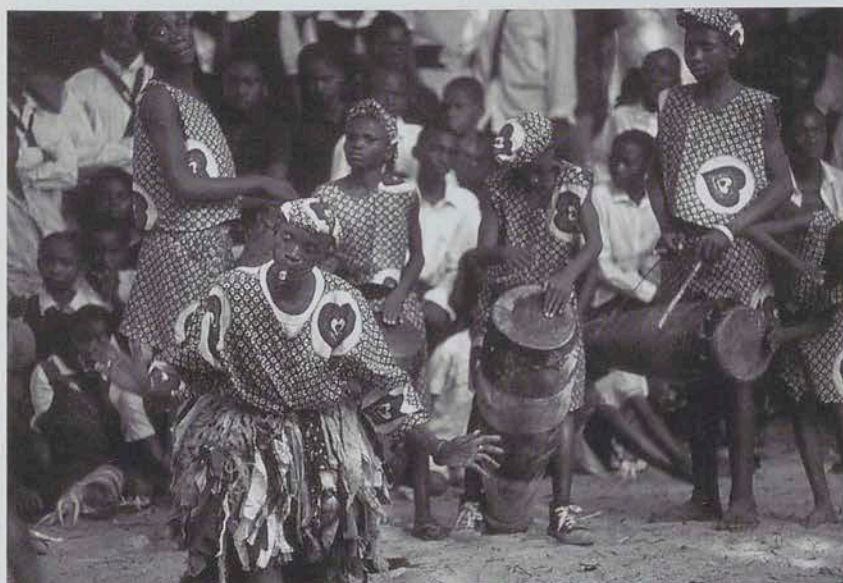
improving reporting and planning were made. Much emphasis was placed on identifying impacts of IUCN's work in the region and associated opportunities.

A number of important lessons were learnt during the implementation of the 1997 programme and these include:

- Most project endeavours involving a community based participatory approach take much longer to deliver than the time anticipated in planning. This means that IUCN ROSA needs to improve on its activity time forecast and assumptions used in formulating programmes and projects. The bottom line is that, participatory approaches, community involvement and stakeholder consultations take time, and IUCN and its donors need to seriously consider this issue by taking into account these field experiences in negotiating with donors.
- The much entrenched project/product approach to measuring project success by donors as opposed to a process approach has major implications for IUCN's policies. If sustainable use through community participation as implied in the IUCN-ROSA and HQ Mission statements are to bear meaningful results, there is a need for IUCN to develop a deliberate policy and strategy to achieve this objective. The donor community needs to be reoriented in terms of evaluation and approval of proposed projects. The legacy is to underestimate the time frame for implementation and more importantly to focus on physical products rather than processes developed to ensure sustainability of the intended products.
- The establishment of the socio-economic and cultural aspects, and a thorough understanding of the targeted communities in projects and programmes is very essential before one starts to implement donor requirements such as incorporating a gender perspective and community well-being issues. The experiences from the Zimuto/Mshagashe project have shown that a mere promotion of gender issues without close monitoring of the impact of the project on gender can disadvantage women. Under this project, efforts to promote gender issues resulted in overburdening women with too much work as the project reinforced the traditional role of women as workers and their male counterparts as decision makers. The evaluation of the project, showed that the majority of the unpaid workers on the ground were women, who in addition to their normal duties were carrying out the physical catchment rehabilitation, while the men focused on decision making and attending planning workshops. Under the ZBWCRUP, the current experience is that women

are hesitant to participate in decision making, despite deliberate efforts to do so by the project management.

PHOTO: Dennis Minty



*Traditional dance- an expression of culture and identity*





### **Lesson Story 1: "No Court - No Conservation!"**

IUCN in southern Africa is testing and applying community based approaches in strengthening and facilitating an integrated approach for the sustainable and equitable use of natural resources and the conservation of biological diversity.

Experiences from the field have proved that where community based approaches are employed, there is need to be cautious of some dynamics within the community. Such dynamics may sometimes demand a reorientation of processes, workplans and delivery of projects.

A good example comes from the SADC Natural Resources Management Programme that previously focussed on Community Based Natural Resources Management (CBNRM) practitioners only. After giving an opportunity to local communities to voice their concerns relating to CBNRM through the 1997 biennial conference, the programme had a startling realisation that led to its reorientation to focus more directly on decision-makers across the region. This involved a total reorientation of its results framework, outputs and activities.

Additionally, partnerships with communities at all stages of the projects have demanded building up adequate relationships with respective communities. To achieve this relationship, there is sometimes a need to respond to some community needs that may not seem to be so relevant and important to the projects' goals but are valued by the communities in such a way that they might affect the effective delivery of the project.

After explaining the Zambezi Basin Wetlands Conservation and Resource Utilisation Project (ZBWCRUP) to people in Kabbe area of East Caprivi in Namibia, the people were asked what areas a project like ZBWCRUP would support them in dealing with wetlands related problems. While waiting to hear needs related to wetlands conservation and resource utilisation Village Headman Mapenzi said:

"We appreciate that the project is interested in working with us to deal with some of the wetlands related problems we are facing. First and foremost, we need a kunta; (a kunta is a traditional court). We cannot deal with anything else before the kunta. The kunta is our traditional house which we as a community value so much that we cannot let it disintegrate.

If you would like to work with us in dealing with our problems, then you should start with the kunta. The other issues like bush fires, fish stocks, agricultural practices can only be dealt with after the kunta."

This example shows that working with communities is not a straightforward and rapid endeavour. It requires relationship building, and flexibility of plans to accommodate new ideas among other things.

This entails that projects involving a community based participatory approach take much longer to deliver than the planned time and this needs to be considered when formulating programmes and projects. Projects' success should also not only be determined by products but also by the process developed to ensure sustainability of the intended products.



### **Lesson Story 2: Key Role Players Sidelined**

*"We make the decisions and plans while they are busy implementing the plans we made during our previous meetings" - Mr. Adeliano Wiliyamu of Safirique village, Sofala Province, Mozambique.*

It has become apparent in most of IUCN-ROSA's project sites that women are largely not represented wherever key decisions are made. Experiences from project sites indicate that there are a number of factors contributing to this.

A recent evaluation of an IUCN project in Zimuto/Mshagashe showed that the majority of the workers were women, who besides their day to day work, were carrying out the physical catchment rehabilitation, while the men spent much of their time at decision making meetings and planning workshops. Cultural and traditional roles have always seen men involved in decision making meetings as well as planning meetings while the implementation of the plans rest upon women who are hardly heard.

Women in Zimuto/Mshagashe were seen to be overburdened as the project was striving to involve them in community based activities related to the project. Despite the project's good intentions, its efforts ended up intensifying their traditional role as workers and their male counterparts as decision makers. The project ended at having all the women at work in an effort to rehabilitate the catchment while all the men were busy attending planning meetings where key decisions were made.

Zimuto/Mshagashe project has shown that simply encouraging women's participation in projects without considering the traditional roles and the impact of the project on gender can disadvantage women.

In the Zambian Barotse Flood Plain sub-project, it was observed that even invitations to meetings are not extended to women. Dora Kamweneshe, the Field Project Officer for the area said, "This is a big issue in the flood plain. Sometimes, when we call for meetings we specify that village headmen should bring both men and women from their areas. Eventually, only men attend."

Lessons from the project underscores the need to encourage women's participation in decision making on conservation and utilisation of natural resources by ensuring that some percentage of the community members of village committees are women. This will achieve women's participation in decision making since these committees are decision making institutions at community level.





## IUCN REGIONAL SECRETARIAT'S PROGRAMMES, PROJECTS AND HIGHLIGHTS

### **Ecosystems Programme**

*Programme Coordinator, Misaël Kokwe,*

THE IUCN ecosystems programme was developed with the aim of enhancing the capacity of ecosystems to contribute to the conservation of biodiversity and sustainable living in southern Africa.

Three main thematic areas of concentration are: regional biodiversity conservation, sustainable use of wetlands and their catchment, and collaborative forestry management.

Within these areas, the programme focuses on identification of threats to the thematic areas, promotion and improvement of knowledge on the conservation and sustainable use of the ecosystem; and the development and promotion of an ecosystem approach to conservation and sustainable use of biodiversity, wetlands and forests in the region.

#### **Highlights:**

- Implementation of village resource use plans in 8 pilot villages in Zimuto/Mshagashe
- Development of SADC-Wetlands Phase II project SADC/IUCN Regional Biodiversity Programme document finalised and approved by Global Environmental Facility
- Discussions and documentation on Lake Chivero resulting into publishing a book, *Lake Chivero: A Polluted Lake*.
- Co-ordinated the production of the first approximation of a meta-database on biodiversity information in Southern Africa

### **Environmental Information and Communications Programme**

*Programme Coordinator, Jacquie Chenje,*

The Environmental Information and Communications (EIC) Programme was established in 1996 with the challenge to integrate communication into all phases of IUCN's programme-design process as well as at the higher policy level where the absence of effective dialogue results in rejection of projects and policies by stakeholders.

The Environmental Information and Communications Programme of IUCN - ROSA is one the key components of the organization in that it assists the institution to develop messages coming out of its work and share these more widely with appropriate audiences.



PHOTO: Dennis Minty

*Environmental Education, a key to changing attitudes and behaviour*



To this end, the EIC Programme is constantly looking for creative and inventive communication techniques that are suitable to the knowledge, skills and communications practices of the groups or communities with which it aims to work and using the most effective tools with which to share information.

Its overall goal is to contribute to the sustainable and equitable use of natural resources in southern Africa, by strengthening IUCN members, commissions, partners and the secretariat through information exchange and communications.

#### Highlights:

- Connection of IUCN members to E-mail and Internet and establishment of a help desk
- SADC Environmental Education Policy Guidelines process
- CEC Regional Strategic Planning and Global CEC Steering Committee Planning
- IUCN President's visit
- State of the Environment Reporting Workshop
- Environmental Documentation and Resource Centre Network

#### **Institutional Development Programme**

*Programme Coordinator, Carmel Mbizvo*

The Institutional Development Programme (IDP) aims at contributing to the sustainable and equitable use of natural resources, by strengthening the capacity to understand and incorporate social, institutional and economic concerns in natural resource use.

While the focus of IDP is on the local level, it is recognised that what happens at the local level is influenced by a variety of legal, political, economic, social and technical conditions at all levels in society. IDP will therefore focus on national and regional policies, legislation, economic incentives and disincentives, and the role of government, NGOs and traditional institutions.

The programme's objective is to promote an integrated approach for the sustainable management of natural resources among institutions and NGOs, through sharing information, developing partnerships, and understanding better our socio-economic and institutional problems in the region.

To achieve this, the programme is specifically looking at enhancing capacities to address socio-economic concerns in natural resource management; strengthen capacities of institutions at local, national and regional levels to develop and monitor strategies for sustainable development; and promoting and facilitating the dissemination of information, extensive debate and building of a consensus on fundamental issues in sustainable use of natural resources.

#### Highlights:

- National Training Programmes for Natural Resource Managers in Mozambique, Zambia and Malawi
- Regional Environmental Strategies Network
- Environmental Economics Capacity Building Programme in Southern Africa
- Review of Victoria Falls Master Plan
- Review of National Parks and Wildlife Policies





## **SPECIAL PROJECTS**

### **Networking and Capacity Building - NETCAB**

*Project Manager, Reford Mwakalagho*

NETCAB's main objective is to enhance the capacity of southern Africa's government institutions and NGOs to address environmental policy and management issues relevant to increasing natural resource productivity through co-ordinated regional initiatives and networks. The programme is committed to increasing institutional management, technical and networking capacity in specific fields including community based natural resource management and terrestrial and aquatic biodiversity conservation; to strengthen national and regional capacity for environmental policy and strategy development and implementation; to increase dialogue, linkages and collaboration between stakeholder groups within countries and throughout the region; and to improve environmental information, communication and education products and processes which enhance the outreach of a broad range of target groups and raise public awareness.

#### **Highlights:**

- Production of a training module on project design and management
- Development of directory and database of donor profiles aimed at placing information on development support within easy access to members in order to enhance their fund raising capacity and the organisation of the Wetlands Training Needs Workshop.
- Bringing together NGOs and CBOs in seven SADC countries during CITES.
- Study on the introduction of fish species into the Limpopo river system emphasising on the mirror carp species.
- Identified and worked with a number of NGOs in the region to enhance their capacity in the implementation of the Convention to Combat Desertification.
- Supported the Southern African Sustainable Use Specialist Group (SASUSG) to contract Theatre for Africa to stage the play, Guardians of Eden, in Botswana, Malawi, Namibia, Zambia and Zimbabwe.

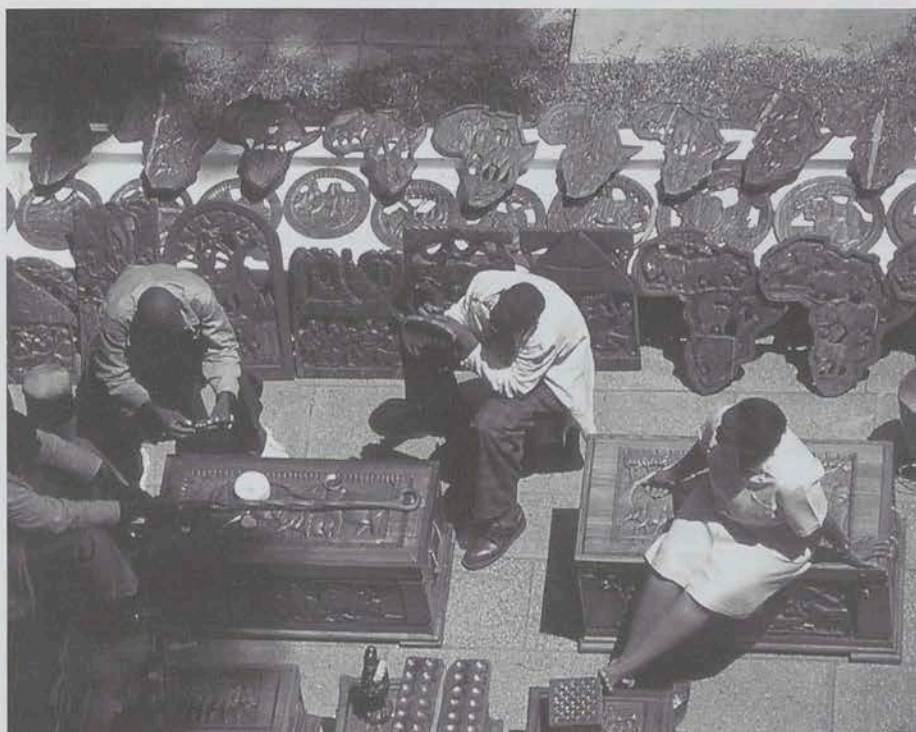
### **SADC Natural Resource Management Project**

*Project Manager, Steve Johnson*

The focus of the project is on Community Based Natural Resource Management (CBNRM). Its goal is to strengthen the capacity of the SADC Wildlife Technical Co-ordination Unit to facilitate regional co-operation and co-ordination amongst those countries with USAID supported NRM programmes; to introduce effective operational procedures for communications, planning, monitoring and evaluation; and to disseminate information on CBNRM throughout the region. Its objectives include: to develop project management and technical administration capacity; to improve liaison, communication and information exchange between NRMP implementing countries; to improve NRM project management and impact assessment, and to develop functional regional CBNRM communication systems.



PHOTO: Dennis Minty

*Deriving an income from forest resources***Highlights**

- Peer Group Exchange visits
- Training courses for CBNRM practitioners
- NRMP Biennial Conference
- Production and distribution of Resource Africa Newsletter
- Regional NRM based radio programmes

**Zambezi Basin Wetlands Conservation and Resource Utilisation Project***Project Manager, Eric Hiscock*

The Zambezi Basin Wetlands Conservation and Resource Utilisation Project was developed with a goal to conserve the critical wetlands of the Zambezi. Its objectives include: to articulate the true value and importance of the goods and services provided by wetlands at the local, national and regional levels; to effectively communicate the true value of wetlands to the region's people and key decision makers; to help alleviate poverty in the local wetland communities and thereby assist these communities to participate fully in the conservation of the base of their own livelihoods. It has project sites in Lower Shire-Malawi, Delta-Mozambique, Barotse Flood plain in Zambia, and Chobe-Caprivi in Namibia/Botswana.

**Highlights**

- Wetlands biodiversity study
- Photographic inventory of the four project sites
- Drug revolving funds established and functional in five communities
- Training for Traditional Birth Attendants
- Clearing of canals in Ndau, Zambia
- Drilling of shallow wells in Lower Shire





### **Lesson Story 3: Of Bread-Winners and Bread Earners**

Naphiri, a 42 year old woman (and a mother of eight) from one of the villages in the wetlands of the Zambezi basin always wakes up early in the morning. When her husband is home, one of her first assignments is to fetch water for household use especially to ensure that he has a warm bath before going to the river to catch fish for sale (where he stays for two weeks).

Thereafter, Naphiri goes to the nearby forest to fetch firewood for cooking. Then, she goes to the garden to attend to crops. On her way from the garden, she carries feed for the goats while ensuring that she has vegetables for the family's lunch. After preparing lunch for the family, she gets her fishing basket and joins the rest of the women to the river to catch some fish for the family's supper (since all that her husband catches is for sale). As she comes from fishing, she makes sure she has collected reeds and cane stalks to make baskets and mats for sale. She uses the money from this craft business to buy pressing household needs like soap, salt, paraffin, and saves for school fees. But sometimes the money that she earns is taken by her husband for his needs.

Realising the importance of these wetlands resources in the village, a project that places emphasis on the wise utilisation of resources like fish, reeds, soils, trees and water decides to hold an initial consultation meeting with the villagers. The village headman is approached to call for such a meeting. Hearing that the project focuses on resource use, the village headman sees it fit to involve those people who are providing for their families. He sends word to all the "bread-winners" of the village to attend the meeting and all the men in the village attends.

Although it is increasingly recognised in the development sector that women are involved in the management and use of natural resources in the Zambezi basin wetlands, there has not been sufficient participation by women in initiatives that aim at conserving resources. As such much of the efforts in wetlands conservation have not adequately articulated the issues and roles of women in wetlands conservation and resource utilisation.

Lessons from the Zambezi basin show clearly that women and children are involved in fishing using baskets made from reeds. Conservation extension that marks fishermen alone can therefore be extremely incomplete since women, who frequently fish in shallow waters where fish breed are left unexposed to issues about conservation and wise use.

Recognising this IUCN-ROSA's Zambezi Basin Wetlands Conservation and Resource Utilisation Project (ZBWCRUP) identified gender as one of the wetlands issues that the project should address.

Besides relevant studies that incorporated gender issues substantively, the project is making a deliberate attempt to address needs of women. Sub-project activities related to this have included sinking wells to lessen the burden and time of fetching water for household use; improved mother and child care through trained Traditional Birth Attendants (TBAs), enhancing income generating activities like production of ceramic ware and encouraging women to actively participate with men in decision making.



## COUNTRY OFFICE AND PROGRAMMES

### Botswana

*Country Representative, Ruud Jansen*

The Country Office in Botswana focused on strengthening the institutional and implementation capacity of environmental NGOs in Botswana; promoting sustainable development in business and industry; providing technical, logistical and administrative support to IUCN Regional Programmes, and ensuring the efficient and effective running of the office and to promote further growth of the Botswana country programme. 1997 highlights for the office include:

- Needs assessment of NGOs undertaken with local consultants and an assessment report was finalised.
- National NGO conference on the Environment organised in November in Francistown together with partner organisation (FONSAG).
- Technical backstopping to the Zambezi Basin Wetlands Conservation and Resource Utilization Project -Chobe-Capri component.
- General supervisory and logistical support provided, especially in facilitation of regional exchange visit to NRM projects and in design and implementation of CBNRM Special Studies research in Botswana under SADC-NRMP.
- Organised meetings on Land Issues arranged in partnership with ZERO.
- Diplomatic accreditation granted by the Government of Botswana.
- Draft Constitution for IUCN National Committee agreed in principle.

### Mozambique

*Country Representative, Ebenizario Chonguica*

The Mozambique Country Office has its focus on achieving an appropriate balance between field project implementation and the advocacy role highly necessary to influence policy change and decision making procedures within the country. 1997 highlights for the office include:

- Technical backstopping to the Zambezi Basin Wetlands Conservation and Resource Utilization project -Delta component.
- Macro diagnostic study of coastal zones aiming at generating resource information base to sustain integrated coastal zones planning and management.
- Bushmeat study funded by TRAFFIC to document wildlife management perspectives and existing data and information on formal and informal bush meat trade in Mozambique.
- Training in EIA auditing and review directed at senior officers from key ministries and institutions in natural resource management.
- National training programmes for middle level natural resources managers which aimed at enhancing the capacity of managers in participatory planning and management.
- Promotion of participatory approach to CBNRM through the Tchuma Tchato project
- Training in Environmental Impact Assessment and review
- Management plans for Maputo Elephant Reserve and Northern Sofala
- Review of CBNRM in Mozambique





## Zambia

*Country Representative, M. Maimbolwa*

In 1997 the country programme focused on establishing a secure financial base for the programme and exploring alternative funding for the office. Highlights include:

- Upper Zambezi natural resources management programme: Interim phase (March to December 1997 which completed some of the first phase activities.
- GEF Support for the preparation of biodiversity enabling activities in Zambia.
- Technical backstopping to the Zambezi Basin Wetlands Conservation and Resource Utilization Project - Barotse flood plain component.
- Review of the project document for the Environmental Assessment Programme for Zambia.
- Review of the Kasengo Area Rehabilitation Programme.
- Review of NGO Support Programme for Zambia.
- Participation in the Biodiversity Action Planning process for Zambia.
- Participation in the Zambia Forestry Action planning process.
- Participation in the Zambia National Environmental Action Planning process.
- EIA training programme for National Parks and Wildlife Services
- Facilitation of the implementation of NETCAB components in Zambia.

*Egyptian Superwinged geese enjoying nourishment from Chobe river*



PHOTO: Dennis Minty



## ROSA PUBLICATIONS AND REPORTS

1. Moyo NAG. Lake Chivero a polluted Lake, 1997, University of Zimbabwe/IUCN-ROSA.
2. Kokwe, M. Issues and Options for Biodiversity and Transfrontier Protected Areas Management in Southern Africa, 1997 (forthcoming), IUCN-ROSA.
3. Regional Workshop on Development and Implementation of Local Strategies for Sustainability: Workshop Report, 22-26 April 1996, IUCN-ROSA, Hwange, Zimbabwe.
4. Managing Communal Resources in Namibia: Theory and Practice - A Report of a Training Course for Natural Resource Managers in Namibia, 23 September to 10 October 1996, IUCN ROSA.
5. The Economics, Policy and Natural Resource Management Southern Africa Workshop Report, 11-13 September 1996, Pretoria, South Africa.
6. Water in Southern Africa, 1996, SADC ELMS/IMERCSA/IUCN.
7. Biodiversity of Indigenous Woodlands and Forests, (forthcoming) SADC ELMS/INERCSA/IUCN.
8. Profiles of Donors Supporting Environment and Development Initiatives in Southern Africa, July 1997, ZERO/IUCN/USAID.
9. IUCN Member Directory (forthcoming), IUCN.
10. Zambezi Basin Wetlands Conservation and Resource Utilisation: Inception mission report, 1996 IUCN-ROSA.
11. Taylor, M. Community Based Natural Resources Management: A select Foundation bibliography with special emphasis on Southern Africa, 1996, SADC NRMP, Lilongwe, Malawi, in collaboration with Africa Resources Trust, Harare, Zimbabwe.
12. Recursos Florestais e faunísticos do Norte de Sofala. Volume I - Plano Estratégico de Maneio Integrado 1997 - 2001, IUCN/DNFFB (In Portuguese).
13. Plano de Maneio - reserva Especial de Maputo 1997 - 2001, IUCN/DNFFB (In Portuguese).
14. Niassa Game Reserve: Management and Development Plan 1997 - 2006 Volume III Local Communities: Issues, Objectives and Action Strategy. 1997, IUCN-Moz., (In English).





*Fish is one of the valuable resources from the wetlands of southern Africa*

15. A review of Community Wildlife/Natural Resource Management Initiatives in Mozambique. 1997, IUCN-Moz, (In English).
16. Brochure on Conservation and management of wetlands, 1997, IUCN-Moz, (In Portuguese).
17. Katerere Y., 1997. Community and State Roles in Land and Forest Trusteeship in Southern Africa. Paper prepared for 15th Commonwealth Forestry Conference, May 1997.
18. Katerere, Y., 1997. Parks without Peace. Paper presented to International Conference on Transboundary Protected Areas as a vehicle for International Co-operation.
19. Development of a National Training Programme for Middle Level Natural Resource Managers, Report of a Planning Workshop for a Training Course, Andrews Motel, Lusaka, Zambia, 18-19 February, 1997. IUCN-ROSA.



## FINANCIAL REPORT

### The Funding Situation

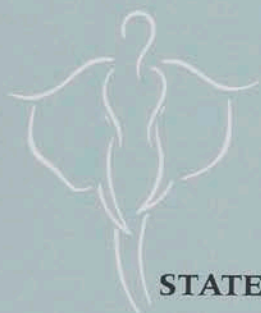
In the 1997 financial year the overall funding level was USD7.67 million compared to USD4.67 million for 1996. The proportion of core-funds from IUCN Headquarters in the year under review was 3.75 percent compared to 11.60 percent in the previous financial year.

IUCN-ROSA's consolidated accounts reflect a cumulative surplus of USD928 528. Major contributors to IUCN-ROSA in the 1997 financial year are listed under the audited accounts.

### INCOME RECEIVED AS AT DECEMBER 31, 1997 (US\$)

Source	Unrestricted USD	Restricted USD	Total USD
<b>Internal</b>			
General Programme Allocation	160,000	41,379	20,1379
Overhead Income	45,000		45,000
Staff Time	728,108		728,108
Internal Income Cross Charges	272,889	149,411	422,300
Unrestricted Income	86,207		86,207
<b>TOTAL</b>	<b>1,292,204</b>	<b>190,790</b>	<b>1,482,994</b>
<b>Government Agencies &amp; Other International NGOs:</b>			
Other NGOs	6,318	278,152	284,470
NORAD	6,878	293,407	300,285
DANIDA	8759	87,177	95,936
NETHERLANDS	1,300	200345	201645
GERMANY		210,554	210,554
EEC		554,417	554,417
SIDA		80,822	80,822
CIDA	5,579	1,021,219	1,026,797
USAID	3,750	2,883,708	2,887,458
Other Governments	28,099	21,928	50,027
UNDP		204,493	204,493
World Bank		91,398	91,398
Other International Agencies	36,316	85,259	121,575
WWF		11,788	11,788
<b>TOTAL</b>	<b>96,999</b>	<b>6,024,666</b>	<b>6,121,665</b>
<b>Other Income</b>			
Interest	32260	20830	53090
Exchange Gains	10719		10719
Recovered Expenses	954	1046	2000
Sales	2475	18	2494
Capital Gains	2137		2137
<b>TOTAL</b>	<b>48,545</b>	<b>21,895</b>	<b>70,440</b>
<b>GRAND TOTAL</b>	<b>1,437,747</b>	<b>6,237,351</b>	<b>7,675,099</b>





## STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 1997

	1997 USD	1996 USD
<b>FIXED ASSETS</b>		
Furn, Fixtures & Equipment (Note 2)	220,429	226,485
Less: Accumulated depreciation	(179,969)	(150,395)
	<u>40,460</u>	<u>76,090</u>
<b>CURRENT ASSETS</b>		
Cash & short term deposits	1,029,264	367,238
Accounts receivable	21,703	186,436
Staff accounts	150	30,721
Prepaid Expenses (Note 4)	13,567	7,436
	<u>1,064,684</u>	<u>591,831</u>
<b>TOTAL ASSETS</b>	<u>1,105,144</u>	<u>667,921</u>
<b>REPRESENTED BY:</b>		
<b>LIABILITIES AND FUND BALANCES</b>		
Current liabilities:		
Accounts payable and accrued liabilities	38,026	18,292
Headquarters Current Account (Note 3)	138,590	601,171
	<u>176,616</u>	<u>619,463</u>
<b>FUND BALANCES</b>		
Unrestricted funds (Note 3)	10,601	85,791
Restricted funds (Note 2)	917,927	-37,333
	<u>928,528</u>	<u>48,458</u>
	<u>1,105,144</u>	<u>667,921</u>

Accompanying notes are an integral part of this statement

Regional Director: Dr Y. Katerere

Finance Manager: Mr Y. Sikwila

Date: 30th April 1998



# STATEMENT OF INCOME AND EXPENDITURE FOR THE YEAR ENDED 31 DECEMBER, 1997

OPERATING INCOME	Unrestricted USD	Restricted USD	1997 Total USD	1996 Total USD
Internal Income	1,292,203	190,790	1482,993	1638,054
Government, Govt Agencies and International organisations	96,999	6,024,666	6,121,665	2,985,325
Other Income	48,545	21,895	70,440	47,375
	1,437,747	6,237,351	7,675,098	4,670,754
<b>OPERATING EXPENSES</b>				
ROSA Office	649,155		649,155	759,186
Communications	46,093		46,093	45,406
Regional Institutional Dev Programme	64,908		64,908	13,581
Ecosystems	57,185		57,185	29,679
Angola/Mozambique office	220,089		220,089	198,237
Botswana	133,496		133,496	189,618
Zambia	244,809		24,480	245,170
South Africa	1,875		1,875	-
Unrestricted	95,327		95,327	11,908
Restricted Activity	5,282,091		5,282,091	4,324,989
	1,512,937	5,282,091	6,795,028	5,817,774
<b>EXCESS OF INCOME OVER EXPENDITURE</b>	(75,190)	955,260	880,070	(1,147,020)





**STATEMENT OF MOVEMENT OF FUND BALANCES  
FOR THE YEAR ENDED DECEMBER 31, 1997**

	Unrestricted USD	Restricted USD	1997 Total USD	1996 Total USD
Fund Balances at beginning of year	85,791	(37,333)	48,458	1,195,477
Excess of income over expenditure (Note 3)	(75,190)	955,260	880,070	(1,147,019)
Fund balances at end of year	10,601	917,927	928,528	48,458

Accompanying notes are an integral part of this statement



## IUCN SOUTHERN AFRICA PROGRAMME

1997 Income by source, figures in USD

Source	Amount	Percentage
USAID	2,887,458	44%
CIDA	1,026,798	16%
EEC	554,417	9%
Internal Income	332,586	5%
NORAD	300,285	5%
Other NGO	284,470	4%
Germany	210,554	3%
UNDP	204,493	3%
Netherlands	201,645	3%
Other Internal Agencies	102,853	2%
DANIDA	95,936	2%
World Bank	91,398	1%
SIDA	80,822	1%
Other Governments	79,285	1%
Other Income	71,691	1%
<b>TOTAL</b>	<b>6,524,691</b>	<b>100%</b>

### Notes:

1. Internal income includes HQ allocations and overhead charges to country offices.
2. Other income includes capital gains, interest, exchange gains and book sales
3. Other international agencies include WWF, Ford Foundation, IDRC, IIED and UK Forestry Division  
Staff Time and management fees are not included in the above summary

## EXPENDITURE BY PROGRAMME

Programme	Expenditure	Percentage
Water & Wetlands	1,398,756	26%
Environmental Assessment & Strategies	1,168,553	22%
Institutional Development	992,102	19%
Environmental Policy & Law	935,284	18%
Protected Areas	172,569	3%
Social Perspectives	167,269	3%
Biodiversity	151,792	3%
Environmental Education	132,359	3%
Marine & Coastal	84,601	2%
Sustainable Use	78,806	1%
	<b>5,282,091</b>	<b>100%</b>

### Note:

Secretariat expenditure is not part of the above summary.





## NOTES TO THE FINANCIAL STATEMENTS AT DECEMBER 31, 1997.

### 1. ACTIVITY

IUCN-The World Conservation Union's Regional Office for Southern Africa is devoted to promoting and supporting action which will ensure the conservation of nature and natural resources in the Southern Africa Region and the world at large.

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING PRINCIPLES:

#### (i) Income

Income is accounted for on a cash basis

(ii) ROSA operating expenses are accounted for on an accrual basis except for projects which are accounted for on a cash basis.

#### (iii) Currencies

The financial statements are expressed in United States dollars. Books of accounts are maintained in United States dollars and transactions in other currencies are recorded at the rate of exchange ruling at the dates of the transactions. Other currency balances are translated at approximate rates of exchange ruling at the end of the financial year. Profits and losses on translation are taken to the income statement in the year in which they arise and are allocated to unrestricted funds.

#### (iv) Fixed Assets Capitalization (unrestricted funds)

The only assets that are capitalised are those purchased from unrestricted funds. Assets purchased from restricted funds are written off as an expense against the respective project budget.

#### (v) Depreciation

Fixed assets are depreciated over their expected useful lives on a straight line basis as follows:

Motor vehicles	-	4 years
Office furniture and Equipment	-	4 - 7 years
Computer hardware and software	-	3 years

#### Restricted use funds

Restricted use funds are donated funds subject to any externally imposed restrictions as to their use.

#### Unrestricted funds

Unrestricted funds are funds which are not subject to any externally imposed restrictions upon their use.

### 3. EXCESS OF EXPENDITURE OVER INCOME

ROSA carried into 1997 a surplus of USD 85 971.00 on unrestricted funds and a deficit of USD 37 333.00 on restricted funds. As at December, 1997, the balance on unrestricted funds was USD 10 601.00 and the restricted funds had a balance of USD 917 927. The current account deficit with headquarters was reduced by 77 percent from USD 601 171 in 1996 to USD 138 590 in 1997.

### 4. PREPAID EXPENSES

As at December 31, 1997, prepayments amounted to USD 13 567.00 and were as follows:

Insurance	1 888.00
Rent	10 521.00
Sun Accounts Maintenance	1 158.00
Total	<u>13 567.00</u>



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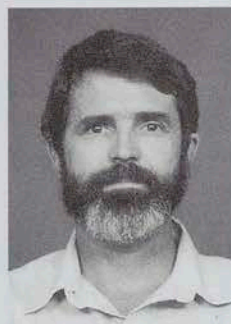
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