



# STATE OF KAVANGO ZAMBEZI TRANSFRONTIER CONSERVATION AREA 2006 – 2019







Angola  
9 062 167ha

17%



Botswana  
15 366 272ha

30%



Namibia  
7 151 643ha

14%



Zambia  
13 263 080ha

25%



Zimbabwe  
7 147 998ha

14%

## IMAGE

# Credits

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Left: Elephant in the Chobe River © Michael C Brook





# STATE OF KAVANGO ZAMBEZI TRANSFRONTIER CONSERVATION AREA **2006 – 2019**



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**Publisher:** KAZA TFCA  
**Author:** KAZA TFCA Secretariat  
P O Box 821, Kasane  
Republic of Botswana

# *Vision*

**“To establish a World-class Transfrontier Conservation and Tourism Destination Area in the Okavango and Zambezi River Basins, supporting sustainable development in this region by 2030”.**

# *Mission*

**“To sustainably manage the Kavango Zambezi ecosystems, and its heritage and cultural resources based on best conservation and tourism models for the socio-economic wellbeing of the communities and other stakeholders in and around the KAZA region through harmonisation of policies, strategies and practices”.**



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Acknowledgement firstly goes to the Partner States – Angola, Botswana, Namibia, Zambia, and Zimbabwe – who committed to establishing the Kavango Zambezi TFCA as one of the world's largest conservation and development programmes. Without their support, the dedicated focus and direction of their leadership and officials, delivery of conservation and development impacts at this scale would not be possible.

Additional guidance and information were provided by the various committees and structures of the KAZA TFCA, including the directors of the conservation authorities in the Partner States. The involvement and inputs from the various KAZA TFCA Working Groups, as well as, Sub-Working Groups, are acknowledged. Without their concerted efforts and guidance, capturing the essence of the various cross-cutting thematic areas covered in the report would not have been possible. The respective National TFCA Coordinators facilitated detailed information regarding the national initiatives and contributions. This group worked tirelessly coordinating discussions within and between the countries, stakeholders and communities, as well as, provided guidance regarding the structure and concept of the report. The KAZA Secretariat provided overall coordination and facilitation.

Although they are too numerous to mention individually, their contributions are deeply appreciated and acknowledgement is provided to the various International Cooperation Partners, Non-Governmental Organisations, Researchers, Scientists and Supporting Organisations. Their various contributions provided insights on the numerous activities and initiatives, as well as opportunities and threats at landscape scale from which the report benefited immensely.

To all involved, we extend our sincere thanks and appreciation.



## Executive Summary

This inaugural **State of KAZA Report** provides an overview on the progress, challenges and opportunities in the establishment and development of Kavango Zambezi (KAZA) Transfrontier Conservation Area (TFCA) covering the period from the signing of the KAZA Memorandum of Understanding in 2006, until 2019.

The Vision for KAZA is *“To establish a world-class transfrontier conservation and tourism destination area in the Okavango and Zambezi River Basin regions of Angola, Botswana, Namibia, Zambia and Zimbabwe within the context of sustainable development”*. KAZA is being implemented as a SADC programme, and consequently, the SADC TFCA performance assessment tool, comprising eight Key Performance Areas (KPA) and associated indicators, was adopted as the framework for organising the analysis of progress towards attaining the KAZA TFCA Vision.

The KAZA Treaty specifically calls for the creation of ‘...forums to facilitate consultations and effective participation of stakeholders in decision-making with respect to the development of policies and strategies related to the management and development of the KAZA’. Highlights of joint planning include the *pre-feasibility study for the establishment and development of KAZA* and eventual signing of the KAZA MoU in 2006; building and agreeing on a shared Vision as encapsulated in the KAZA Treaty; the development of *Integrated Development Plans (IDPs)* for the national components for the TFCA and the development of the *Master Integrated Development Plan* for the entire TFCA.

Additionally, some protected area planning has been aligned within Partner States and at the TFCA-level, and a portfolio of priority TFCA-level projects prepared; as well as, several strategic planning documents for key species. The 2019 Kasane Elephant Summit was a critical moment for KAZA as the Heads of State for the Partner States re-affirmed their commitment to the TFCA and the recognition of the TFCA's huge elephant population as a shared resource, opportunity, and responsibility. (*Detailed in KPA 1*).

KAZA's institutional arrangements have been informed by various processes including the *KAZA MoU*; the *KAZA Treaty*; the signing of a *Hosting Agreement* between KAZA and the Republic of Botswana; the implementation of the *Country Coordination* role requirement; signing of the *KAZA Fund Constitution*; the development of *Rules of Procedures* for the conduct of KAZA meetings; and, the establishment of *Working*



**Groups** to support the Joint Management Committee. Furthermore, a stakeholder engagement strategy was developed and used as a guide within KAZA. While the KAZA structures have been established and meetings held, the frequency of meetings is a matter of concern for some of the structures. *(Detailed in KPA 2).*

It is evident that the transboundary realities, large geographical extent, range of issues and scale of ambition to translate the KAZA vision into actions present a high degree of complexity which demands substantial financial and other resources over the long term. Attaining financial sustainability both in terms of Secretariat operations as well as investments into conservation and development activities within the landscape (including Partner State support to other sectors and not only wildlife) is key to the development of KAZA. Key initiatives undertaken to build the financial sustainability include the **KAZA Financial Sustainability Strategy**; the **KAZA TFCA Fund** as a special purpose vehicle; and the **KAZA TFCA Fund Constitution** which describes the rules and procedures for the management of the Fund. Through leveraging of **regional financial cooperation** with the Federal Republic of Germany through KfW, commitment of €35.5 million has been secured. Developing the **Master IDP** as the basis for conservation and development programming of the TFCA and **building relationships** with different collaborating local, regional and international NGOs, has resulted in progressively growing portfolio of initiatives funded by International Cooperating Partners. Based on recent estimates, it is conservatively estimated that approximately US\$ 63 million has been invested in KAZA by various organisations during the period 2014–2019. While there have been improvements in terms of donor diversification, much still needs to be done to secure funding under different mechanisms, directly to the Secretariat as well as through regional cooperation, collaborating partners and bilateral arrangements. *(Detailed in KPA 3).*

The KAZA Treaty provides for policy harmonisation as one of the objectives, calling on Partner States to “**promote and facilitate the harmonisation of relevant legislation, policies and approaches in Natural and Cultural Heritage Resources management across international borders and ensure compliance with international protocols and conventions related to the protection and Sustainable Use of species and ecosystems**”. In pursuit of this objective, the foundational activity was the development of the **KAZA Policy Harmonisation Strategy** which had proposals in the following three thematic areas, namely Natural Resource Management; Tourism; and Legal. Policy harmonisation, practices and operations instituted at country- and TFCA-level include Wildlife corridors; the **Kwando WDA Law Enforcement Strategy**; management plans for key wildlife species; Coordinated Fisheries Management; the **Chobe River Code of Conduct**; and the KAZA Impact Monitoring (KIM) M&E framework document and online database. Additionally the KAZA UNIVISA; the **KAZA Brand Guideline**; and the Transboundary Natural Resource Management (TBNRM) Forums all contribute to the alignment of policies at TFCA-scale. Excellent traction has been gained regarding the alignment of policy both at the broad, strategic-level, as well as at the operational-level. This is, however, an ongoing activity that the TFCA needs to proactively manage in a systematic manner to remain abreast of the needs across the broad spectrum of fields where harmonisation is required. Critical will be the regular updating of the M&E database, inclusive of a policy and legal register, so that management plans and interventions which require updating and alignment as conditions change, can easily be aligned. Importantly, metrics to measure impact need to be developed and standardised across the TFCA. *(Detailed in KPA 4).*

The KAZA Treaty commits Partner States to “... **the development of a complementary network of Protected Areas within the KAZA TFCA linked through corridors to safeguard the welfare and continued existence of migratory wildlife species**”. Attaining this objective requires supporting a network of protected areas that can mitigate habitat loss and fragmentation as key threats to biodiversity conservation. Long-term viability of especially wide-ranging wildlife species depends on connecting and securing their movement corridors across the landscape. Broadly, the establishment of KAZA demonstrates the commitment of Partner States to conservation at scale, enabling the combination of landscape-level conservation and transboundary approaches to ensure that representative samples of the TFCA's main habitat types are conserved, along with the integrity and function of the ecosystems. While protected areas are core conservation areas, many species are wide-ranging, requiring large areas – including areas outside of protected areas and across borders to survive. Measures being undertaken to ensure connectivity include the identification of six Wildlife Dispersal Areas (WDAs).



Elephants in savanna woodland © KAZA Secretariat.

## Executive Summary (continued)

Agreeing on WDAs and initiating their institutionalisation at transboundary- and country-levels has been a key step towards high-level land-use planning. Emphasis within WDAs is on maintaining landscape connectivity through implementation of conservation-friendly initiatives in various sectors. WDAs have been designated as transboundary interventions and are at the heart of national IDPs and the Master IDP. Other relevant interventions include fine-scale land-use planning, corridor development and protection, promoting community stewardship (and equitable access to benefits as well as transboundary collaboration), managing and investing in national parks, conservation of freshwater habitats and ecosystems, mitigating the negative impacts of veterinary fences, sustainable forest management, fire management, management of freshwater resources, as well as coordination of conservation effort by different actors. (Detailed in KPA 5).

One of the objectives of the KAZA Treaty is to ***“facilitate a healthy and competitive economic environment which promotes and enables public-private-community partnerships, private investment and regional economic integration”***. Two other Treaty objectives are directly relevant to business development, with an emphasis on tourism, including urging Partner States to facilitate ***“the provision of opportunities, facilities and infrastructure to transform the KAZA TFCA into a premier tourist destination in Africa consisting of a range of independent yet complementary and integrated sub-regional tourism development nodes”***; and ***“facilitation of tourism across international borders in the KAZA TFCA”***. Pursuant to these objectives, Partner States have undertaken initiatives either within the framework of KAZA or at Partner State level, in support of the KAZA vision. Key highlights include successful piloting of the ***KAZA UNIVISA between Zambia and Zimbabwe***; the establishment of a dedicated institution in Angola – ***Okavango National Management Agency (ANAGERO)*** – to promote and coordinate sustainable development opportunities in Angola’s Cuando Cubango Province, including in ecotourism, agriculture and green business opportunities; reactivation of Botswana’s ***Kasane Kazungula Re-Development Plan***; and publication of a ***Heritage Trail Map for the Botswana Component*** of the TFCA. Furthermore, Botswana Tourism Organisation (BTO) has developed management plans for at least five concessions within the Botswana component of KAZA, while Namibia developed different lodges based on a mix of Public-Private-Community Partnerships in various national parks, addressing both the ***business and community benefit components*** of tourism within protected areas. Zambia has established the Livingstone One Stop Shop to facilitate business registration in the tourism and support sectors with the aim of easing and quickening business, including obtaining necessary licences and permits.

In Zimbabwe, using the Public-Private Partnership (PPP) model, several new lodges have been developed in Zambezi National Park and Matetsi Safari Area. Existing lodges have also been refurbished in Matetsi Safari Area using the PPP model. (Detailed in KPA 6).

The KAZA Treaty has a specific objective which commits Partner States to ***“...develop and implement programmes that shall enhance the Sustainable Use of Natural and Cultural Heritage Resources to improve the livelihoods of Local Communities within and around the KAZA TFCA and thus contribute towards poverty reduction”***. From the onset, Partner States recognised that the establishment and development of KAZA needed the support, active participation, and ownership of local communities as custodians of the landscapes and natural resources on which their livelihoods depend. Initiatives undertaken to support community development have ranged from supporting and building strong local institutions (for natural resources management and local governance); provision of social infrastructure and services; supporting conservation agriculture (as a food security, climate adaptation and human wildlife conflict mitigation measure), as well as support to improved livestock production (and marketing) and initiatives to leverage culture and heritage for the benefit of communities. Community Based Natural Resources Management (CBNRM) has been an overarching strategy for promoting community benefits, stewardship, and engagement in natural resource management as well as safeguarding and promoting livelihoods. Through CBNRM, local-level institutional development processes which foster good governance and wildlife stewardship have been supported, including through locally-elected representatives in legitimate and legal structures operating as Community Based Organisations (CBOs). (Detailed in KPA 7).

The KAZA Treaty has two objectives relevant to joint operations, namely, ***“...develop agreements, protocols and guidelines as may be necessary in each area of cooperation which shall spell out the objectives and scope of, and institutional mechanisms for, cooperation”***; and ***“...make the KAZA TFCA a programme which epitomises and showcases benefit-sharing, equality, good governance, collaboration and cooperation.”*** Progress towards the attainment of the aspiration for collaborative or joint management is illustrated in among others the Strategic frameworks developed (such as for managing KAZA’s elephants and carnivores); joint wildlife management that has been undertaken; joint initiatives to combat wildlife crime have been launched; transboundary tourism programmes initiated (e.g. KAZA UNIVISA); and impact monitoring efforts coordinated. (Detailed in KPA 8).







Luengue-Luiana Angola © Kai Collins



Fisherman in Angola © Kostadin Luchansk

On the basis of the findings, observations and reflections summarised in this ***State of KAZA Report***, there are some strategic issues that may affect the future of KAZA. The over-arching expectation and desire is for KAZA to be a fully functional conservation area and landscape where people and wildlife co-exist, poverty is alleviated and tourists can have their idyllic African dream, in line with the KAZA vision, mission and objectives. Such an undertaking is challenged by many matters including regional geopolitics, international pandemics and national sovereignty, while conditions such as sustainable development and conservation area needs drive local impacts and interventions, both negative and positive.

For Southern Africa wildlife to survive into the next century there is a need to move beyond the limits of current conservation thinking; examples include thinking beyond managing a single TFCAs to much more ambitious and visionary programmes which would, through a series of migratory corridors re-instate 'drought corridors' by allowing movements along rainfall gradients between disjunct TFCAs. Re-connecting landscapes, including facilitating ecological connectivity between Southern Africa's TFCAs, would also serve to overcome the problem of inbreeding and genetic drift in small isolated populations, which in turn have increased their vulnerability to threats such as disease and climate change. In the immediate future, options to assure greater ecological connectivity between KAZA and nearby critical habitats include expanding the Angola component to include the "Angola water towers", which are an important origin and foundation for all downstream development and conservation activities for the Okavango basin.

In conclusion, through benefits from sustainable business ventures within KAZA, both existing and new, biodiversity conservation and community development can be concurrently attained. The KAZA objectives are clear. The methodologies for achieving most aspects of the KAZA Treaty and objectives are known. The cooperation, collaboration and integration between the five Partner States, like-minded International Cooperating Partners, NGOs, and a wide range of other stakeholders have been proven to work. More action on-the-ground is needed, and the impact of these actions measured, monitored and reported on. This ***State of KAZA Report*** lays the foundation against which the successes, challenges and failures can be gauged and reflected in future reports.







# Foreword

The Kavango Zambezi Transfrontier Conservation Area (KAZA TFCA) is a conservation, development and tourism partnership of the Governments of the Republic of Angola, Botswana, Namibia, Zambia and Zimbabwe. Its goal is *“to sustainably manage the Kavango Zambezi ecosystem, its heritage and cultural resources based on best conservation and tourism models for the socio-economic wellbeing of the communities and other stakeholders in and around the eco-region through harmonization of policies, strategies and practices.”*

To achieve this goal, various programmes have been put in place since the signing of the KAZA TFCA Memorandum of Understanding in 2006. Furthermore, the recognition of the KAZA TFCA within Southern African Development Community (SADC) in July 2006 also meant that it is a programme encapsulating the SADC vision of regional integration and the SADC objectives for promoting the wise use of natural resources and effective protection of the natural environment. Thus, in assessing how the KAZA TFCA has performed since the concept was initiated and formalised with the Treaty signing in 2011, this **State of the KAZA** Report adopts the SADC-endorsed Key Performance Areas for TFCAs.

Outside of the KAZA TFCA governance structures, International Cooperating Partners (ICPs) and other organisations working directly on KAZA projects and programmes, very few people seem to know what the KAZA TFCA actually is, or what it seeks to achieve. For the most part, the common assumption is that KAZA TFCA is a purely wildlife conservation project, and for that matter, with emphasis on only the formal protected areas in the five Partner States. Reference to the community development interventions being undertaken under the ambits of the KAZA TFCA is rare. The limited understanding of KAZA TFCA is a source of great concern.

This inaugural **State of the KAZA** Report has provided succinct and easy-to-read summaries of the aims, successes and challenges of this innovative, ambitious, and the world’s largest terrestrial TFCA.

The report is structured around the eight SADC Key Performance Areas (KPA) for TFCAs. Briefly, these KPAs cover joint planning; institutional arrangements; sustainable financing; policy harmonisation; sustaining and restoring landscape dynamics; business development; community development; and joint operations.

With a myriad of interventions across KAZA TFCA, these eight thematic areas offer a structured approach to communicating the TFCA’s progress during the period 2006-2019. This **State of the KAZA** Report describes what the five Partner States have collectively managed to achieve under each of the eight KPAs. Readers will learn about the successes, challenges, and future aspirations under each of these KPAs.

While the report is aimed primarily at the casual reader, it is also relevant to development practitioners, students and researchers. It highlights opportunities for evidence-based research on this grandiose conservation and development programme. I must also add that this publication is a very welcome development as it will improve our knowledge and appreciation of the KAZA TFCA environment, conservation and development challenges and opportunities more generally, which are crucial building blocks for the attainment of our KAZA Treaty. This is because when we all appreciate the evolution of KAZA, we can then know how we can meaningfully contribute and shape future interventions.

I would like to applaud all contributors to this inaugural **State of KAZA** Report. Lastly, urge you to make your friends, family members, neighbours, and other contacts, aware of this **State of the KAZA** Report, so that they can also learn more about the KAZA TFCA, for the mutual benefit of the people and nature across the KAZA TFCA. Happy reading!



Pohamba Shifeta, MP  
**MINISTER AND CHAIRPERSON OF THE  
KAZA MINISTERS COMMITTEE  
MINISTRY OF ENVIRONMENT, FORESTRY AND  
TOURISM, NAMIBIA**



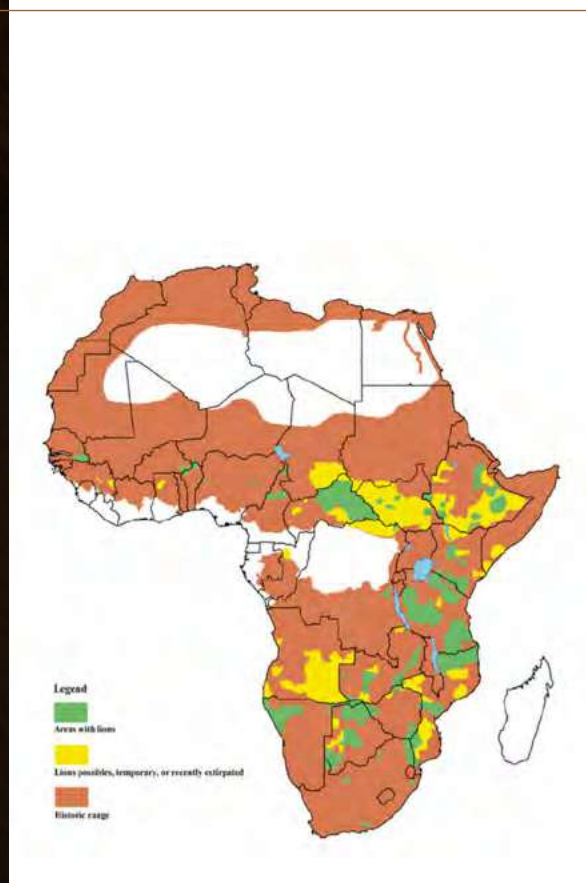
# Prelude

The lion provides the quintessential image of wildest Africa and it is symptomatic of the much bigger crises facing wildlife conservation, that so few people realise how enduring and rapid the decline of Africa's most emblematic predator has been and how tenuous its continued existence has become.

Only 15 per cent of the 200,000 lions that lived in the wild in Africa a century ago remain. Few species have experienced such a drastic loss of their range such that they are now extinct from 26 countries in Africa, with only 7 countries: Botswana, Ethiopia, Kenya, South Africa, Tanzania, Zambia and Zimbabwe believed to each contain more than 1,000 lions; that three of the five KAZA TFCA Partner Countries make this list attests to conservation success of the KAZA TFCA! Habitat loss through land use and land cover change has taken a heavy toll as has direct extirpation, with persecution and revenge killings for stock losses taking on a new dimension given the thousands of dollars lion bones can fetch on illegal, typically Asian, markets. Ominously, the remaining lion populations have yet to adapt to the worst effects of climate change, the chances of which amidst increasingly fragmented habitats and isolated populations seem very bleak indeed.

At least 3 areas within the KAZA TFCA - Kgalagadi, Okavango-Hwange and Mid-Zambezi areas, represent lion strongholds, with numbers in Kafue NP also promising. A minimum of 50 prides is felt to be necessary to avoid inbreeding depression and genetic drift with many areas such as Ngorongoro Crater in eastern Africa containing far fewer than this.





Colour ramp from blue to red, with dark blue being low values and dark red being the highest values. Areas with high cumulative resistant kernel value are expected to have high frequency of dispersing lions moving through them. Black areas have 0 cumulative resistant kernel value and are predicted to be beyond the dispersal ability of the species and have zero probability of dispersing lions moving through them.

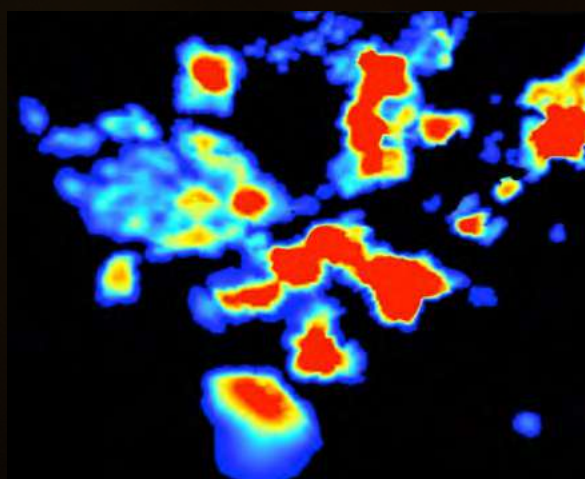
### Potential lion corridors in the KAZA-TFCA (Cushman et al., 2016)



## Lion Distribution in Africa

The borders of conservation areas, particularly when adjacent to livestock areas, can become 'hotspots' of livestock depredation, with lions in such cases often viewed with extreme antagonism by local inhabitants. Lions are efficient scavengers and so very vulnerable to poisoned carcasses set out to eliminate predators. As the KAZA TFCA becomes increasingly fragmented due to land use/land change connectivity between Protected Areas becomes increasingly tenuous (Trinkel and Angelici, 2016)

### Lion movements in the KAZA TFCA (Cushman et al., 2016)



As Frank et al (2005) put it "we will either learn to live with lions or we will lose them..... spears, bullets and poison are always cheaper and easier solutions than managing livestock, lions or growing rural human populations. Thus, rural people must perceive lions and other wildlife as valuable commodities if they are to accept the burden of living with animals: the benefits of wildlife must outweigh the costs. Effective lion conservation must combine effective management of risks with development of viable wildlife-based economies that improve the lives of rural Africans. Traditional peoples and wildlife managers already have most of the techniques necessary to manage depredation, but the greater challenge of managing ecologically sustainable rural development lies in the realm of policy, social science and politics." (Frank et al., 2005).



# Introduction

## Motivation and Purpose of this Report

Since the signing of the Kavango Zambezi (KAZA) Transfrontier Conservation Area (TFCA) Memorandum of Understanding (MoU) in December 2006, the five Partner States have wanted to publish information to illustrate individual and collective successes, challenges and experiences towards the realisation of the KAZA vision and objectives.

In November 2016, a *State of KAZA Symposium* was held at Victoria Falls celebrating 10 years of existence since the signing of the MoU. At this symposium, the motivation for a *State of KAZA Report* was unanimously accepted. Proceedings of the *State of KAZA Symposium 2016* was to be used as a stepping-stone and significant input towards the *Report*. Additional information was to be mobilised by the KAZA Impact Monitoring (KIM) Working Group, and other KAZA structures as required.

This is the first State of the Kavango Zambezi (KAZA) Transfrontier Conservation (TFCA) Report.

The report aims to provide evidence-based analyses on the establishment and development of KAZA between 2006 and 2019 and is intended to be produced every three years and seeks to:

- Provide an overview of the progress towards the achievement of the KAZA vision and targets linked to indicators in strategic KAZA documents, such as the Treaty and Master Integrated Development Plan;
- Highlight various developments, opportunities and constraints faced so far in the establishment and KAZA TFCA;
- Guide donors and partners to assess and evaluate their initiatives and identify areas for adaptive management;
- Motivate transboundary policy action;
- Raise awareness and market KAZA, and
- Design a template for future iterations of the *State of KAZA Report*.





## Case Study 1

### The State of KAZA Symposium 2016

The symposium provided a platform to showcase achievements against set objectives as well as highlight key challenges and discuss priorities going forward. The symposium was attended by ~300 participants from various sectors from across the region and beyond, reflecting the principles of multi-stakeholder participation and regional cooperation. Through a mix of remarks by ministers and other policy-makers, site visits to some projects, presentations, panel discussions, posters and bilateral meetings, participants exchanged experiences on among others: institutional, governance and policy change in natural resource stewardship in KAZA; what has been done to maintain and/or restore ecosystem integrity in KAZA in the light of other development needs and threats such as poaching; efforts towards collecting baseline data and monitoring KAZA impacts; and equally important, future prospects for KAZA. The full proceedings are available at <https://www.kavangozambezi.org/en/publications>.

### Southern African Development Community TFCAs

Contemporary conservation practices focus on sustaining or restoring ecological systems, and providing opportunities for neighbouring local communities to derive sustainable benefits, including income and other ecosystem services from conservation areas. Consequently, many of these conservation practices are specifically aimed at protecting the components and drivers that contribute to the functioning of ecosystems, even when these transcend sovereign boundaries, making TFCAs relevant and important as conservation tools.

Within the Southern African Development Community (SADC), TFCA development is guided by several policies and legal frameworks that provide an enabling environment, including:

- SADC Protocol on Wildlife Conservation and Law Enforcement (1999).
- SADC Protocol on Tourism (2009, amended in 2019).
- SADC Protocol on Forestry (2002).
- SADC Protocol on Shared Water Courses (2002).
- SADC Regional Biodiversity Strategy (2006).



Heads of States of the KAZA Partner States at the Kasane Elephant Summit of 2019 © N. Nyambe\_KAZA Secretariat

## Introduction (continued)



Heads of States of the predecessor of the Southern African Development Community (SADC), which was called Southern African Development Co-ordination Conference (SADCC), established in 1980 in Lusaka, Zambia © SADC Secretariat

The overarching SADC vision and mission statements for TFCAs as adopted by the SADC Member States at their meeting of March 2011 in Johannesburg, South Africa are as follows<sup>1</sup>:

**Vision:** “SADC, a model of community centred, regionally integrated and sustainably managed network of world class transfrontier conservation areas.”

**Mission:** “To develop SADC into a functional and integrated network of transfrontier conservation areas where shared natural resources are sustainably co-managed and conserved to foster socioeconomic development, and regional integration for the benefit of those living within and around TFCAs and mankind at large.”

The key components of the SADC TFCA Programme with their specific objectives are:

### Component 1: Advocacy and Harmonisation

- Promote political will in support of the development of TFCAs;
- Support the harmonisation of policy and legal frameworks for TFCA management; and
- Promote cross sectoral dialogue on TFCA developments at national and regional levels.

<sup>1</sup> Source: SADC Programme for Transfrontier Conservation Areas SADC Secretariat Gaborone October 2013

### Component 2: Enhancement of financing mechanisms for TFCAs

- Develop sustainable TFCA financing mechanisms.

### Component 3: Capacity building for TFCA stakeholders

- Enhance capacity for the successful development and management of TFCAs.

### Component 4: Establishment of data and knowledge management systems

- Establish platforms for data and knowledge management and information exchange; and
- Establish monitoring and evaluation frameworks for TFCA development and management at the TFCA and regional levels.

### Component 5: Enhancement of local livelihoods

- Empower local communities, especially women, to participate in TFCA decision making processes;
- Facilitate public and private investments in transboundary infrastructure, trade, and tourism projects;
- Increase opportunities for investment in income generating activities for local communities;
- Facilitate the mainstreaming of gender, HIV/AIDS and other health related issues into TFCA development;
- Develop a portfolio of transboundary infrastructure, trade and tourism projects within TFCAs;
- Convene investor conferences to encourage investment in these transboundary projects;
- Facilitate easing of trade barriers across borders;
- Identify and develop income generating projects and specific projects targeting women and the youth; and
- Integrate HIV/AIDS action plans into TFCA management plans.

### Component 6: Reducing vulnerability of ecosystems and people to the effects of climate change

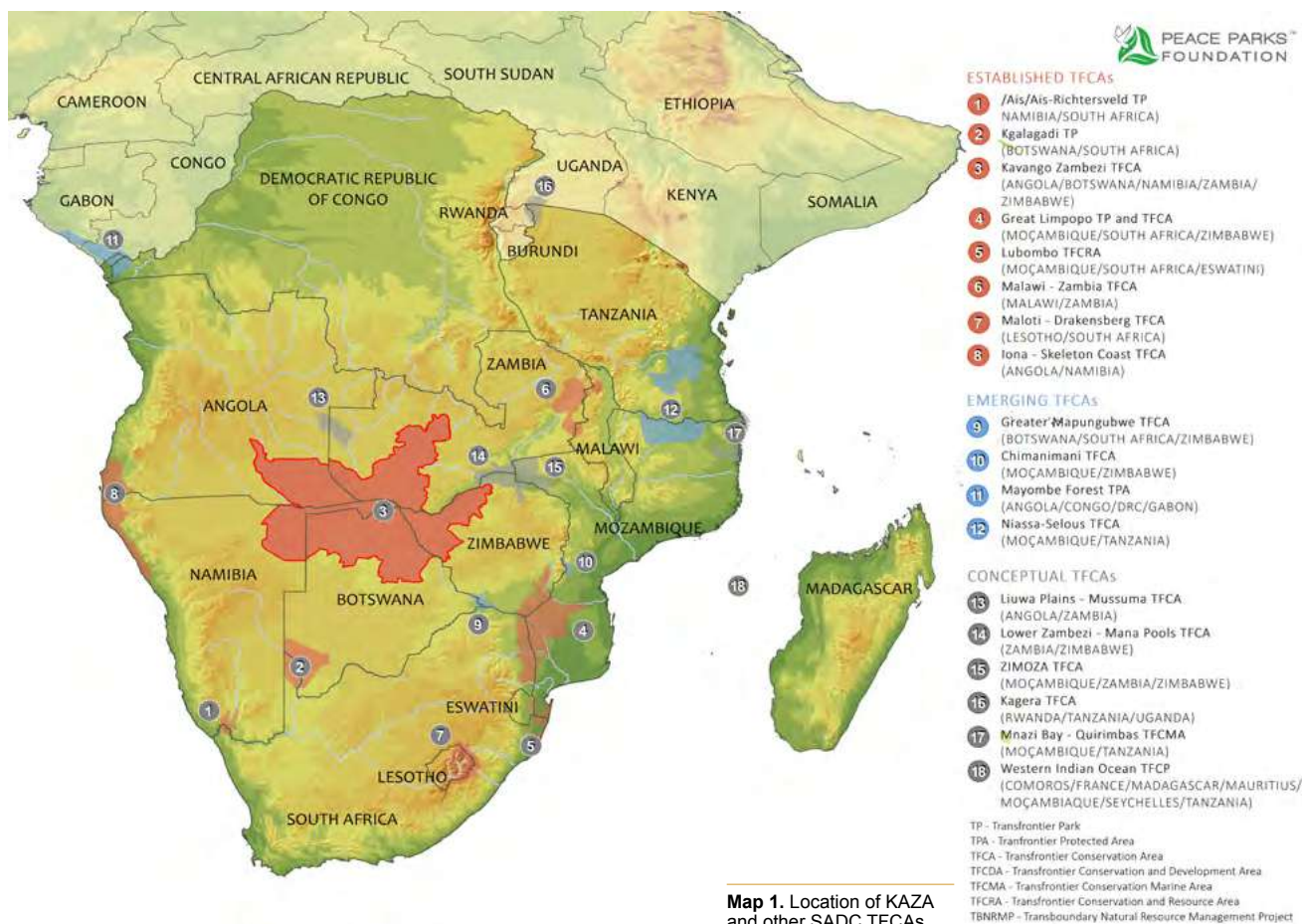
- Support the development of climate change mitigation and adaptation measures within TFCAs.

### Component 7: Development of TFCAs into marketable regional tourism products

- Increase the value and volume of sustainable nature-based tourism flows to the region; and
- Inculcate more equitable partnerships between private sector and communities in the tourism industry.

Across SADC, 18 TFCAs are at various phases of development (Map 1) exist, with KAZA being one of the eight that have been formalised, and is a recognised SADC project, encapsulating the SADC vision of regional integration and the SADC objectives for promoting the wise use of natural resources and effective protection of the natural environment.





**Map 1. Location of KAZA and other SADC TFCAs**

## KAZA TFCA - a Visionary Conservation and Development Programme

KAZA is an initiative of the Governments of Angola, Botswana, Namibia, Zambia and Zimbabwe. Through the establishment of this TFCA, the five Partner States have created an opportunity to harmonise regional legislation towards landscape-scale approaches to conservation and sustainable rural development.

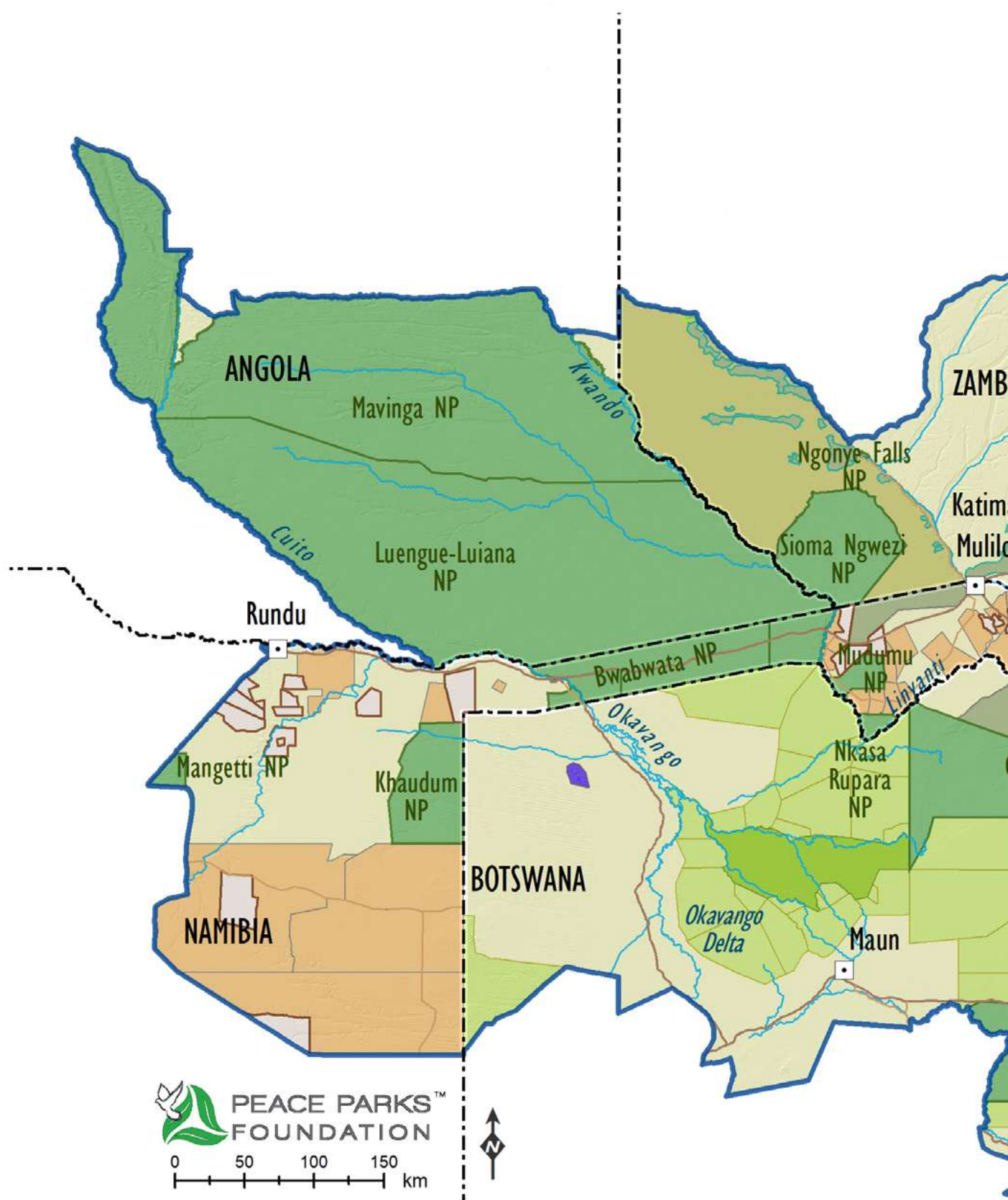
KAZA is situated in the Okavango and Zambezi river basins where the borders of the five countries converge. Covering nearly 520,000km<sup>2</sup>, KAZA is one of the largest TFCAs in the world, comprising approximately 20 National Parks, 85 Forest Reserves, 22 Conservancies, 11 Sanctuaries, 103 Wildlife Management Areas and 11 Game Management Areas (Map 2). This gives a total of approximately 373,000km<sup>2</sup> under some form of wildlife management, leaving about 147,000km<sup>2</sup> for agricultural use including rangeland.

### Overview of KAZA

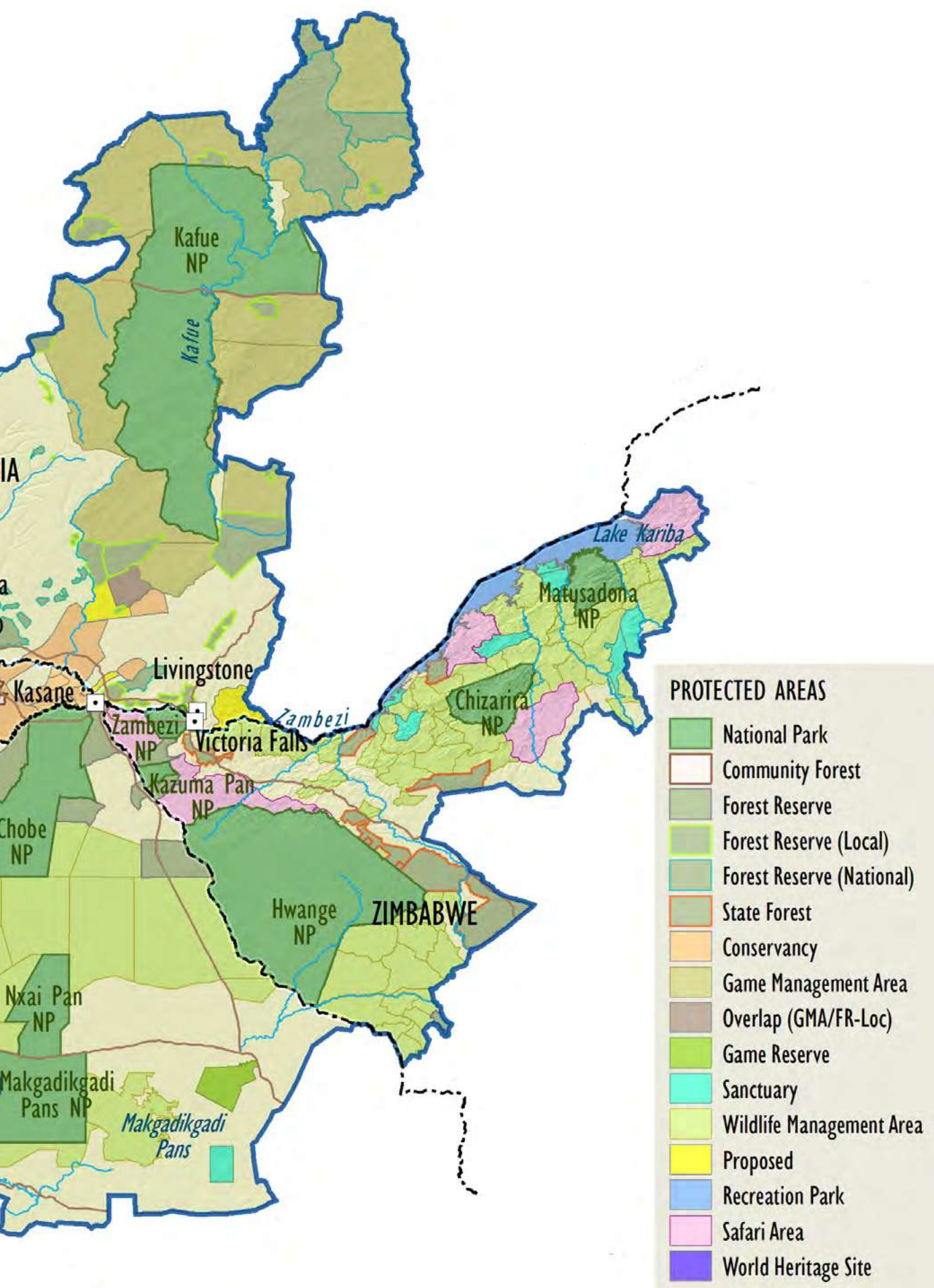
- 520,000km<sup>2</sup>
- Five Countries – Angola, Botswana, Namibia, Zambia, Zimbabwe
- Two River Basins – Okavango and Zambezi
- Four Major Rivers – Okavango, Kwando/Chobe, Zambezi, Kafue
- Three World Heritage Sites – Tsodilo Hills, Okavango Delta, Mosi-oa-Tunya Victoria Falls
- ~2,5 million People
- Four International Airports – Maun, Kasane, Livingstone, Victoria Falls
- >330 wild dogs (>25% of world's wild dog population)
- ~250,000 elephants (~50% of world's savanna elephant population)
- >601 species of birds (>6% of all known bird species)
- >2,645 vascular plant species.



## Introduction (continued)



Map 2. Land-use types within KAZA TFCA





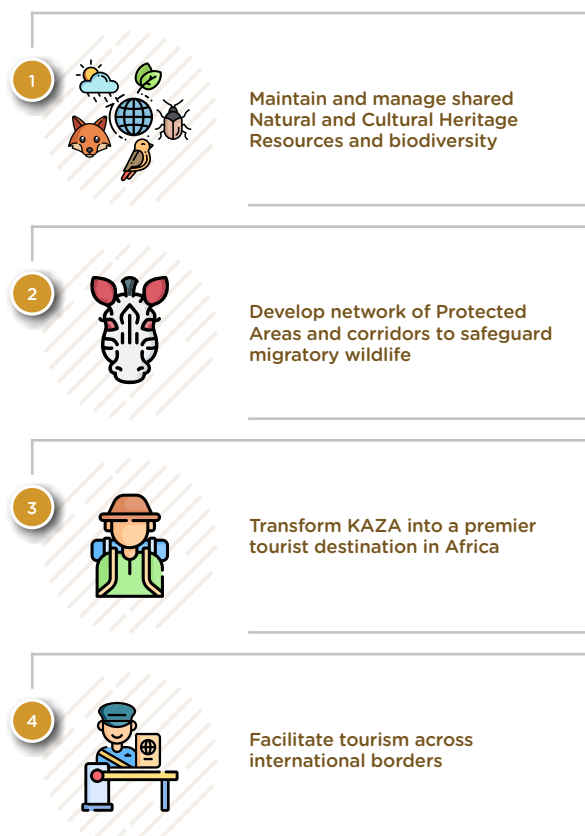
## Introduction (continued)

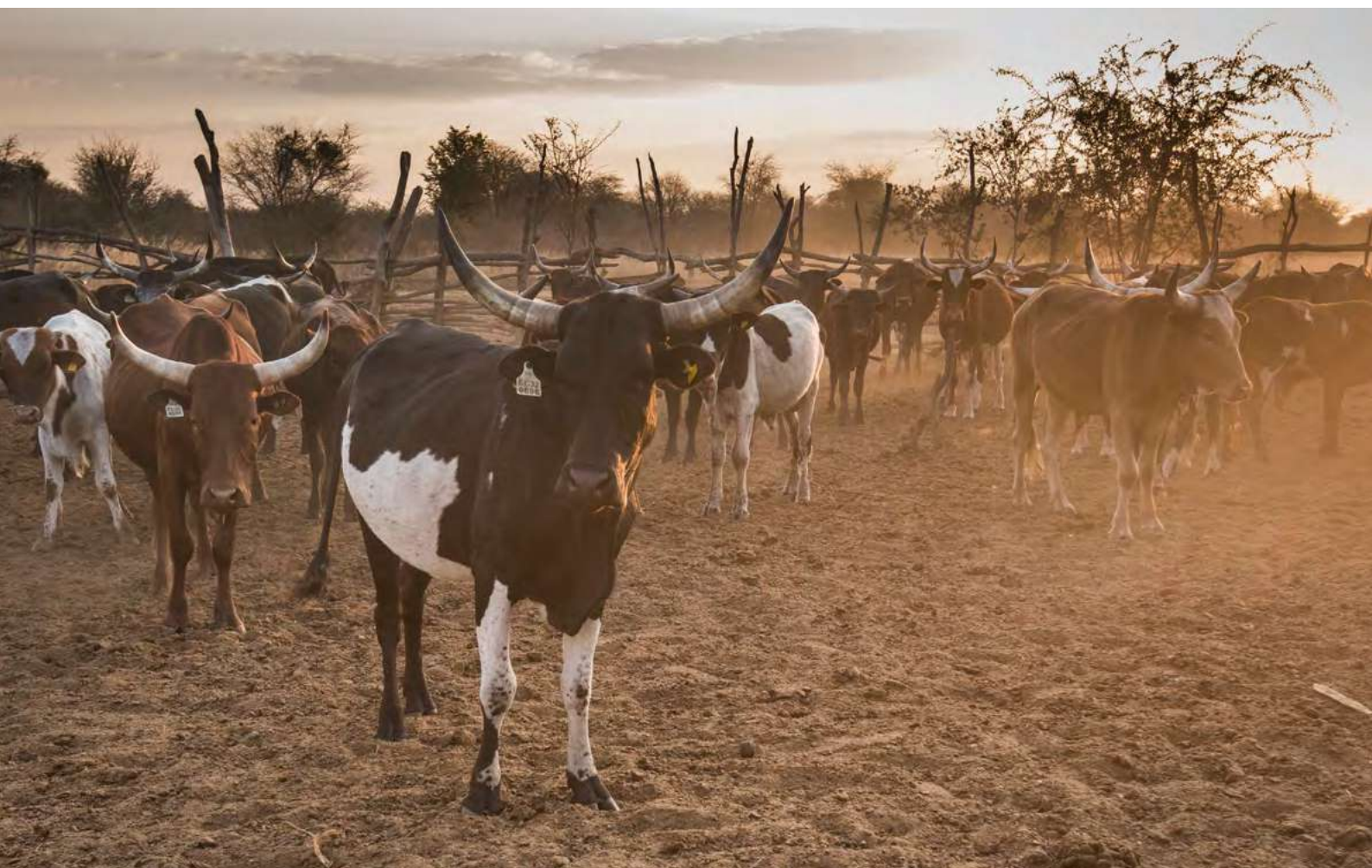
The **Goal of KAZA** is “To sustainably manage the Kavango Zambezi ecosystem, its heritage and cultural resources based on best conservation and tourism models for the socio-economic wellbeing of the communities and other stakeholders in and around the eco-region through harmonization of policies, strategies and practices.”

The **Vision** is “To establish a world-class transfrontier conservation and tourism destination area in the Okavango and Zambezi River Basin regions of Angola, Botswana, Namibia, Zambia and Zimbabwe within the context of sustainable development.”

The **Mission** is “To sustainably manage the Kavango Zambezi ecosystem, its heritage and cultural resources based on best conservation and tourism models for the socio-economic wellbeing of the communities and other stakeholders in and around the eco-region through harmonization of policies, strategies and practices.”

To attain the vision and mission, the KAZA Treaty articulates 12 objectives:

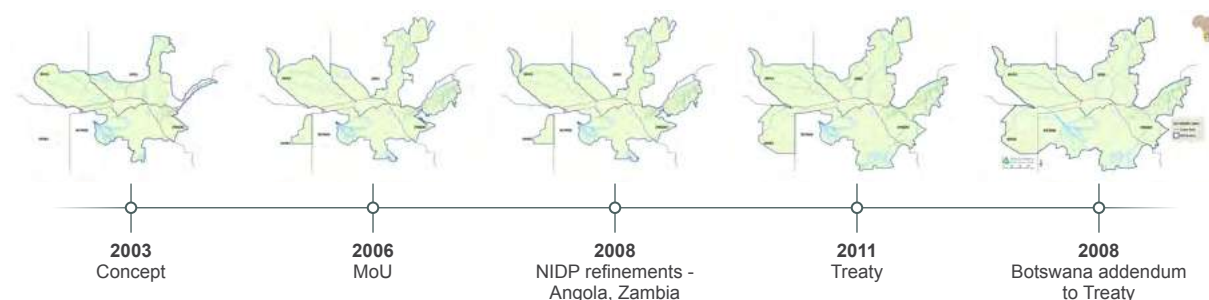




Livestock are an important livelihood activity that co-exists with wildlife in the KAZA landscape © Paul Funston

The geographic extent and composition of land uses within the KAZA co-existence landscape has evolved over time. The spatial extent is increasing as a consequence of broadened understanding of the value of TFCAs, and mounting confidence in KAZA, reflecting in the growth of the KAZA programme. Initially KAZA covered ~280,000km<sup>2</sup>, mostly formal

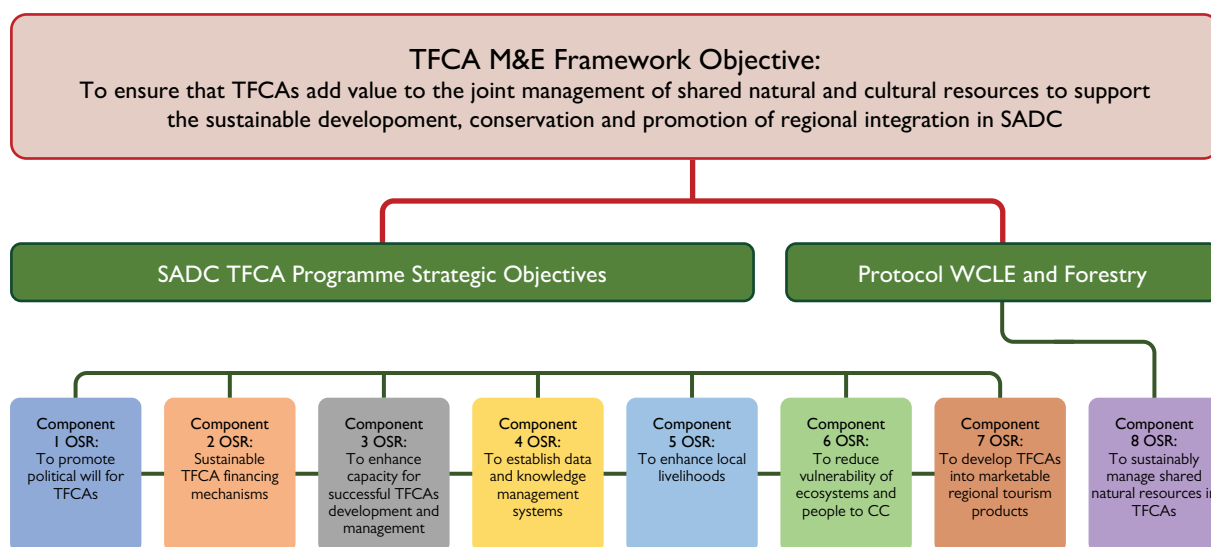
protected areas contiguous along borders between Partner States. Recognising the importance of ecological connectivity within a large conservation landscape, national and multilateral discussions were undertaken, culminating in changes to the shape and aerial extent, and ultimately improvements to the ecological functioning of the entire TFCA (Figure 1).



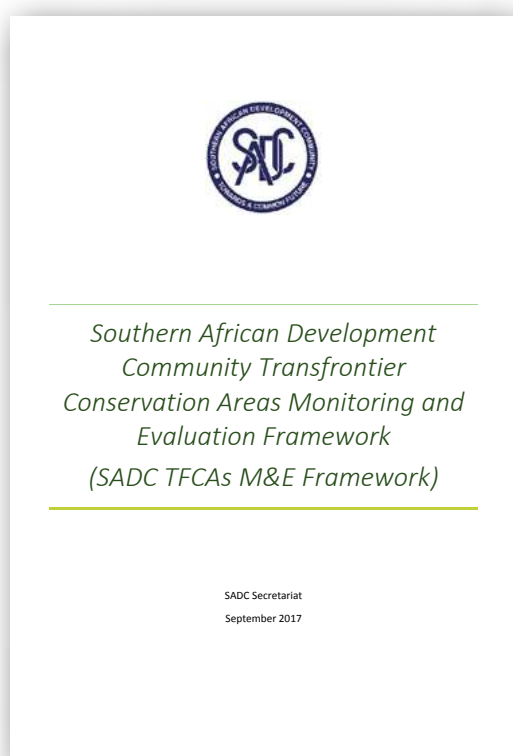
**Figure 1:** Evolution of the spatial extent of the KAZA TFCA between 2003 and 2008.



## Introduction (continued)



Summary of the SADC TFCA M&E Framework, SADC Secretariat 2017.  
OSR is Overarching Strategic Results



## This State of Kaza Report

### Framework - the SADC TFCA Performance Assessment Tool

The SADC Secretariat has developed the **SADC TFCA Performance Assessment Tool** to assist with the assessment of TFCA development and performance. This tool provides SADC Partner States with a platform for comparison across TFCAs, and therefore enables for lessons learnt in one TFCA to be transferred to another in a structured manner, while enabling collective SADC reporting on TFCAs. This tool is adopted as a conceptual framework in this **State of KAZA Report** for a myriad of factors. First, KAZA is a SADC Programme, and therefore needs to use SADC instruments. Second, the tool is a logical framework that already exists and thus its use avoids reinventing the wheel. Third, using the tool for this **State of KAZA Report** and subsequent ones, provides opportunity for comparability and tracking progress over time.

The *SADC TFCA Performance Assessment Tool* provides a framework to evaluate key activities required to systematically attain the specific objectives of the TFCA, while contributing to the attainment of broad regional and international conservation objectives. The tool covers eight Key Performance Areas (KPA), each based on clear and measurable indicators, covering four broad thematic areas – Governance, Resources, Business and Benefits.

Given the importance that *governance* plays in laying the foundation on which all operational aspects regarding conservation, business and community development interventions pivot, the first four KPAs relate to the governance of the TFCA, being:

- Joint Planning (KPA 1)
- Institutional Arrangements and Legal Status (KPA 2)
- Sustainable Financing (KPA 3)
- Policy Harmonisation (KPA 4).

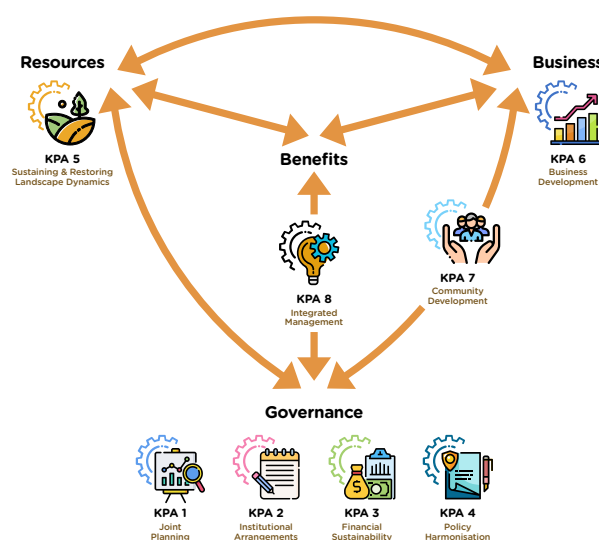
Coordination of activities and interventions aimed sustaining and restoring landscape dynamics underlying *resource* management (natural or cultural) are addressed in KPA 5 (Sustaining and Restoring Landscape Dynamics).

Recognising the importance of *business*, KPA 6 addresses this, especially tourism regarding revenue generation to support resource management, together with other economic activities, including agriculture, forestry and fisheries, as well as, alternative livelihoods for communities that pay the opportunity costs of living in or adjacent to protected areas. These business opportunities include partnership arrangements between communities, the public and the private sector, as appropriate.

Without actively initiating strategies, programmes and plans aimed at providing direct, tangible benefits to communities that host protected areas or support critical landscape dynamics, ensuring the sustainability of these sites becomes a challenge. Interventions need to be undertaken to ensure communities are important role players, actively involved in conservation strategies, plans and programmes, and not merely beneficiaries of external activities. Guidance regarding these activities is addressed in KPA 7 - Community Development.

Cutting across resource management, business development and community development interventions are activities aimed at coordinating cooperation, collaboration and integration of effort, all of which are captured in KPA 8 - Integrated Management.

Inextricably linked, yet distinctly separate (Figure Y), these eight KPAs provide the framework on which the progress regarding KAZA is reported. The separate sections of this report provide insight into each of these broad thematic areas and the progress that has been made by the KAZA structures and Partner States, from 2007 to 2019, towards attaining the KAZA objectives.



**Figure 2.** Graphic illustrating Key Measures of Success as promoted by SADC

## Process and Approach

The inaugural *State of KAZA Report* was prepared following an inception meeting with the KAZA Secretariat and Partner States to discuss the process and approach to the documentation of the report, largely based on the outcomes of the *State of KAZA Symposium*, as well as, data and outcomes from the KAZA Impact Monitoring System. An extensive literature review was undertaken, providing additional insight into achievements by the conservation authorities in the countries, researchers and NGOs active within KAZA. Initial discussions were undertaken with the Secretariat and Partner States, represented by the National Desk Officers and the Chairs of the various Working Groups, as well as, researchers, collaborating partners and NGOs, followed by reviews of the draft text and graphics. Several iterations of text were prepared, discussed with and refined by the KAZA Secretariat and Partner States, ultimately culminating in this report.



# Joint Planning



## KPA 1 Joint Planning

**Objective:** To collectively plan for the TFCA and ensure alignment between TFCA component plans as well as individual protected area plans.

**Indicators:** Feasibility Study; Shared Vision; Integrated Development Plans; Master Integrated Development Plan; Aligned Protected Area Planning; Transboundary Wildlife Dispersal Area Planning; Species Specific Conservation Strategies.

Given the realities of transboundary collaboration, joint planning is essential for the establishment and development of KAZA. In the guiding principles, the KAZA Treaty specifically calls for the creation of ‘...forums to facilitate consultations and effective participation of stakeholders in decision-making with respect to the development of policies and strategies related to the management and development of the KAZA’.

Stakeholders are also aware of the need for joint planning: ‘*Do not plan for us, plan with us*’ (Kgosi Mwezi of Kasane village, Botswana; KAZA TFCA Revisioning Workshop, November 2018).

Joint planning processes have generated key outputs and decisions which have been used to build consensus, provide motivation and lobby for support amongst stakeholders, including policy and decision-makers such as Ministers, Heads of State, and donors. Highlights of joint planning in KAZA include:

1. Partner State consultations with various stakeholders which led to the *pre-feasibility study for the establishment and development of KAZA* and eventual signing of the KAZA MoU in 2006.
2. Building and agreeing on a *shared KAZA TFCA vision* among the five Partner States, which informed the guiding principles and framework for the overall purpose and intention of the TFCA as encapsulated in the KAZA Treaty.
3. Development of *Integrated Development Plans* (IDPs) for the national components which involved in-country cross-sectoral consultations, stakeholder engagements and agreement on defined boundaries for the TFCA, priority projects.
4. Development of the *Master Integrated Development Plan* for the entire KAZA focusing on six Wildlife Dispersal Areas (WDAs), prioritised for their critical linkages between protected areas across the TFCA.
5. *Aligned protected area planning* such as the preparation of General Management Plans (GMPs) for the Sioma Ngwezi National Park and Lower West Zambezi GMA in Zambia, which serves as an example of spatial and temporal alignment at national-level, as well as WDA-scale. The planning took cognisance of the critical role that Sioma Ngwezi National Park plays within the context of the Kwando WDA linking crucial wildlife habitats in Botswana, Namibia, Angola and Zambia (i.e. WDA-scale), as well as, the critical linkages between the national park and the Zambezi River within the context of the portion of the Lower West Zambezi GMA in Zambia.



Zambian IDP signing ceremony, Livingstone, Zambia  
© Peace Parks Foundation

6. To guide field-level implementation of the Master Integrated Development Plan priorities within the TFCA, a collaborative process to develop the **KAZA Phase III portfolio priority projects** for funding by the Government of Germany through KfW (starting 2017), identifying critical transboundary projects and preparing for joint implementation in three of the six WDAs. This adopted a transboundary landscape connectivity approach which was not prioritised during prior phases (Phase I and II of KfW support, commencing 2011 and 2013 respectively) when most of the projects were in-country and primarily targeted institutional capacity development which was fundamental at the time.
7. **Strategic planning documents** which provide agreed frameworks and priorities such as the African Wild Dog Strategy, Carnivore Conservation Strategy, Strategic Planning Framework for the Conservation and Management of Elephants, the review and update of the Elephant Aerial Survey Methodology, and the decision to henceforth undertake the first ever synchronised KAZA-wide elephant across the TFCA.

Furthermore, in an effort to align the various KAZA protected area management plans to regional and international processes, in 2004 all five Partner States agreed to and endorsed the most comprehensive and protected area-specific commitments ever made by the international community, viz. the Programme of Work on Protected Areas (PoWPA) under the Convention on Biological Diversity (CBD). The PoWPA enshrines development of participatory, ecologically-representative, and effectively managed national and regional systems of protected areas, where necessary stretching across national boundaries<sup>1</sup>.

The PoWPA covers all aspects pertaining to protected area management (from designation, funding, planning and management), and was designed to serve as a framework for cooperation between Governments, donors, NGOs and local communities. The adoption of the PoWPA by all five Partner States is testament to the conviction that protected areas within the TFCA are crucial components deserving the highest levels of protection to secure ecosystem services and the provision of associated socio-economic benefits

## Case Study 2

### The process for the KAZA TFCA Treaty development

The multi-stakeholder bottom-up process started through informal discussions in 1993 looking at the possibility of a coordinated tourism initiative by tourism operators. This was followed by an NGO-driven process aimed at creating a transboundary conservation programme. It soon became apparent that without support from Governments, both tourism and conservation initiatives at a regional-level were challenging. In 2003 the five Partner States initiated discussion, culminating in the signing of an MoU in 2006. Following the MoU signing, a formal inter-governmental platform was created to plan KAZA as a transboundary conservation and development programme.

National processes were undertaken to understand requirements to effectively address the conservation, tourism and community development aspects of the TFCA. Once the Partner States, through the relevant ministries, were able to convince internal stakeholders that this ambitious initiative was feasible, and that significant positive impacts were attainable, the Heads of State acceded to formalising the KAZA TFCA through the signing of the Treaty in 2011.

As a conservation and development programme requiring collective agreement and planning, joint planning by the five Partner States is fundamental to realising the Treaty and its ambitious programme. To unlock the support of local communities, the private sector and international collaborating partners, and enable cross-sectoral alignment within countries, joint planning was needed, as well as alignment of KAZA plans with national processes and priorities. The bottom-up and consultative nature of the joint planning processes on which the Treaty was established and developed laid a solid foundation for the excellent functioning of KAZA seen to date.

<sup>1</sup> <https://www.cbd.int/protected/overview/>





## KPA 1 - Joint Planning



Zambian IDP stakeholders (traditional authorities)  
© Peace Parks Foundation

### Observations

Joint planning for the establishment and development of KAZA has occurred over time – starting from 1993 until the Treaty was signed in 2011. This has involved a myriad of stakeholders, local communities and community-based organisations such as community trusts, the private sector, government officials, national and international NGOs, International Cooperating Partners, and government officials at different levels. The outputs from the joint planning have been implemented to different extents. While there is significant progress to coordinate and implement the TFCA joint plans at the inter-government level, some challenges exist at the national and sub-national levels, with predominantly wildlife agencies leading the interventions, while other sectors are only progressively being involved at the country- and WDA-level.

It is therefore crucial for Partner States to collectively reflect on the capacity and resource requirements, and also expedite other actions required to assure greater efficiency and effectiveness of TFCA offices (which coordinate in-country TFCA interventions) while strengthening TFCA National Committees. The Kasane Elephant Summit, hosted by Botswana in May 2019, was a critical moment for KAZA as the Heads of State for the Partner States re-affirmed their commitment to the TFCA and the recognition of the TFCA's huge elephant population as a shared resource, opportunity, and responsibility. Critically, most of the national IDPs, and the Master IDP itself, will require updating over the next few years. Recent and emerging strategic and policy directions provided by the Partner States on collaborative management of shared natural resources within KAZA offer an excellent basis cross-sectoral platforms to review and implement joint plans.



KAZA Angola IDP Cover



KAZA Namibia IDP Cover



KAZA Botswana IDP Cover





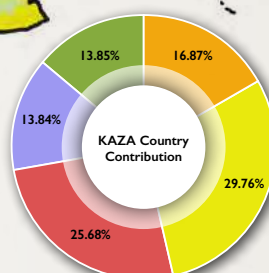
KAZA Master IDP Cover



KAZA Zambia IDP Cover



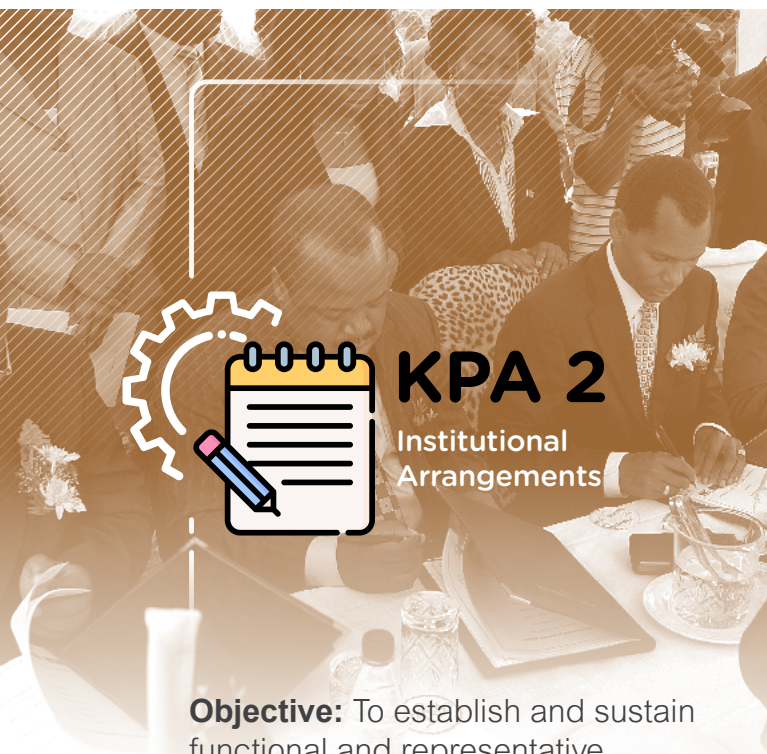
● Namibia	71,510km <sup>2</sup>
● Zimbabwe	71,482km <sup>2</sup>
● Zambia	132,635km <sup>2</sup>
● Botswana	152,668km <sup>2</sup>
● Angola	87,111km <sup>2</sup>



KAZA Zimbabwe IDP Cover



# Institutional Arrangements



**Objective:** To establish and sustain functional and representative institutional arrangements and governance structures.

**Indicators:** Signed MoU; Treaty/ Operational Protocol; Joint Formalised Structures; Legal Entity



Exchange of KAZA TFCA MoU by Ministers © Peace Parks Foundation

KAZA's institutional arrangements comprise a composite of legal provisions, administrative structures and financial provisions which give rise to a definable governance system including the rules of collaboration among the Partner States. The legal provisions are based on the KAZA Treaty which has been ratified by four of the Partner States. The main administrative structure is the KAZA TFCA Secretariat, based in Kasane (Botswana) since 2011, and operating as the coordination and facilitation hub for KAZA's development on behalf of the Partner States.

With the presence of the Treaty, KAZA is a Category A TFCA according to the SADC classification status<sup>1</sup>. The evolution of KAZA's institutional arrangements has been informed by various processes, including but not limited to the following:

1. The **KAZA TFCA MoU** which was signed by the five Partner States in 2006, signalled the start of formal processes for the establishment of KAZA.
2. The **KAZA Treaty** was signed on 18 August 2011 and provides:
  - the overall framework for the establishment and development of the TFCA and confers the status of a legal entity to the KAZA TFCA as an international organisation, which has **legal personality and power** to enter into contracts, acquire, or dispose of, movable, *inter alia* intellectual property, and immovable property and to sue and be sued.
  - for the establishment of the following **structures** which are responsible for the administration, management, and development of the TFCA:
    - Ministers' Committee (which has met at least once annually since 2003 and provides political leadership and ultimate approval of KAZA decisions);
    - Committee of Senior Officials (COSO; which renders Ministerial Committee decisions more operational, provides policy guidance, has financial oversight, harmonises Partner State expectations and supervises the Joint Management Committee);
    - Joint Management Committee (JMC; administers and manages the KAZA TFCA under the guidance of the COSO, and ensures the participation of stakeholders, monitors the operations of the Secretariat and creates *ad hoc* Specialist Advisory Groups (Working Groups) when necessary);
    - Secretariat; and,
    - National Committees (which serve as an in-country cross-sectoral oversight institution, responsible for among others, monitoring and planning).

<sup>1</sup> Category A TFCAs are established through a Treaty or any other form of agreement recognised by the participating countries (SADC Secretariat, 2013. *Southern African Development Community Programme for Transfrontier Conservation Areas*, Gaborone).

The composition and functions of transboundary structures are detailed in the Treaty which also highlights and reinforces consensus as the mode for decision-making among the Partner States.

In addition to the above, KAZA TFCA has been implementing specific provisions of the Treaty such as the following:

- Signing of a *Hosting Agreement* between KAZA TFCA and the Republic of Botswana, which provides legal certainty on issues pertaining to the conditions under which the KAZA Secretariat is hosted by the Government of Botswana on behalf of the other Partner States.
- Implementing the *Country Coordination* role requirement and ensuring the smooth handover process from one Partner State to another every two years.
- The *KAZA Fund Constitution*, which outlines principles to operationalise the KAZA Treaty's requirements for the establishment of the KAZA TFCA Fund.
- Development of *Rules of Procedures* for the conduct of KAZA TFCA meetings.
- Establishment of several *Working Groups* to support the JMC. Currently, the following working groups are in existence:
  - Legal and Human Resources;
  - Tourism and Communications;
  - Community Development (being re-organised);
  - Safety and Security; and,
  - Conservation Working Group, which has the following sub-working groups: Animal Health; Carnivore Conservation Coalition; Fisheries; Forestry; and Birdlife. A process to rationalise the sub-working groups was recently initiated following proposals to constitute sub-working groups for Elephant and Freshwater.

### Case Study 3

#### Is the 2011 KAZA vision still relevant?

For a partnership-based programme such as a KAZA it is critical that at strategic intervals, internal and external stakeholders critically assess the relevance of priority actions, so that resources can be more optimally directed towards areas of greatest need. It was in this regard that a *KAZA revisioning workshop* was convened in Kasane on 6 – 8 November 2018 to introspect on key lessons from implementation of interventions from 2006 to 2018. Lessons reviewed included those highlighted at the State of *KAZA Symposium 2016* held from 31 October to 2 November 2016 in Zimbabwe; this symposium sought to celebrate KAZA's achievements and progress, highlight positive and negative lessons learned, and harness recommendations for future direction. Following the *KAZA revisioning workshop* deliberations, the KAZA vision was reaffirmed as being still very relevant. However, several strategic actions were highlighted requiring urgent actions by the Partner States, including in the thematic areas of (i) integrated natural resource management and land use planning; (ii) tourism development; (iii) community development; and (iv) governance. Moreover, there was a strong recommendation on the need to improve communication to stakeholders and policy makers on the KAZA vision, the functioning of the governance structures, as well as on the progress towards implementation of KAZA projects and programmes.



Ministers signing KAZA TFCA MoU © Peace Parks Foundation





## KPA 2 - Institutional Arrangements



Signing of KAZA TFCA Treaty by Ministers from the Partner States, 2011 © Peace Parks Foundation





## Observations

Overall, KAZA has comprehensive institutional arrangements which continue to define the conditions under which decisions are made and resources are managed. The institutional arrangements coordinate the implementation of the TFCA interventions, provide robust and predictable structure to the policy-making processes, and are key for both internal integration and external adaptation as well as governance of the TFCA. However, resource constraints sometime constrain consistent participation of partner state representatives in technical platforms, notably the Working Groups. Consequently, there is need to continually explore and institute innovative mechanisms that would address the logistical challenges faced in KAZA technical structures. Eliminating these barriers would also improve the frequency of meetings for some of the Working Groups whose meetings are affected by resource constraints. Indeed, as WDAs are operationalised and new strategic partners (state and non-state actors) are brought on-board to help implement the KAZA programmes, resources will be required to facilitate such participation across the five Partner States.



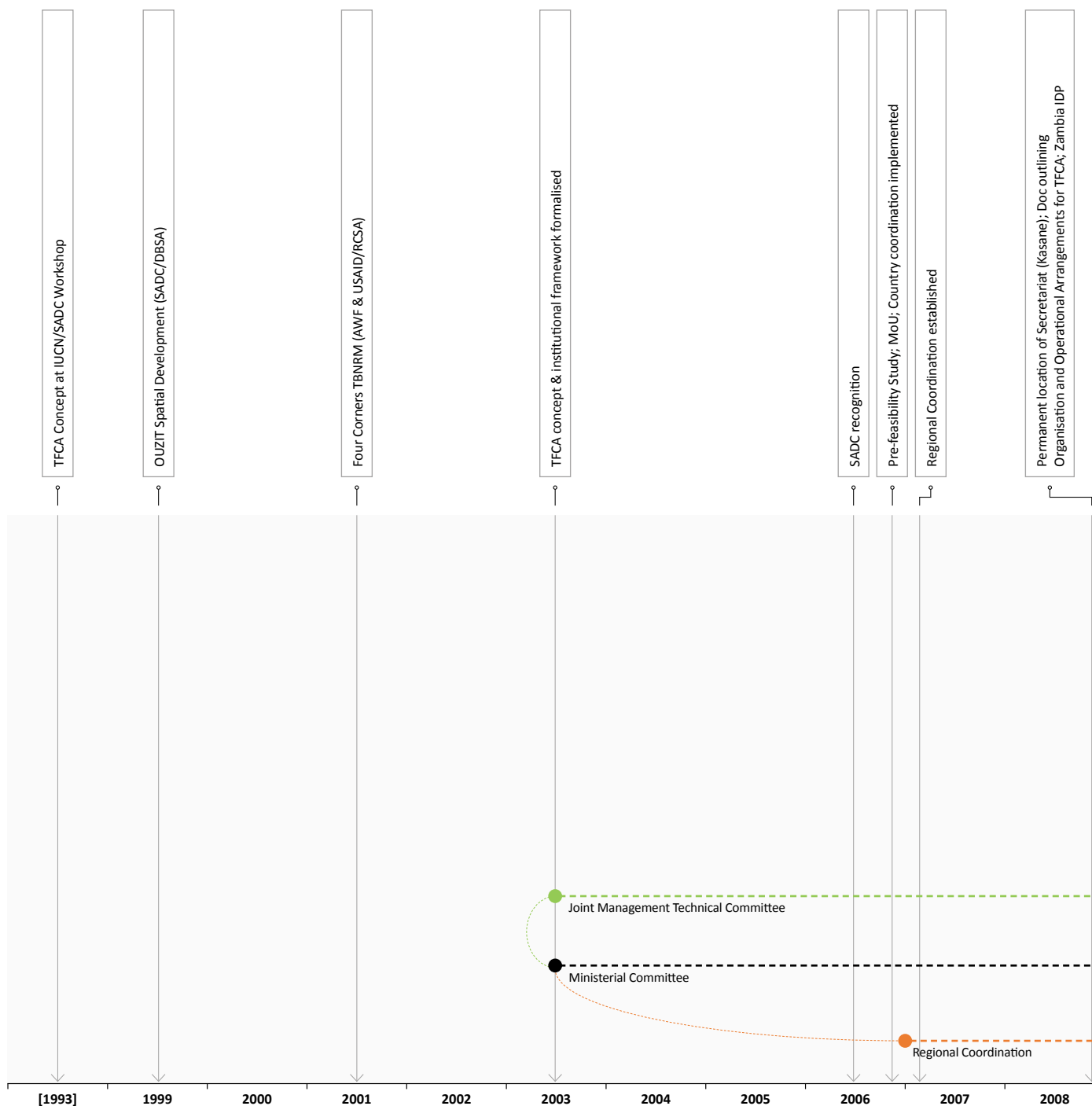
Official opening of the KAZA Secretariat Office in Kasane in 2011  
© Peace Parks Foundation

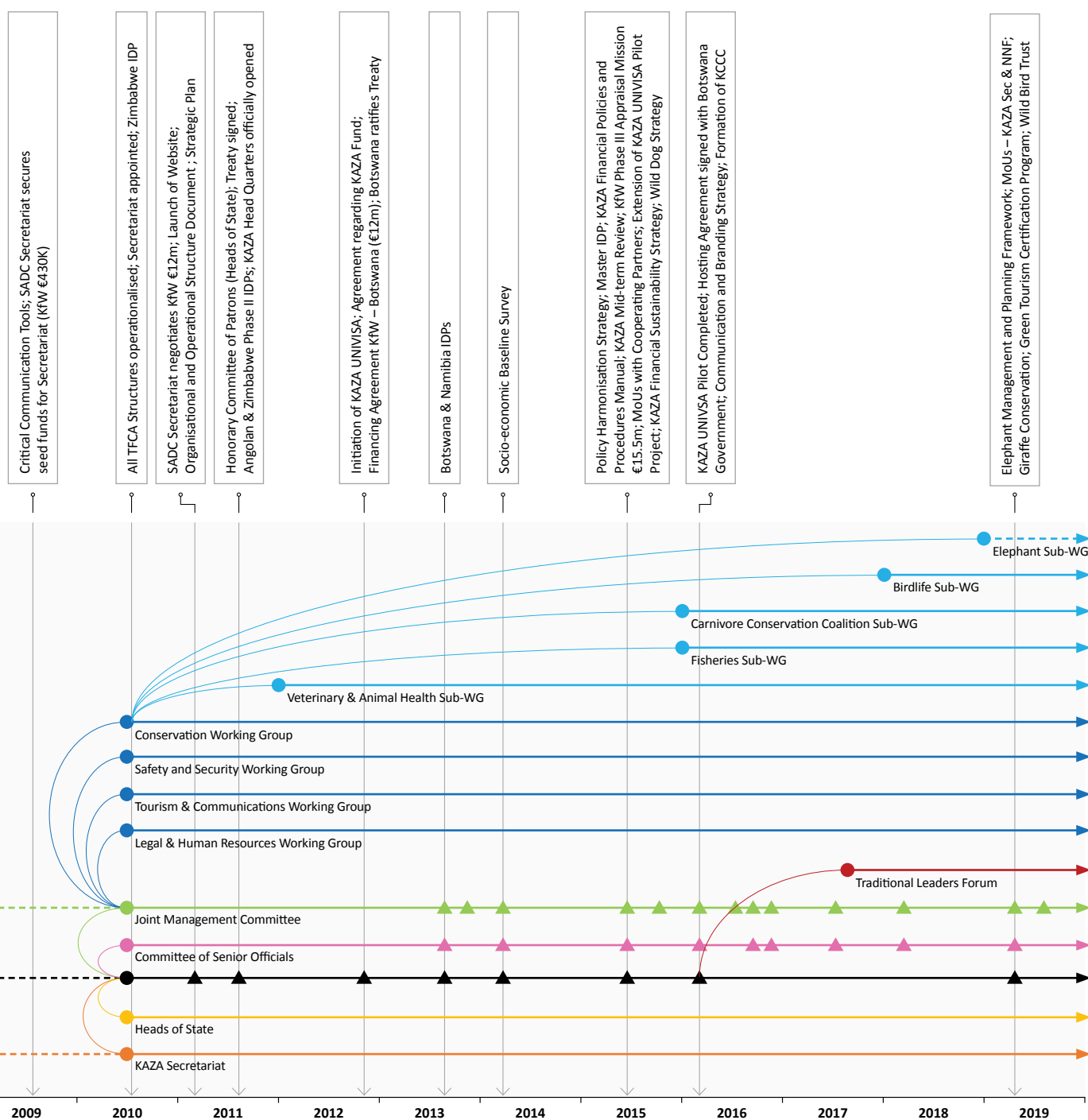




## KPA 2 - Institutional Arrangements

### KAZA TFCA institutional evolution, key events and milestones







# Financial Sustainability



**Objective:** To secure sufficient funding to implement actions to attain the envisaged TFCA objectives.

**Indicators:** Financial Sustainability Strategy (FSS); FSS Implementation Plan; Financial Mechanisms & Systems; FSS M&E including internal accountability.

The transboundary realities, large geographical extent, range of issues and scale of ambition to translate the KAZA vision into actions present a high degree of complexity which demands substantial financial and other resources over the long term. Attaining financial sustainability both in terms of Secretariat operations as well as investments into conservation and development activities within the landscape (including Partner State support to other sectors and not only wildlife) is key to the development of KAZA. Key initiatives undertaken to build the financial sustainability of the TFCA include:

1. Developing and implementing the *KAZA Financial Sustainability Strategy* (2013–2018) which identified key strategies for sustaining KAZA Secretariat operations and graduating Secretariat from donor support.
2. The KAZA Treaty specifically provides for the creation of a *KAZA TFCA Fund* as a special purpose vehicle for receipts and expenditure relating to the development of KAZA from various sources including Partner States, the private sector, civil society, and International Cooperating Partners.
3. The *KAZA TFCA Fund Constitution* which describes the rules and procedures for the management of the Fund to achieve the objectives of KAZA was developed in 2017 and is now operational. Four of the Partner States have signed the KAZA Fund Constitution.



Botswana delegation (on behalf of Partner States) signing a financial cooperation agreement with the a delegation of the Federal Republic of Germany towards KAZA support © KAZA Secretariat.

4. Leveraging the *regional financial cooperation* with the Federal Republic of Germany through KfW which has so far resulted in the commitment of €35.5 million (for the period 2011–2020) towards the development of KAZA by implementing priority projects and interventions in three phases: Phase I (starting 2011): €8 million; Phase II (starting 2013): €12 million and Phase III (starting 2017): €15.5 million.
5. Developing the *Master IDP* as the basis for conservation and development programming of the TFCA.
6. *Building relationships* with different collaborating local, regional and international NGOs, and with initiatives funded by International Cooperating Partners.
7. *Robust internal and external M&E* for the management of financial resources, including annual financial audits and reporting to Partner States and donors.

Based on recent estimates, it is conservatively estimated that approximately US\$63 million has been invested in KAZA by various organisations during the period 2014 – 2019.

Going forward, the KAZA Secretariat intends to develop and maintain a database of all investments into the TFCA which will be updated periodically and analysed to inform programming direction, leveraging existing funds and enhancing synergies, based on the current M&E and financial management systems.



Announcement of Dutch Postcode Lottery support towards KAZA © National Postcode Lottery

## Case Study 4

### The KAZA Fund

Emanating from the KAZA Treaty, the commitment of Partner States to KAZA culminated in the establishment of the KAZA Fund, aimed at augmenting donor funding with funds from national governments. Current annual contributions of US\$60,000 per country translate to a collective US\$300,000 per year. However, it is worth noting that Partner States do contribute to the implementation of both their national IDPs and their respective components of the Master IDP, in addition to direct contributions to the KAZA Fund. Future considerations on the operations of the KAZA Fund should consider two related but distinct sustainability priorities, being (i) the question of how far the KAZA Secretariat is en route to becoming a financially-sustainable entity, and (ii) how KAZA as a programme and TFCA landscape is attracting funding (and the source of the funds) and whether the current funding models are sufficient to achieve financial sustainability. Partner States and KAZA collaborators are making substantial contributions – in various sectors, including wildlife – towards the realisation of the KAZA vision. While there is evidence of growing investment in KAZA, it remains unclear how this investment contributes to addressing the priorities of KAZA as defined by the Partner States, and what the Partner States (supported by Secretariat) are doing to attract more funding and building a healthy funding pipeline to meet the size and scale of ambition of KAZA. Notwithstanding, the KAZA Fund represents an excellent strategic and effective instrument that should be aggressively marketed to leverage high-level donors – including multilateral agencies, the private sector, high net-worth individuals and civil society, in both conservation and development spheres – to achieve financial sustainability for KAZA programmes.





### KPA 3 - Financial Sustainability



Signing ceremony of the KfW Channelling Agreement towards development of KAZA by German Ambassador to Botswana, SADC Secretariat and Officials of the then Botswana Ministry of Environment, Wildlife and Tourism (on behalf of KAZA Partner States) in 2009 © Peace Parks Foundation





## Observations

The growing project portfolio, with funding increasingly from a myriad of sources, demonstrates positive progress towards resource mobilisation. However, given the large geographical extent and wide range of activities required to meet the KAZA aspirations, lack of sustainable and predictable funding remains a major risk factor. The Financial Sustainability Strategy (2013 – 2018) was specific to sustaining the operations of the Secretariat. The urgency to develop a comprehensive Financial Sustainability Strategy and implementation plan that aligns the programmatic aspirations with the Secretariat capacity and leveraging various sources of funding is self-evident.

As a conservation landscape, the KAZA TFCA has several Wildlife Dispersal Areas, three of which have been planned and are receiving attention in the form of funding and programmes, three have undertaken comprehensive planning and project prioritisation, yet await funding and focus, and a few areas are either completely contained within a single country or are being considered for inclusion as transboundary Wildlife Dispersal Areas.

Additionally, the KAZA TFCA has recognized the need to map funding across the entire landscape to ascertain areas requiring funding to optimize impact through increased collaboration, cooperation and integration of effort, including alliances between donors, funders and NGO partners.

In relation to opportunities, while there have been improvements in terms of donor diversification, much still needs to be done to secure funding under different mechanisms, directly to the Secretariat as well as through regional cooperation, collaborating partners and bilateral arrangements. Options that require deeper investigation and strategic planning include:

- Growing the portfolio of donors (with Secretariat, Partner States and collaborators working in partnership and integrating effort towards a common goal).
- Up-scaling opportunities that tap into multi-thematic funding (e.g. health and nutrition, water and sanitation, education and skills development, governance and human rights etc.), in addition to traditional conservation and tourism funding.
- Setting up of an endowment fund or any appropriate long-term financing mechanism as well as investigating options for contributing to the KAZA Fund by different donor funded projects within the landscape.
- Climate-Smart funding options, such as REDD+ (Reducing Emissions from Deforestation and forest Degradation), the sustainable management of forests, and the conservation and enhancement of forest carbon stocks.
- Payment for Ecosystem Services.
- Setting up a KAZA Tourism Levy.
- Impact Investor opportunities, inclusive of blended financing models.



# Policy Harmonisation



## KPA 4

### Policy Harmonisation

**Objective:** To synergise relevant operational policies of the Partner States, cognisant of sovereignty.

**Indicators:** Policy and Legal Database; Assessment and Review; Policy Alignment and Development; Harmonisation of Operational Policies.

Policy harmonisation is an important area of action towards the KAZA vision. The KAZA Treaty provides for policy harmonisation as one of the objectives, calling on Partner States to *“promote and facilitate the harmonisation of relevant legislation, policies and approaches in Natural and Cultural Heritage Resources management across international borders and ensure compliance with international protocols and conventions related to the protection and Sustainable Use of species and ecosystems”*. In pursuit of this objective, the foundational activity was the development of the KAZA Policy Harmonisation Strategy which had proposals in the following three thematic areas:

- Natural Resource Management (wildlife corridors, management of shared water courses for purpose of harmonising fisheries, and strategies for the conservation and management of single species);
- Tourism (addressing economic leakages by developing economic linkages, commitment to responsible tourism, and collection of fees via single pay-points); and,
- Legal (formal designation of protected areas, such as wildlife corridors and dispersal areas where appropriate).

Policy harmonisation, practices and operations instituted at country- and TFCA-level include:

- **Wildlife corridors:** this has emerged as a key planning concept that has been given effect by the Treaty and reinforced in various planning tools and strategies including country IDPs, Master IDP, several WDA - and wildlife movement corridor-specific projects and in-country planning processes such as:
  - In Angola, the management plan for the south-eastern portion of Luenge-Liuana National Park, specifically how this connects with other countries within the Kwando WDA;

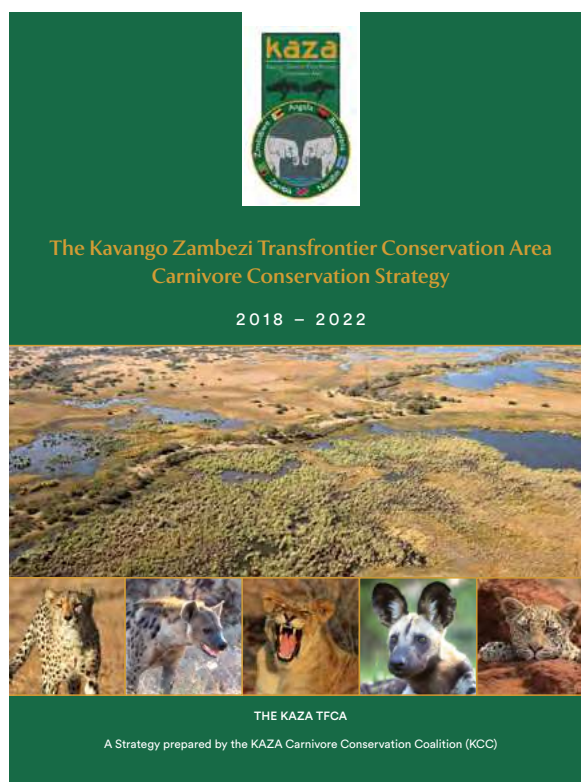


Joint patrols of wildlife corridors and transboundary law enforcement is enabled by harmonisation of policies across Partner States © Daniel van Vliissingen



KAZA is home to a significant number (~25%) of the world's wild dog, making this landscape one of the last strongholds for the species © Shannon Wild

- In Botswana, the Kasane-Kazungula Re-Development Plan includes wildlife corridors as a specific land use zone, within which infrastructural developments are not allowed to encroach, allowing long-term access to the Chobe River for wildlife that need to traverse through Kasane and Kazungula villages to access this critical resource;
- In Namibia, the Zambezi Integrated Regional Land Use Plan has mapped and formalised the most important wildlife corridors in the Zambezi Region as critical land use zones, so that proposed projects avoid conflict with these zones, while concurrently maximising community-level beneficiation opportunities afforded by the wildlife corridors. In addition, the Strategy for Wildlife Corridors of the Zambezi Region mapped identified wildlife corridors and means of securing and maintaining them. The strategy mitigates effects of encroachment by human settlements on wildlife corridors;
- Similarly, Zambia's General Management Plan (GMP) for Lower West Zambezi Game Management Area (GMA) has included corridors as part of the zonation scheme; this was the first time in Zambia that a GMP for a GMA provided for elephant corridors in the zonation scheme; and,
- In Zimbabwe, the Hwange-Senyati Biodiversity Corridor, linking Hwange National Park and surrounding areas to the protected areas along the Kariba shore and Zambezi Valley, is increasingly secured through conservation agreements and plans, such as the arrangement between Zimbabwe Parks and Wildlife Management Authority and African Parks regarding management support for Matusadona National Park.



- **Kwando WDA Law Enforcement Strategy:** This strategy was developed with support of the EU through the IUCN MIKE/CITES programme with a view to combatting wildlife crime and strengthening transboundary law enforcement in the following MIKE sites:
  - Bwabwata National Park;
  - Luengue-Luiana National Park;
  - Mudumu National Park; and,
  - Sioma Ngwezi National Park.
- **Wildlife species conservation:** the following species strategic plans – Elephant conservation and management; Carnivores conservation; and African wild dogs – provide frameworks for the conservation of affected species in response to the multiple and serious threats they face, cognisant of the importance of vertical integration and alignment of land use plans and land zonation in-country and at the TFCA-level. The intention is that all five Partner States should downscale and domesticate the regional frameworks through developing in-country species action plans that address the fine-scale spatial planning needs of the above-mentioned species, including securing the key wildlife corridors that the species require.
- **Co-ordinated Fisheries Management - Closed fishing season:** Botswana, Namibia and Zambia are implementing the closed fishing season on shared watercourses. While not completely harmonised in terms of the duration of the closed fishing season, the principle of reducing fishing pressure through a seasonal ban is now operationalised in the three countries.



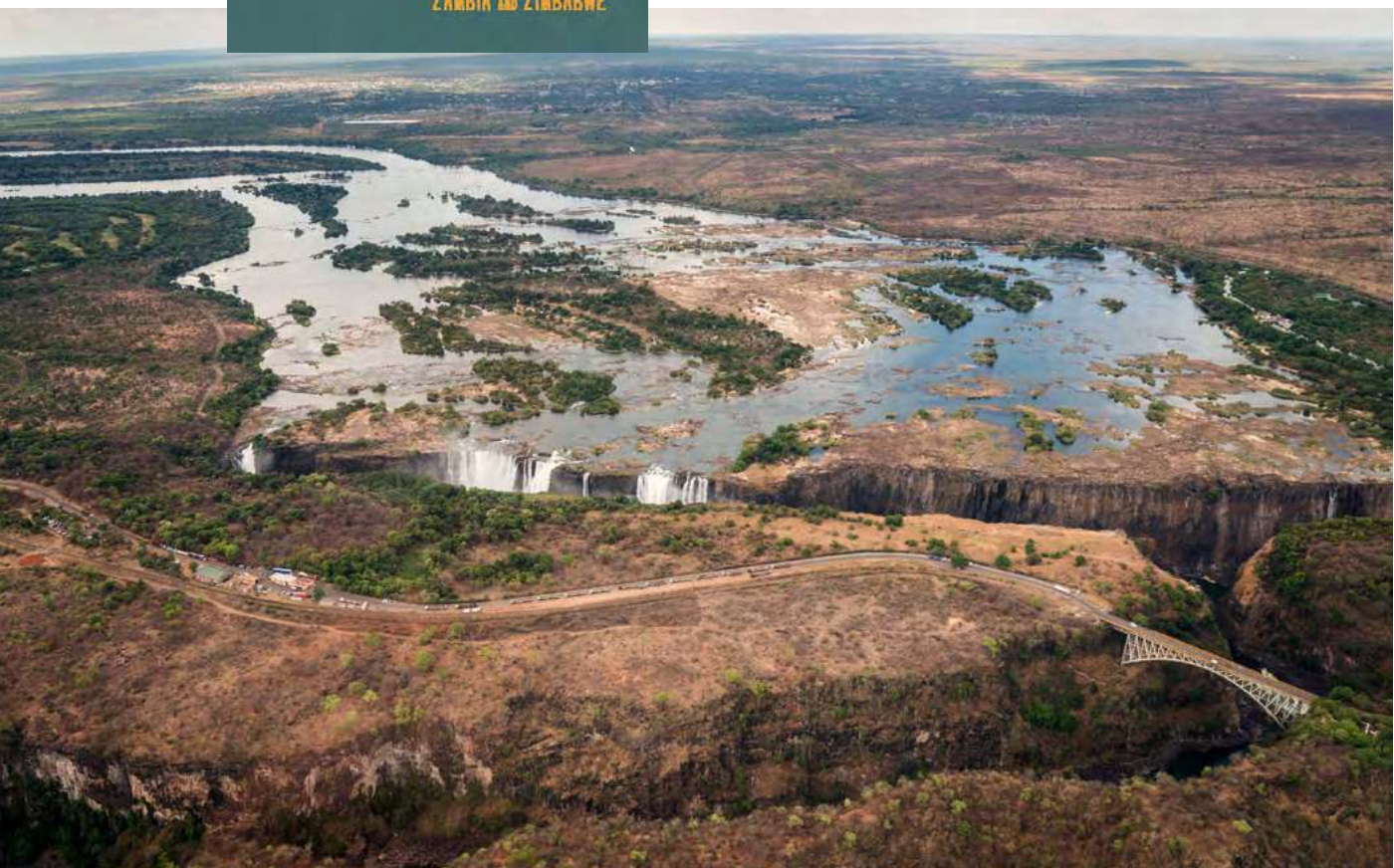


## KPA 4 - Policy Harmonisation

- **Chobe River Code of Conduct:** To promote harmonisation in the use of the Chobe River as a shared water course and resource, a draft Code of Conduct has been developed for eventual adoption by Botswana and Namibia. Replication potential for use in other shared watercourses to facilitate harmonisation of policy, guidelines, and practices is a consideration for the future.
- **KAZA Impact Monitoring:** The KAZA Impact Monitoring Working Group (KIM Working Group), formed in 2017, developed the KAZA Monitoring & Evaluation (M&E) Framework Document and an associated user-friendly, spatial monitoring online tool (<https://www.kavangozambezi.org/en/m-e>).

This tool enables users to assess change in biological and socio-economic indicator targets. Efforts to address data gaps include improved recording, and will significantly enhance the system's capabilities for collating and analysing data across all Partner States.

- **KAZA UNIVISA:** Ensuring easy movement of tourists across borders within KAZA is a critical intervention to establish the landscape as a world class tourism destination. An initial phase involving Zambia and Zimbabwe illustrated the value of eased movement through aligned policy regarding tourist visas. This has significantly increased tourism movement between Livingstone and Victoria Falls, as well as Chobe National Park in Botswana. Plans are underway to expand the KAZA UNIVISA to include Angola, Botswana and Namibia.

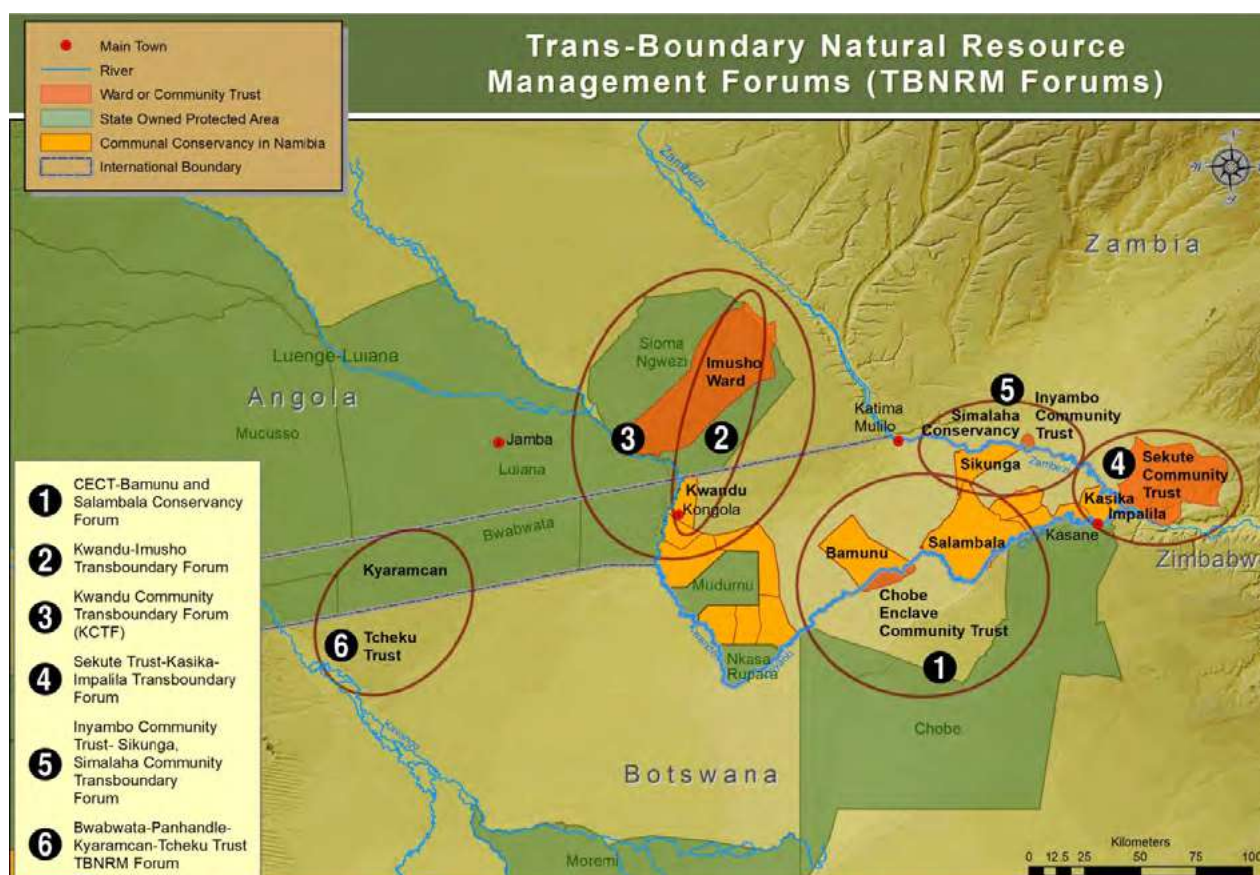


The KAZA UNIVISA has been piloted at the Victoria Falls, significantly increasing tourist numbers and facilitating seamless tourism movement at the site © Jaques Marais





- KAZA TFC Brand Guideline:** The Brand Guideline was developed by the KAZA Tourism and Communications Working Group during 2019. Since the KAZA logo is reproduced and used in various forms of communications originating from the KAZA Secretariat and authorised entities under the KAZA programme, it was necessary to prepare guidelines for the use of the logo and related branding tools. It is anticipated that consistent use of these guidelines will help improve recognition for the TFC.
- Transboundary Natural Resource Management (TBNRM) Forums:** The viability and success of KAZA depends on the involvement in and ownership of TFC processes by local communities living in border areas. A regional framework for collaboration by these communities through six TBNRMs has been created. These communities meet to discuss transboundary matters related to among others poaching, fires, wildlife crime, fisheries protection, and co-ordination of wildlife management issues such as game counts. The collaboration of local communities within and across the Partner States is critical to the creation and maintenance of wildlife corridors and dispersal areas across KAZA.
- Joint wildlife monitoring/census:** These are undertaken by conservancies and the TBNRM fora across the landscape, in a systematic and coordinated manner.
- Elephant survey methodology:** Experts from Partner States collaborated with international experts to firstly, review and update the current MIKE aerial survey standards for elephants, and secondly, design a 2021 KAZA-wide aerial survey, planned to guide the inaugural TFC-wide aerial survey of elephant and other large herbivores.



**Map 3:** Location of Transboundary Natural Resource Forums in KAZA  
Source: <http://www.nacso.org.na/news/2019/09/transboundary-forums>





## KPA 4 - Policy Harmonisation



Participants at the KAZA elephants survey design workshop © Ted Schmitt

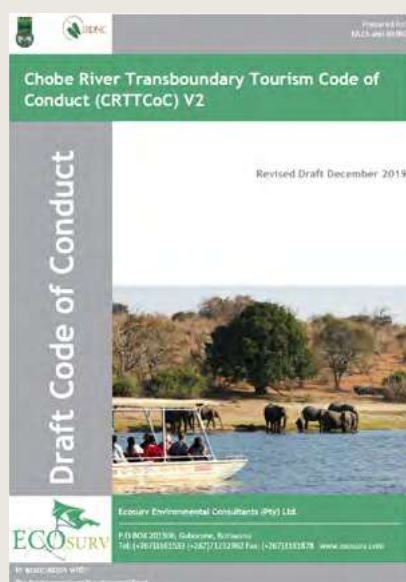
## Case Study 5

### Chobe River Code of Conduct

Phenomenal growth in tourism has been experienced on the Chobe River and stakeholders proposed the development of a Code of Conduct that could reduce conflict, overcrowding and misunderstandings, resulting in increased visitor satisfaction while guiding sustainable tourism development within this tourism hotspot. In the spirit of cross-sectoral bottom-up planning that is ingrained into KAZA processes, guidance regarding the development of the Code of Conduct was provided by a reference group established by KAZA structures, cognisant of the Chobe National Park draft Code of Conduct, international best practice and other relevant literature.

Extensive engagement with stakeholders, such as river users, local communities, government officials, the tourism industry and other key stakeholders, culminated in a vision being agreed upon.

The overall aim of the Code of Conduct is to provide a harmonised and standard set of procedures and guidelines for the use of the Chobe River shared watercourse so that tourism activities meet the highest aesthetic, ethical and environmental standards, without compromising the biodiversity of the river and surrounding area, the tourism experience, or the rights and livelihoods of local communities. This is an excellent example of stakeholders working together on the development of aligned policies and procedures regarding a shared resource that transcends international boundaries.



### Observations

Excellent traction has been gained in the alignment of policy both at the broad, strategic-level, as well as at the operational-level. This is, however, an ongoing activity that the TFCA needs to proactively manage in a systematic manner to remain abreast of the needs across the broad spectrum of fields where harmonisation is required. Critical will be the review and update of policy harmonisation strategy to gauge performance on the various priorities identified therein. Further, the M&E database, inclusive of a policy and legal register, need to be updated so that management plans and interventions which require updating and alignment as conditions change, can easily be aligned.

In terms of opportunities, strategies are required (at the TFCA-level) for aspects such as WDAs and cross-cutting thematic areas (e.g. local community participation) to be broadened to involve all areas critical for the realisation of policy harmonisation across all five Partner States. Similarly, the various KAZA working groups need to be supported to enable the development and alignment of strategies, plans and programmes. Key interventions, such as the KAZA UNIVISA and the Chobe River Code of Conduct, require broad application across other Partner States. For these interventions, the principles have been clarified and methodologies developed, and now implementation and replications need to be enhanced. Additionally, opportunities to harmonise operational activities such as joint patrols and movement of specimens across borders through standard operating procedures should be investigated and implemented. Such measures will assist to optimise impact of joint interventions.



Joint patrols are increasingly undertaken across KAZA's Wildlife Dispersal Areas © Daniel van Vliissingen



# *Sustaining & Restoring Landscape Dynamics*



## **KPA 5**

### **Sustaining & Restoring Landscape Dynamics**

**Objective:** To sustain ecosystem integrity and landscape dynamics, both natural and cultural, where intact and restore where fragmented.

**Indicators:** Understanding landscape characteristics and dynamics; Conserving landscape level ecological connectivity and wildlife movement; M&E and Reporting.

The KAZA Treaty commits Partner States to “... *the development of a complementary network of Protected Areas within the KAZA TFCA linked through corridors to safeguard the welfare and continued existence of migratory wildlife species*”. Attaining this objective requires supporting a network of protected areas that can mitigate habitat loss and fragmentation and related key threats to biodiversity conservation. Long-term viability, especially of wide-ranging wildlife species depends on connecting and securing their movement corridors across the broader landscape. Otherwise, transboundary wildlife movement, a key expectation and part of the rationale for the establishment and development of KAZA, is unattainable. Attention to landscape dynamics, notably, water, physical barriers such as fences, and fire as key drivers of wildlife dispersal and movement within and between protected areas is essential. An overview of progress and challenges towards sustaining landscape dynamics where they are intact or restoring these dynamics where they have become fragmented, is outlined below.

### **Understanding Landscape Characteristics and Dynamics**

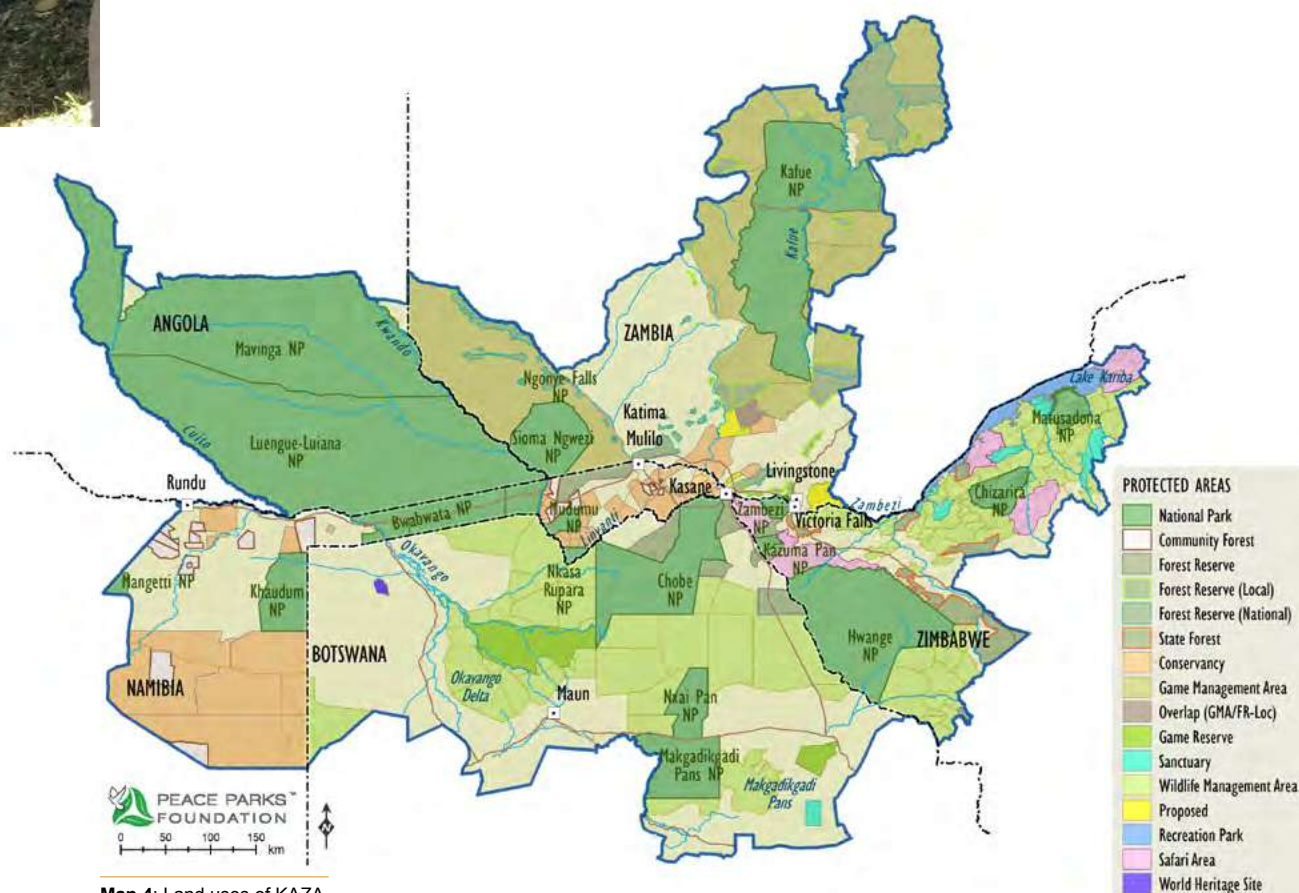
#### ***Landscape and transboundary approaches***

The establishment of KAZA demonstrates the commitment of the Partner States' to conservation at scale, enabling the combination of landscape level conservation and transboundary approaches to ensure that representative samples of the TFCA's main habitat types are conserved, along with the integrity and function of the underlying ecosystems. While protected areas are core conservation areas, many species are wide-ranging, requiring large areas – including areas outside of protected areas and across borders – to survive. The KAZA landscape has a mosaic of land-uses which include protected areas embedded in a matrix of communal lands (Map 4).



Example of a mosaic of habitats within KAZA © Kai Collins

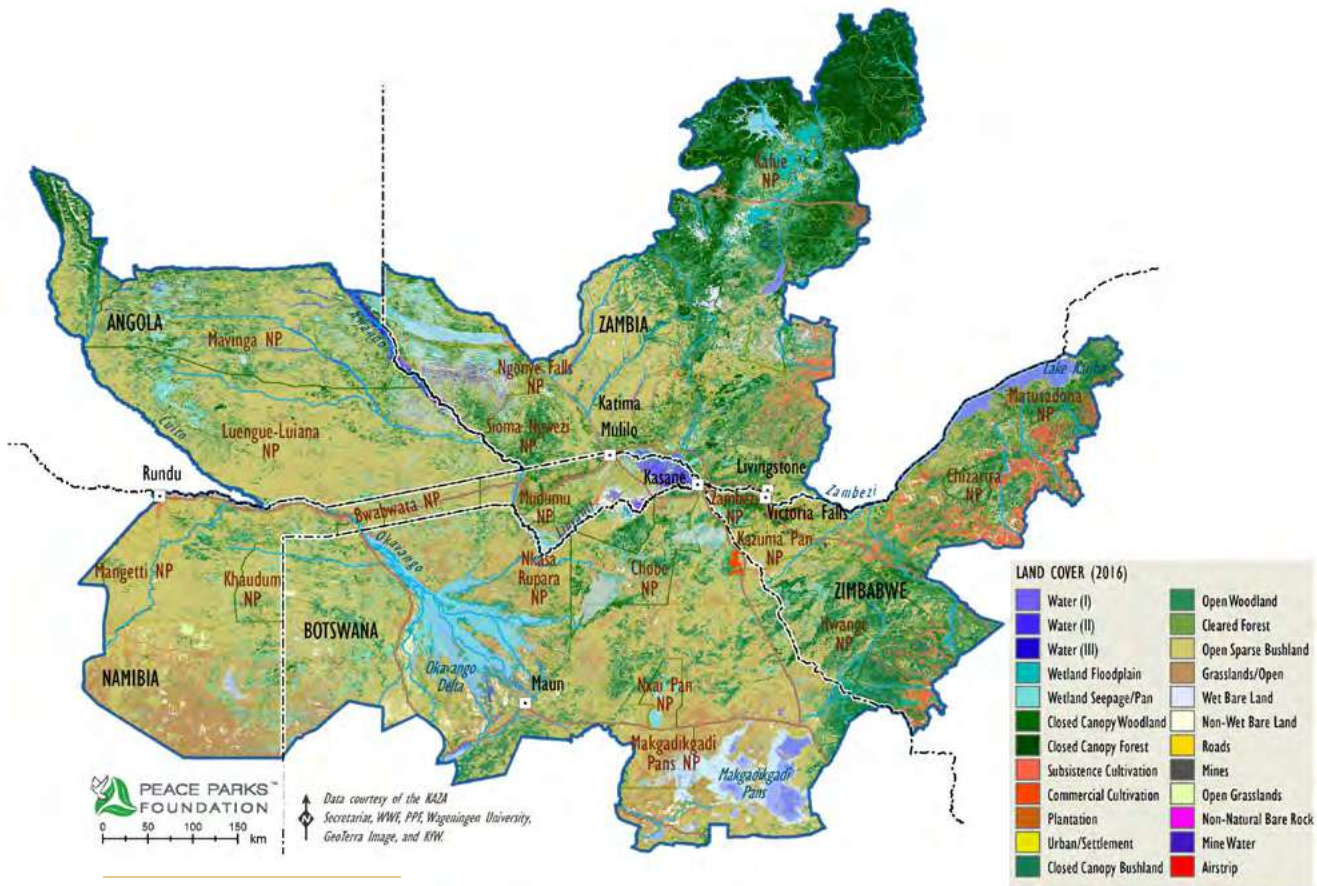








## KPA 5 - Sustaining & Restoring Landscape Dynamics



Map 5. Land cover baseline of 2005

### Land cover change

Assessing changes regarding land cover within KAZA (Map 5) provides a clear indication of potential habitat fragmentation. For instance, considering only land parcels classified as “natural habitat” in 2005, trends of “loss of natural habitat” between 2006 and 2019 show that while the rate of loss was initially high, in the more recent past, the rate of loss has slowed down, albeit with large differences between the Partner States (Figures A & B). These positive trends in part reflects the effectiveness of KAZA for conserving natural habitats at a landscape scale.

Figure A: Natural Habitats Loss/Year

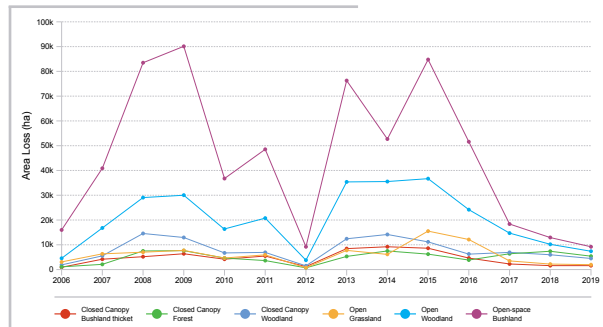
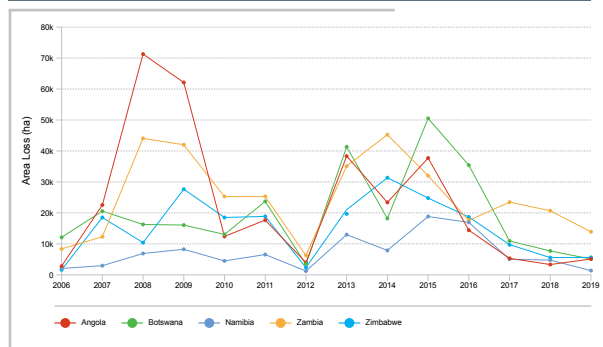


Figure B: Countries Total Area Loss/Year







Panthera Research in Zambia © Sebastian Kennerknecht



Formerly closed forest in Chobe National Park riverfront opened up by elephants © Kabelo Senyatso

The relative contributions of human-derived versus natural drivers to the land cover changes have not been documented yet. However, at localised scales, new human settlements do lead to land cover changes, especially visible as ribbon development along development corridors, like roads, but also along river courses, where people are seeking out water for agriculture, livestock and domestic use. In view of ongoing impacts due to agricultural clearing, uncontrolled fire, illegal logging and charcoal production, the land cover of the TFCA can be expected to show some change, especially in unprotected areas, but also in some protected areas. The rate of land cover loss is variable across the different vegetation types and Partner States. This change is being monitored through land cover assessments done at regular intervals by the KAZA Information Management System Working Group. Based on the KAZA objectives, thresholds of concern can be established, and once exceeded actions can be taken to either restore degraded areas or sustain critical areas.





## KPA 5 - Sustaining & Restoring Landscape Dynamics



Buffalo - one of the key species in transboundary wildlife migrations © KAZA Secretariat.

### Conserving Landscape Level Ecological Connectivity and Transboundary Wildlife Movements

Given the size of KAZA and the diversity of landscapes and land-uses, measures being undertaken to ensure connectivity include Wildlife Dispersal Areas (WDAs), land-use planning, corridor development and protection, promoting community stewardship (and equitable access to benefits as well as transboundary collaboration), managing and investing in national parks, conservation of freshwater habitats and ecosystems, mitigating the negative impacts of veterinary fences, sustainable forest management (and fire dynamics) as well as coordination of conservation effort.

### *Wildlife dispersal areas and wildlife movement*

KAZA has prioritised and progressively institutionalised Wildlife Dispersal Areas (WDAs) as a strategy for sustaining and restoring transboundary wildlife movements. WDAs have been designated as transboundary interventions and are at the heart of national IDPs and the Master IDP. Six WDAs have been identified: Kwando River; Zambezi-Chobe Floodplain; Zambezi-Mosi Oa Tunya; Hwange-Kazuma-Chobe; Hwange-Makgadikgadi-Nxai and Khaudum-Ngamiland (Map 6). These WDAs provide critical linkages between protected areas at both national and regional levels. It is imperative to note that the Partner States are at various stages of incorporating WDAs into their planning processes and ensuring legal protection of key corridors. For example, Namibia's land-use plan for the Zambezi region has considered wildlife corridors in the Kwando WDA. At a protected area-level, the General Management Plans for the Sioma Ngwezi National Park and the Lower West Zambezi GMA (Zambia), also in the Kwando WDA, provide for corridors in the zonation scheme.

### Kwando River

Significant wildlife movement, also has a lot of NGO interest and research projects. Joint anti-poaching patrols by Angola, Namibia and Zambia initiated, with several arrests already.

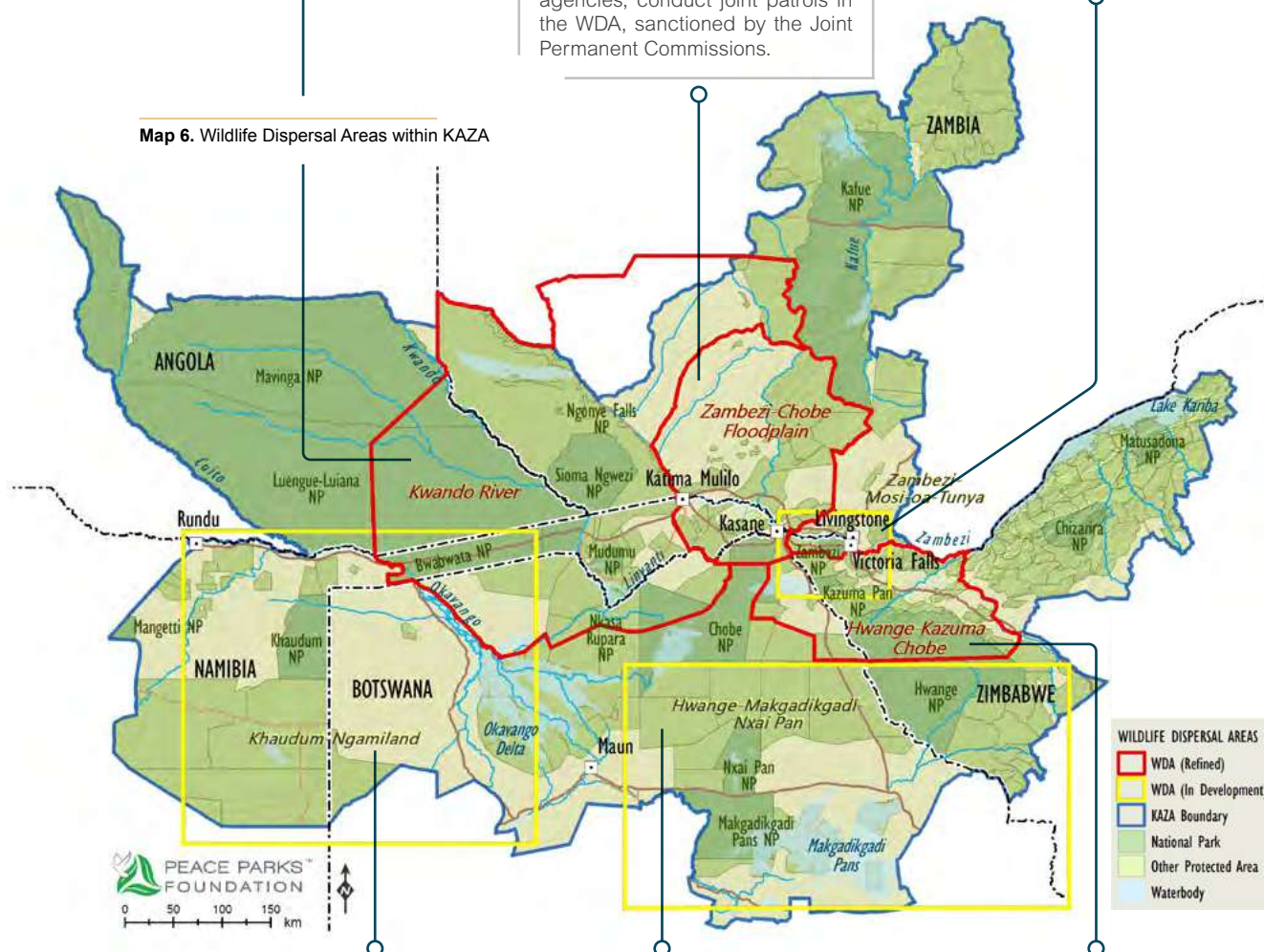
### Zambezi-Chobe Floodplain

Wildlife movement depends on wet and dry seasons. Conservancies in Namibia and Zambia protect the floodplain, concurrently providing alternative wildlife-based livelihoods. Stakeholders from both Namibia and Zambia, including local communities, the private sector and government agencies, conduct joint patrols in the WDA, sanctioned by the Joint Permanent Commissions.

### Zambezi-Mosi-oa-Tunya

Has Victoria Falls/Mosi-oa-Tunya World Heritage Sites at its heart. Joint management of these sites shows that through formalised agreements, commitments and joint efforts, shared resources can be managed to the benefit of two or more countries.

**Map 6. Wildlife Dispersal Areas within KAZA**



### Khaudum-Ngamiland

Despite the presence of a veterinary fence, this WDA is well utilised by elephants and predators. Assisting communities with livelihood options identified in national IDPs would ensure sustained wildlife movement, including mitigation of human-wildlife conflict.

### Hwange-Makgadikgadi-Nxai

Wildlife movement is along a key drainage from Hwange National Park (Zimbabwe) towards Makgadikgadi Pans (Botswana). Human-wildlife conflict is a key challenge that is being addressed.

### Hwange-Kazuma-Chobe

Significant wildlife movement between Botswana's Chobe National Park and Zimbabwe's Hwange National Park. In Zimbabwe, wildlife movement primarily in areas with compatible land-uses, while Botswana has a mosaic of compatible and incompatible land uses. This WDA has the two special national parks (Chobe and Hwange) which support the largest number of elephants in KAZA.





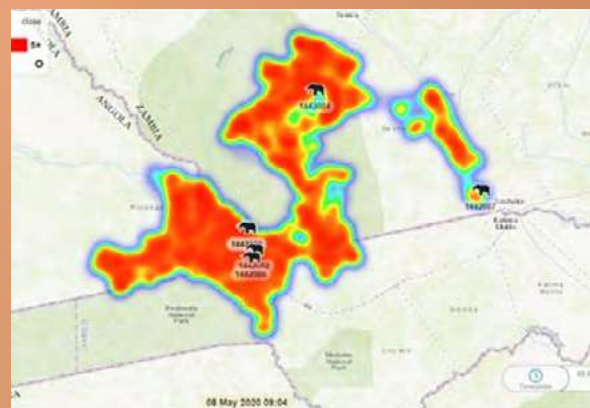
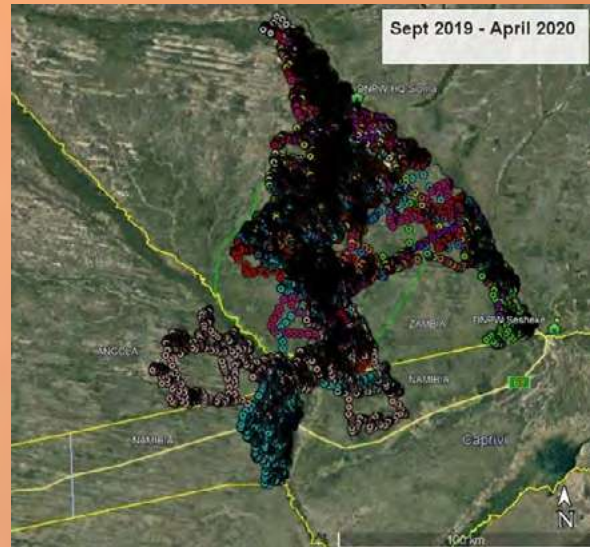
## KPA 5 - Sustaining & Restoring Landscape Dynamics

### Case Study 6

#### Elephant use of the Kwando WDA

Satellite tracking data shows that elephant utilise areas in Botswana, Namibia, Angola, and Zambia extensively, yet that this movement is significantly influenced by the presence of water and people. The data highlights temporal movement patterns and the importance of transboundary conservation efforts to conserve elephants. Partner States have endorsed data-sharing among researchers so that dispersal within the landscape can be assessed, especially factors encumbering movement (e.g. veterinary fences, roads, and human settlements), enabling decision-making on interventions to protect corridors. The importance of protected areas as refuge for elephant can also be assessed through such data.

While significant work has been done to understand movement ecology and habitat use by elephants within KAZA, over the period 2006–2019 much of this work was done within individual countries, not at TFCA-scale. Henceforth, the work of the proposed KAZA Elephant Sub-Working Group could contribute significantly to broadening understanding of elephant utilisation of the TFCA, including connectivity between protected areas.



Elephant collar data showing movements in the Kwando WDA, September 2019 to April 2020

Source: K. Carter, Elephant Connection Research Project, 2020.

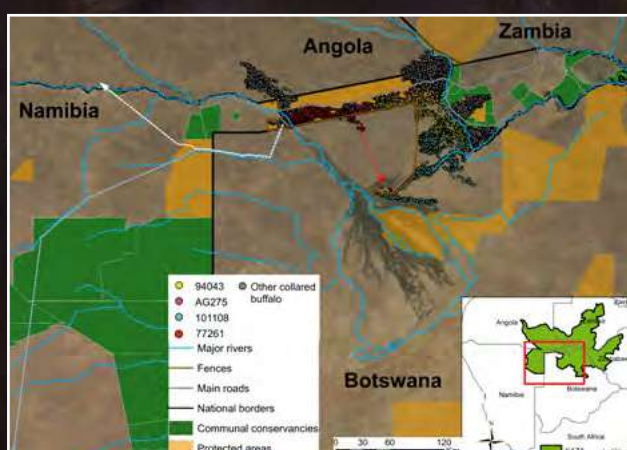




## Case Study 7

### Buffalo movement across KAZA

Radio-tracking data for buffalo collared in Namibia's Kavango and Zambezi regions during 2007–2014 (Naidoo et al., 2014a) shows that in Botswana buffalo movements tend to parallel those of elephants. Two of the animals in the Naidoo et al. (2014) study were sighted in Namibia 250 km and 500 km respectively from where they were tagged, demonstrating long-ranging movements by buffalo within KAZA, including far outside what is considered current buffalo range in Namibia. Thus, despite impediments caused by among others veterinary fences, the capacity of buffalo for long-range migration has been underestimated, and therefore large areas in KAZA beyond the current buffalo geographic range may have potential for re-colonization if land use policies that currently designate areas as “buffalo-free zones” are changed. This has implications for transboundary management, wildlife, disease management, conservation, and policy in KAZA and beyond.



Movements of buffalo radio-tracked in KAZA  
(Colours represent separate individuals)

Source: Naidoo et al. (2014b).



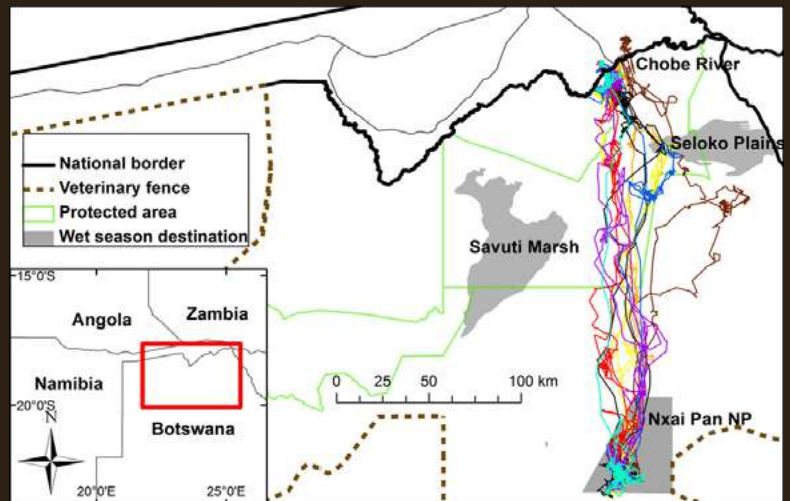


## KPA 5 - Sustaining & Restoring Landscape Dynamics

### Case Study 8

#### Zebra migration within KAZA

As a large, connected conservation landscape, KAZA affords species like zebra to follow migratory patterns, largely unhindered by human influences. One such migration in 2012/2013 provided surprising insight into the value of large conservation landscapes, with zebra covering more than 500 km in a single direction, moving between the floodplains along the Chobe in Namibia to the Makgadikgadi Pans in Botswana, making this one of the longest land-based migration by a large-bodied mammal documented in Africa. The research documented the almost straight-line route followed by zebra annually, a phenomenon unbeknown to conservationists prior to this study. As the migration uses a wide suite of protected areas in multiple countries, this demonstrates the importance of coordinated conservation efforts within and between countries, if landscape dynamics like this are to be sustained, or restored where possible, especially in the light of climate change. Additionally, dispersal patterns such as this provide conservation practitioners the opportunity to study environmental triggers regarding wildlife movement across large areas, both in space and time. This broadened understanding enables improved decision-making regarding wildlife management and appropriate land use practices.



Movement of zebra collared on the Chobe floodplains in Botswana and Namibia from September/October 2012 until June 2013. Grey polygons indicate actual (Nxai Pan National Park) and potential alternative (Savuti Marsh and Seloko Plains) migration destinations.

Source: Naidoo et al. (2014).



© Paul Funston



Africa's Coexistence Landscapes. KAZA TFCA Component: Inception Workshop, Kasane, Botswana, 12-14 June 2019 © UNEP

### ***Land-use planning***

Agreeing on WDAs and initiating their institutionalisation at transboundary- and country-levels has been a key step towards high-level land-use planning. Emphasis within WDAs is on maintaining landscape connectivity through implementation of conservation-friendly initiatives in various sectors. Recognising the complexity of transboundary land-use planning, Partner States endorsed a project initially focused on the Hwange-Kazuma-Chobe WDA. Through this project, five sectors have been identified as key to economic development and wildlife conservation in the WDA: agriculture, forestry, tourism, wildlife, and water, with community livelihoods as a cross-cutting issue. Implementation of this project supporting transboundary cross-sectoral collaboration and fine-scale land-use planning will involve developing stakeholder-driven, systemic models of the operation and interaction between different sectors of the economy, validating those models, and then convening cross-sectoral policy dialogues at the national level. The plan is to replicate the project in the other five WDAs.

### ***Developing and securing wildlife corridors***

KAZA has a network of protected areas surrounded by buffer zones and linked by corridors. During the WDA planning, Partner States, working with researchers, NGOs, and community representatives, identified potential corridors for target species. Potential corridors need to be developed while existing corridors need to be better secured. Corridor development is linked to improved understanding of wildlife movements and there are ongoing initiatives to this effect, working with different partners. This is expected to ultimately lead to the identification of the most critical corridors as well the prioritisation at the TFCA-level of the most important migratory routes for target species.



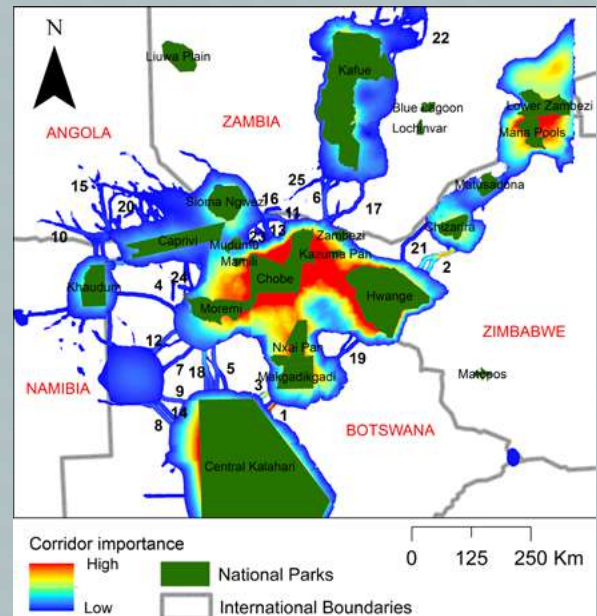


## KPA 5 - Sustaining & Restoring Landscape Dynamics

### Case Study 9

#### Important corridors for Lion dispersal in KAZA

As one of the world's most important region for lion conservation, KAZA could significantly contribute to maintaining lion populations and habitat. Globally, primarily because of habitat loss and fragmentation, as well as, human-wildlife conflict, lion numbers are estimated have been reduced by more than 43% during the period 1993–2014 (being approximately three lion generations; Bauer et al., 2017). Protected areas in KAZA serve as core habitat for lion – as well as other carnivores – but the conservation of corridors that serve as linkages between these key areas is equally crucial. Additionally, the reduction of human-wildlife conflict is essential to ensure corridors remain functional. Through researchers (e.g. Cushman et al., 2018), the importance of corridors within KAZA has been assessed and modelled, prioritising 24 corridors based on threats and impacts, as well as the value of these corridors for lion dispersal. This enables conservation actions to be geographically specific and spatially-targeted, while being prioritised at the same time. The work of the KAZA Carnivore Conservation Coalition guides conservation actions at landscape-scale. Through co-operation, collaboration, and integration of effort, KAZA can provide the necessary ecological linkages for lion, as well as other wide-ranging carnivores and large mammals, through the blanket effect that the conservation of lion, as apex predators, provides to other species.



Lion dispersal corridors across KAZA

Source: Cushman et al., 2018.





Law enforcement requires detailed planning of all operations © Sydelle Willow Smith - Makhulu Media

### ***Promoting community stewardship and transboundary collaboration***

Because KAZA is a co-existence landscape, the overall strategy is that wildlife corridors need not necessarily be pristine. Rather, their land-use should be sustainable and wildlife-friendly. Unavoidably, because parts of these corridors are community-managed, the support of local communities living in or around them is key. Corridor development and management also entails communities directly benefitting from the habitat and the wildlife, as well as measures to mitigate human-wildlife conflict. Partner States are working with various Community Based Organisations to facilitate strengthened flows and linkages between wildlife and community benefits. Explicit and legally based benefit flow mechanisms are a means of incentivising wildlife management while strengthening community governance and leadership over the management of natural resources. The existing TBNRM Forums are a platform for communities in border areas to discuss various issues including corridor development and security. Through the TBNRM Forums, communities (with support of collaborating partners) have undertaken transboundary game counts and made assessments of wildlife use of identified transboundary corridors.

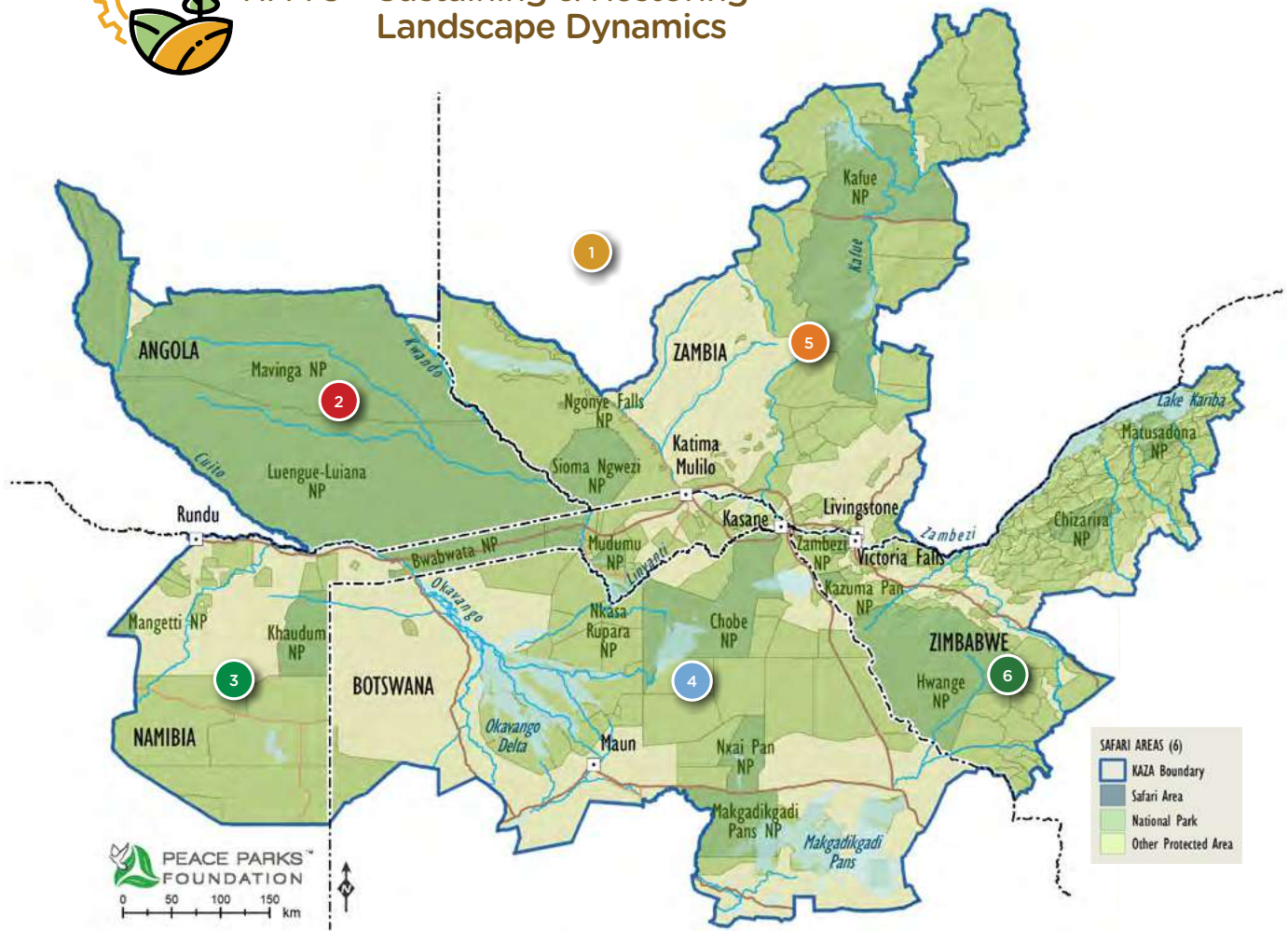
### ***Managing and investing in national parks***

National parks are core-areas for biodiversity conservation, but without adequate technical, operational, infrastructure and other resources, their effective management becomes challenging. Prior to 2006 when the KAZA MoU was signed, many of the KAZA protected areas (such as Sioma Ngwezi National Park in Zambia and Luenge Luiana National Park in Angola) lacked infrastructural development, and protected area staff had minimal field equipment. Over the years, investments have been made to improve the conservation management infrastructure and anti-poaching efforts (Map 8). These resources and capacity are helping to ensure that threats are addressed in a timely manner through initiatives ranging from anti-poaching, land-use planning, species reintroductions, and mitigating human-wildlife conflict. Furthermore, the extent of protected areas that support wildlife has increased in size over the years. Additionally, to improve management effectiveness, the development of management plans (in some cases accompanied by business plans) has been done or is on-going (Table 1 and Map 8).





## KPA 5 - Sustaining & Restoring Landscape Dynamics



**Map 7.** Investment in Conservation Management Infrastructure and Operations, including anti-poaching



### 1 KAZA Secretariat

- 5 vehicles for Secretariat and one for each of the focal points in the Partner States
- Office equipment such as computers and printers, cameras and phones
- Camping equipment



Vehicle supplied to the KAZA Secretariat  
© KAZA Secretariat



### 2 Angola

- Basic Park Infrastructure
- 11 Vehicles
- 2 Boats
- 12 Quad Bikes
- Radio Communication with off-road vehicle accessories and 8 satellite phones
- Camping Equipment for Field Rangers
- Staff Combat Uniforms
- Support for Law Enforcement Operations



Handing-over ceremony for anti-poaching and park management equipment in Angola  
© KAZA Secretariat



### 3 Namibia

- Basic Park Infrastructure – Mangetti and Mudumu National Parks
- 7 Motor vehicles
- Equipment including laboratory equipment and public address systems
- Boats including 1 Air Boat
- 10 canoes and bicycles
- Boreholes for staff in protected areas
- Radio Communication



Park entrance facilities at Mudumu National Park, Namibia © KAZA Secretariat



#### 4 Botswana

- Staff Housing – 6 staff housing units at Pandamatenga Station and 8 staff housing units at Savuti Station (Chobe National Park)
- Generators/Electrification at Savuti Station



One of the five staff houses built with Germany financial support at Pandamatenga, Botswana as a strategy to boost capacity to combat human wildlife conflict and law enforcement © KAZA Secretariat



#### 5 Zambia

- Construction of the Sioma Ngwezi National Park headquarters with VSAT two-way satellite ground station and back-up generator, plus 25 staff housing units
- Rehabilitation of old Ranger House into a Visitor Information Centre with VSAT two-way satellite ground station and back-up generator
- 1 truck, 1 tractor with 5-ton trailer, 2 water bowlers and 10 motor vehicles
- 3 motor bikes
- Patrol, office and camping equipment
- Boats
- Borehole for staff at Sioma Ngwezi National Park and for adjacent communities
- Radio Communication
- Support for Law Enforcement



#### 6 Zimbabwe

- Basic Park Infrastructure
- Radio Communication
- 2 Vehicles
- Support for Law Enforcement



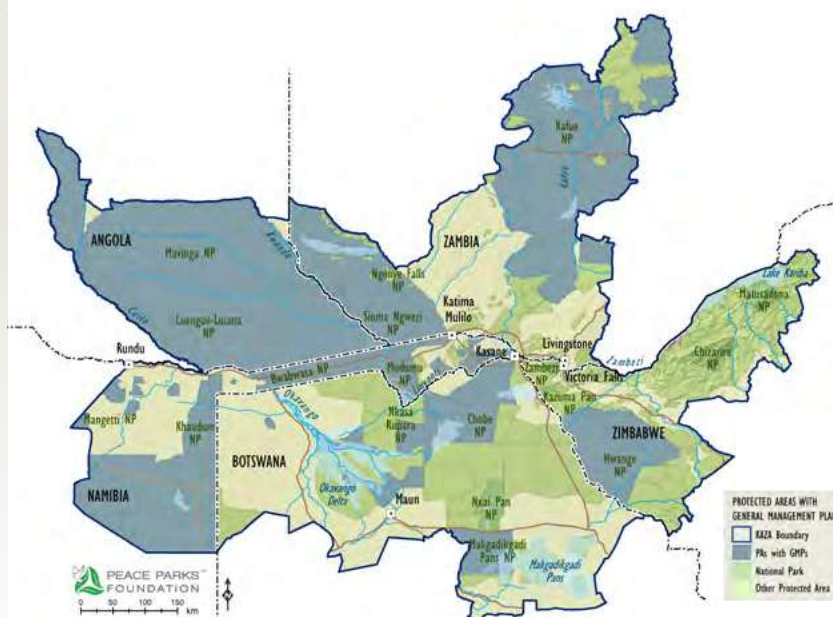
Canine Unit in Hwange National Park, Zimbabwe © N. Nyambe\_KAZA Secretariat

### Protected Areas within KAZA with Management Plans

Country	Coverage (km <sup>2</sup> )
Angola	85,664.48
Botswana	23,537.27
Namibia	49,209.31
Zambia	78,172.02
Zimbabwe	14,686.89
<b>TOTAL</b>	<b>251,269.97</b>

**Table 1.** Protected Areas within KAZA with Management Plans

Source: PPF, 2019 (unpublished)

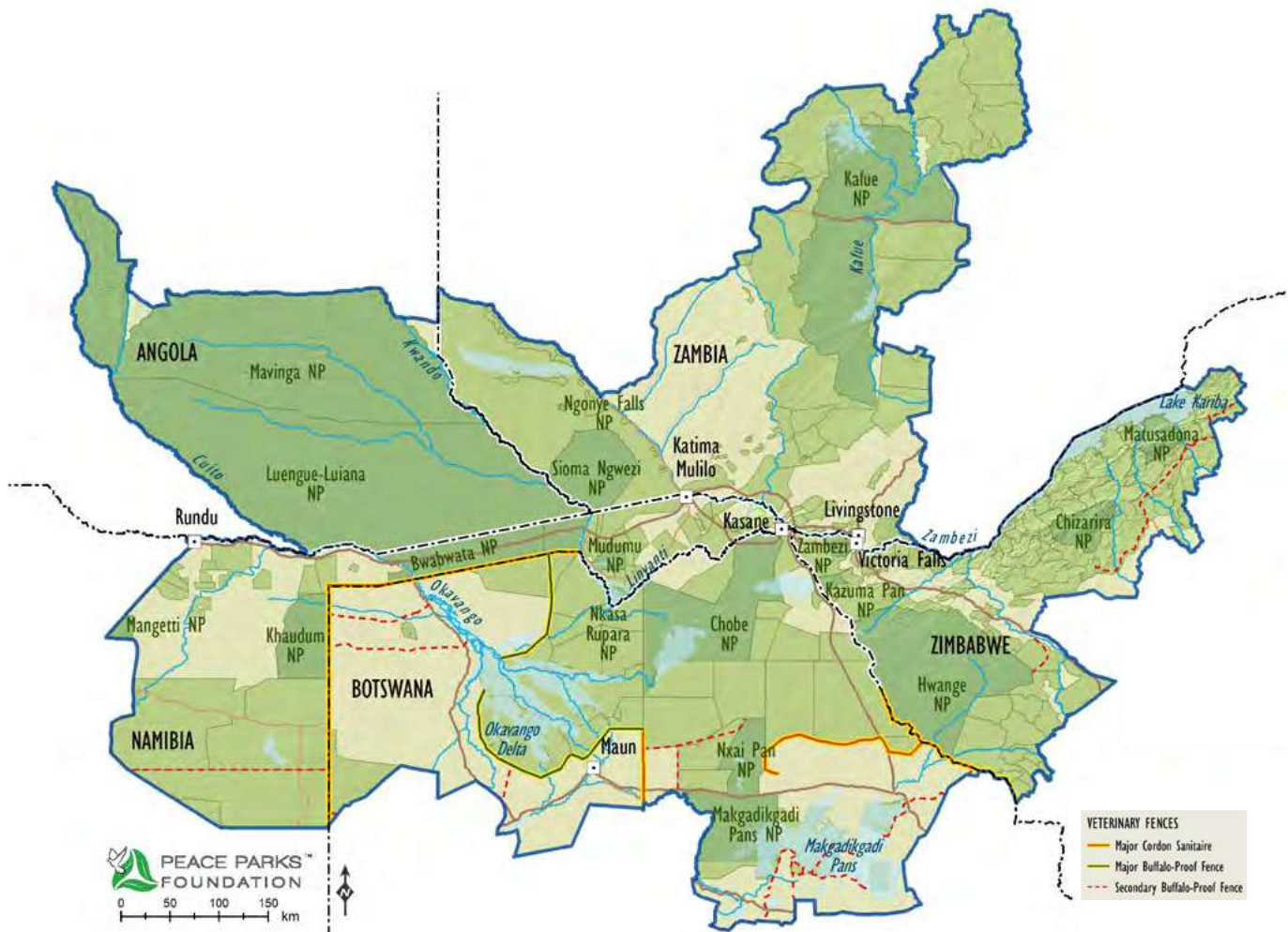


**Map 8.** KAZA protected areas with management plans





## KPA 5 - Sustaining & Restoring Landscape Dynamics



Map 9. Veterinary Fences



Shared rangelands - Zebra and cattle on the Chobe floodplains © N. Nyambe\_KAZA Secretariat

### **Veterinary fences decommissioning and/or realignment**

Erected over decades to primarily separate “buffalo-free” livestock production areas from “wildlife areas” in efforts to mitigate Foot and Mouth Disease (FMD) risks, veterinary fences are a major barrier to connectivity across KAZA (Map 9). However, emerging opportunities due to changes to international trade regulations coupled with newly developed Commodity-Based Trade (CBT) approaches to beef production means some of these fences may henceforth not be required. Within KAZA, three veterinary fences have been prioritised for either decommissioning, re-alignment, or removal, in the Kwando River, Khaudum-Ngamiland and Hwange-Makgadikgadi-Nxai Pans WDAs. The opportunity to integrate livestock and wildlife systems in KAZA and to rethink fencing strategies is being championed by the KAZA Animal Health Sub-working group.

## Case Study 10

### Mitigating the impacts of veterinary fences on KAZA's WDAs

Some of the veterinary fences in KAZA are an impediment to wildlife movement, and consequently, the Master IDP prioritised three fences for either decommissioning, re-alignment, or removal, being:

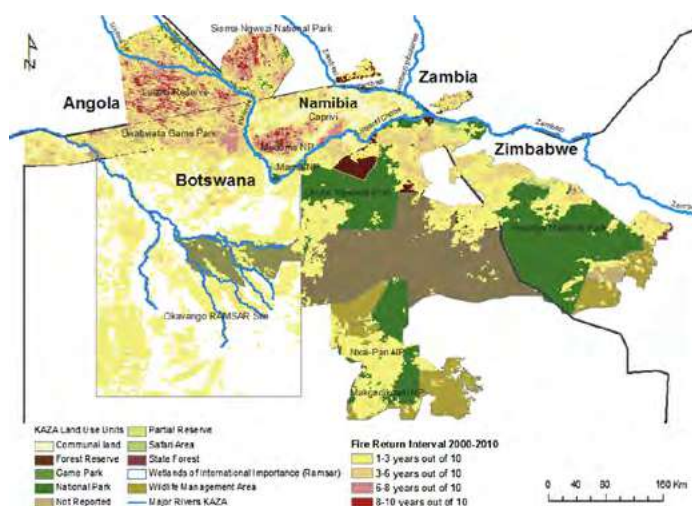
1. Possible decommissioning/realignment of northern Botswana border fence with Namibia at NG11/NG13;
2. Possible decommissioning of fence between Botswana's NG3/4 and Namibia's Khaudum; and,
3. Removal of decommissioned fence between Botswana's CT5 and Zimbabwe's Hwange National Park.

To date, actual decommissioning/re-alignment has progressed slowly, on account of several challenges including:

- Inadequacies in harmonisation of animal disease control policies, as is investment in risk management along value chains.
- Lack of financial and human resources to undertake detailed land-use mapping across adjoining land parcels in affected countries.
- Need for legal agreement and practical collaboration between Partner States to manage developments in infrastructure, tourism and agriculture within WDAs.
- Need for Governments (notably veterinary departments) to agree on plans for fence removal/realignment without increased wildlife-livestock disease transmission risk, nor loss of preferential beef markets.

### Forest management and fire dynamics

Forest ecosystems are an important component of KAZA, and they face significant fire risks. Fires are an important landscape dynamic with significant implications for biodiversity and wildlife movement. Countermeasures of detection, prevention and control require transboundary cooperation. The fire risk in KAZA is heightened by the landscape's aridity, high temperatures, irregular rains, and frequent droughts. KAZA collaborators continue to generate knowledge to improve understanding of fire dynamics, and how fire could affect the ecological functioning of the TFCA. For instance, Pricope & Binford (2012) found that during 2000–2010, the burnt areas within the protected areas of central KAZA ranged from 15,000–35,000 km<sup>2</sup> annually. Moreover, protected areas in Angola and Zambia had the highest rates of fire recurrence, followed by Namibia. Conversely, the two large national parks in Botswana and Zimbabwe (Chobe and Hwange national parks) were characterised by fairly low rates of fire recurrence and low proportions of their total area were burnt in any given year (Pricope & Binford, 2012). Partner States are working to infuse findings such as these into their national and transboundary plans. The recently constituted KAZA Forest sub-working group is expected to play an important role in the realisation of transboundary fire management as well as coordinating and fostering collaboration with various stakeholders to address pertinent threats including those related to fires.



**Map 10.** Spatial extent of a mean fire return interval (FRI) calculated using monthly MODIS and burned area data from 2000 to 2010 for all land-use categories in the region. The scores which make up the FRI represent the number of years an area is burned aggregated from monthly spatial extents of burning.

Source: Pricope and Binford (2012).





## KPA 5 - Sustaining & Restoring Landscape Dynamics

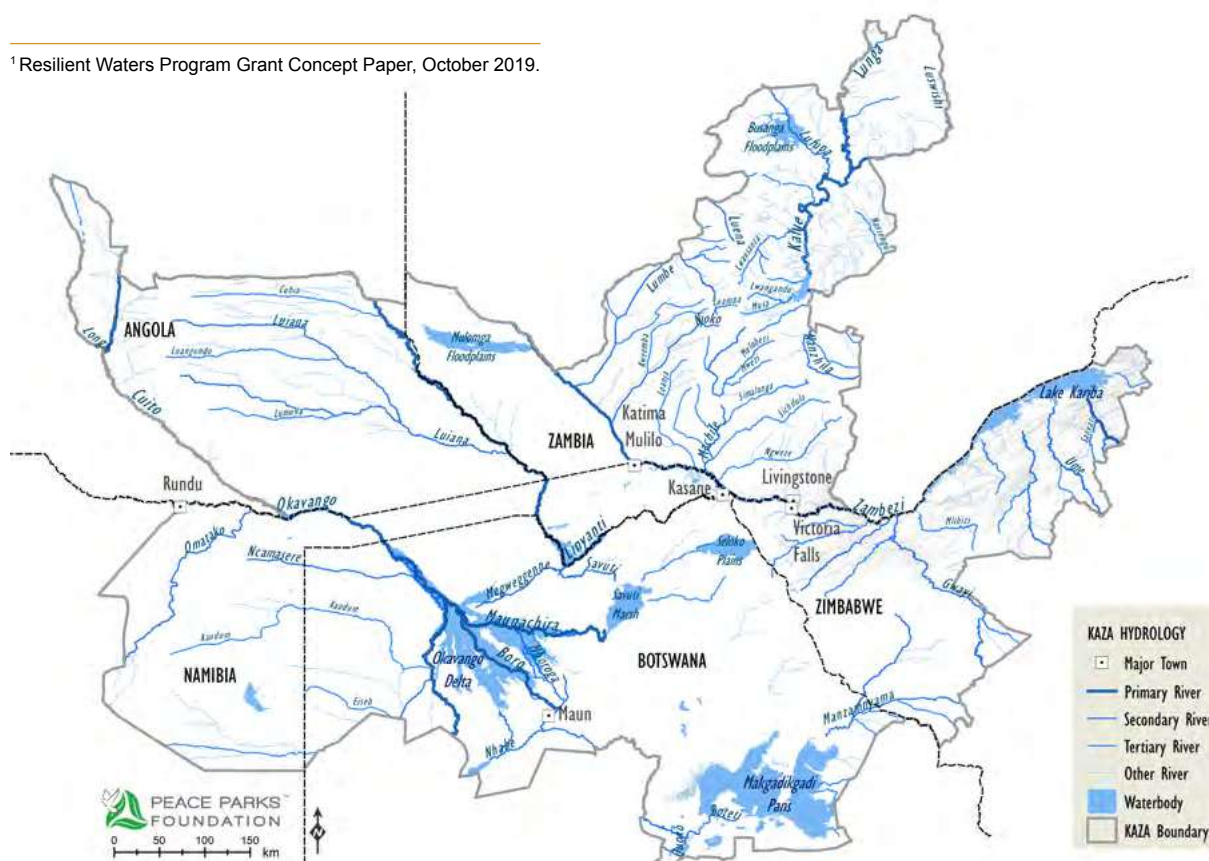
### Managing freshwater ecosystems and resources

KAZA is located between two river basins – the Okavango and Zambezi. The two river basins are the life blood of the TFCA around which most of the primary and large herbivore biomass found within the TFCA is centred. Consequently, an understanding of water dynamics as a key driver for wildlife movement is crucial, as is the need to manage freshwater habitats and resources as part of the overall strategy for biodiversity conservation and facilitating ecological connectivity. While the freshwater ecosystems are largely pristine and connected, the impacts of fragmentation, biodiversity loss, and climate change are significant risks. Water demand for socio-economic activities such as agriculture, urban supply and industrial use is growing. The risks to managing the water resources is exacerbated by the fact that the headwaters of the river systems are outside KAZA boundaries in the Angolan highlands.

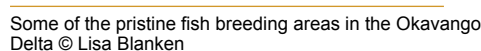
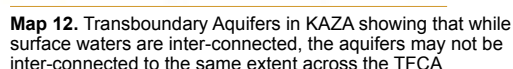
In addition to surface water (Map 11), there are at least three transboundary aquifers shared between two or more of the five Partner States, but relatively little is known about them and their potential in terms of supporting water security and resilience in the area<sup>1</sup> (Map 12).

Managing KAZA's freshwater resources and ecosystems is essential to safeguarding them for the future, securing environmental flows, sustaining hydrological connectivity, adapting to climate change, protecting key species, as well as supporting livelihoods, economies, and biodiversity. To this end, Partner States and their collaborators have undertaken several initiatives. These include support by the KAZA structures to the in-country management of freshwater resources, such as the construction and installation of remote water monitoring stations across five pilot stations (Guma Lagoon, Shakawe, Xakanaxa, Kazungula and Kasane) in Botswana. Close cooperation with the two river basin organisations, namely OKACOM and ZAMCOM is being pursued with an MoU already signed with the former and preparations underway with the latter. Moreover, KAZA is working to secure additional resources for water resources management in the Angolan component, support establishment of a KAZA Freshwater sub-working group (under consideration by KAZA structures), commission investigation of groundwater resources, as well as explore options to assure sustainable management of freshwater resources such as fisheries.

<sup>1</sup> Resilient Waters Program Grant Concept Paper, October 2019.



**Map 11.** Hydrology of KAZA showing inter-connectedness of surface waters at the TFCA level

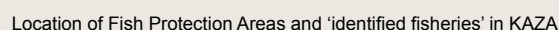


## Fish Protection Areas (FPAs) within KAZA

- Sikunga conservancy Fisheries Reserve;
- Impaila conservancy Fisheries Reserve;
- Lusese conservancy: Lwezuba and Kabweza as Fisheries Reserves;
- Nakabolelwa Conservancy: Munga, Nsala, and Makumbi as Fisheries Reserves;
- Mayuni Conservancy: Luthingi as a Fisheries Reserve; and,
- Balyerwa Conservancy: Qhuqhumupa and Kalume as Fisheries Reserves.

The FPAs (and fisheries more generally within KAZA) face similar challenges, including:

- Illegal fishing gear and fishing methods.
- Influx of fishermen from outside the area.
- Over-exploitation of the fish resource.
- Unintended introduction of exotic aquatic fauna or flora into natural systems due to improper management of aquaculture establishments.
- Fish diseases.
- Destruction of habitats such as floodplains, obstruction of water flow, water diversion, abstraction of water, change in hydrology, change in river morphology, pollution, etc.
- Introduction and/or spread of invasive and alien species such as Kariba weed (*Salvinia molesta*), water hyacinth (*Eichhornia crassipes*), water lettuce (*Pistia stratiotes*), and parrot's feather (*Myriophyllum aquaticum*).

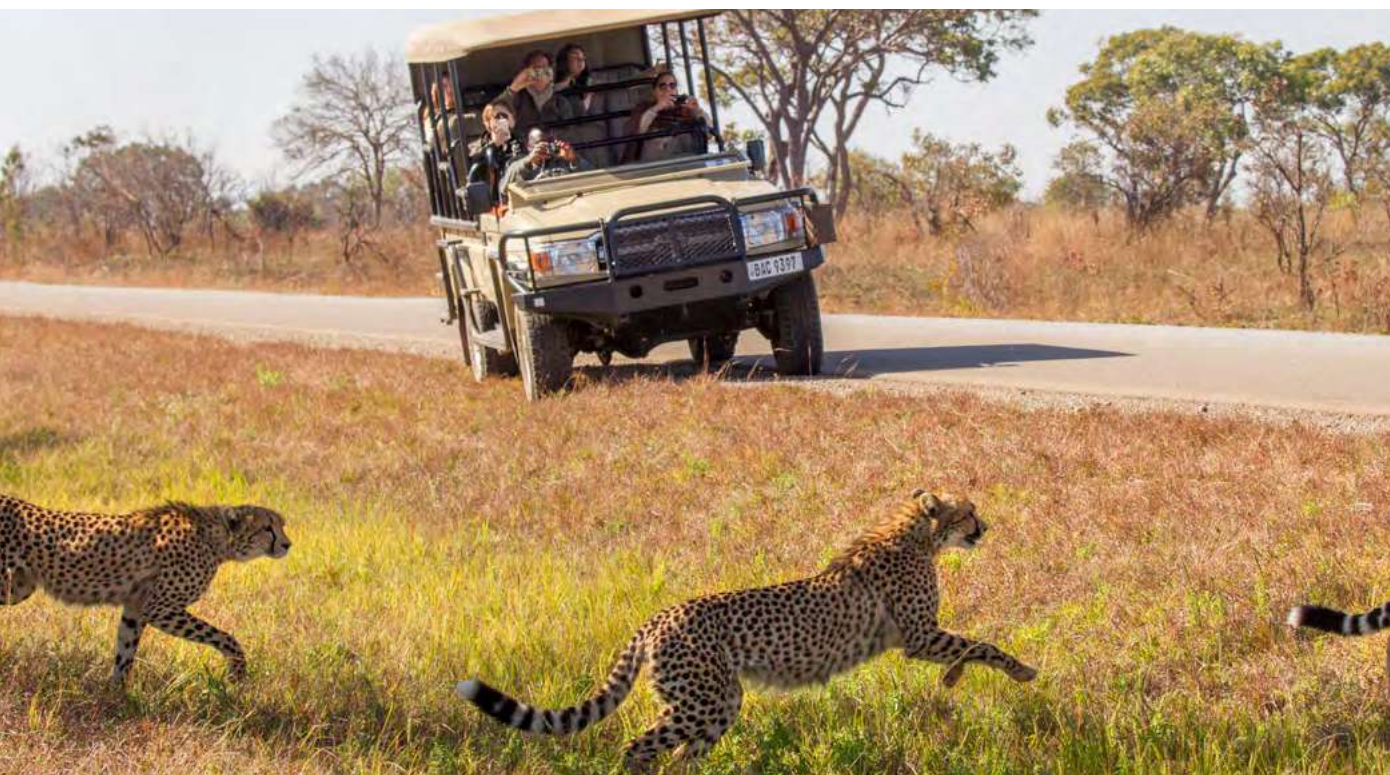


Source: J. Hazam, Namibia Nature Foundation, personal communication, July 6, 2020.





## KPA 5 - Sustaining & Restoring Landscape Dynamics



© Sebastian Kennerknecht

### M&E and Reporting

Partner States have collaborated with several stakeholders to develop the KAZA Impact Monitoring (KIM) framework covering different themes on which to report progress in terms of impacts. Relevant to sustaining and restoring landscape dynamics is a suite of ten target species (elephant, buffalo, zebra, giraffe, lion, sable, hippo, African wild dog, southern ground hornbill, and 'vultures-as-a-group'). The selection was informed by different considerations such as being 'indicator', 'umbrella', 'keystone', or 'flagship' species. While the KIM framework has been in place for some time, its institutionalisation, including consistent data submission by Partner States, has not taken effect. A KAZA KIM Working Group has been established and it is anticipated that it will take the lead in coordinating Partner States' provision of the required information. To strengthen the KIM framework (on aspects such as differences in type and extent of survey coverage between Partner States, geographic variations in abundance and habitat occupancy, and logistic difficulties in achieving KAZA-wide coverage), survey methodologies need to be developed for the ten-target species included in the M&E framework, and their application across KAZA needs to be investigated and agreed. Recognition of these challenges led to the collaborative design of methodologies (towards end of 2019) for the anticipated 2021 KAZA-wide aerial survey of elephants, by Partner States supported by international experts. Going forward, similar initiatives are anticipated for the other target species.

### Observations

In pursuit of the goal of sustaining and restoring landscape dynamics, several initiatives have been implemented or are in the pipeline. Improving science-based knowledge of multi-species connectivity (e.g. elephant, zebra, lion, buffalo) is growing and enhancing understanding of landscape dynamics thereby strengthening opportunities for new corridors and/or actions required to secure existing ones. Growing shared understanding of the landscape dynamics has led to several initiatives ranging from prioritisation of WDAs; land-use planning within WDAs along with efforts towards developing and securing corridors, promotion of community stewardship and transboundary collaboration; planned realignment and/or decommissioning of identified veterinary fences; and interventions in managing wild fires and land cover change, as well as freshwater ecosystems and habitats. In terms of protecting important conservation areas, key developments include investments in park infrastructure and equipment to ensure that parks continue playing their role as core areas, the development of management plans, development of a transboundary law enforcement strategy (for Kwando WDA), as well as joint law enforcement operations. Coordination of conservation has included the development of the Master IDP, the focus on WDAs as focal geographical areas for interventions, and production of different species strategies (elephant, African wild dog and carnivores).





The KIM framework has been developed in collaboration with different partners. With future recording of data on population trends, connectivity and other aspects (with an emphasis on the ten-target species), the KIM framework is progressively going to be an important M&E and reporting tool for KAZA.

Opportunities to augment the current progress towards better understanding of landscape dynamics and using science to facilitate connectivity abound. They range from building on the ongoing initiatives to optimise knowledge on wildlife movements, understanding multi-species connectivity, development of WDAs and corridors, and improved understanding of fire dynamics used to guide development and implementation of a transboundary fire management strategy. Community stewardship, particularly through support to livelihood activities that support co-existence with wildlife, needs up-scaling. There is also potential to establish transboundary RAMSAR sites, and development of a freshwater water resources management strategy for water security and climate resilience. Emerging changes to international trade in beef and prospects for CBT necessitate the need to develop insights about the potential adverse and/or beneficial impacts of specific fence decommissioning or realignment on livestock disease transmission risk and on wildlife movement. Insights on veterinary fences should be evaluated against such factors as human-wildlife conflict, livelihood diversification opportunities, and the integrity of key WDAs.

The existing KIM framework is expected to play a progressively important role as a repository and source of information for tracking outputs and outcomes. Improvements to M&E and reporting rests fundamentally on ensuring diverse and effective collaborations with researchers, the scientific community and NGOs that collectively provide expertise, resources, energy – working alongside the Partner States – to address the myriad M&E challenges facing KAZA. These relationships remain key to ensuring that management decisions are based on accurate and current scientific information on landscape dynamics and wildlife movements in KAZA.

Support will continue to be needed in future by the five Partner States, NGOs, researchers, and local communities, to sustain the momentum that has been gained to date in sustaining and restoring landscape dynamics within the KAZA TFCA.



# Business Development



## KPA 6 Business Development

**Objective:** To unlock the inherent potential of the KAZA TFCA through business development compatible with conservation, regional development and concomitant socio-economic benefits.

**Indicators:** TFCA Business Development Strategy; TFCA Product Portfolio/Catalogue; TFCA Marketing Strategy; M&E System and Reports.

One of the objectives of the KAZA Treaty is to “*facilitate a healthy and competitive economic environment which promotes and enables public-private-community partnerships, private investment and regional economic integration*”. In light of this objective, the overall aim of business development in KAZA is to create an enabling environment aimed at maximising the business potential by providing mechanisms for investors to explore and catalyse commercially-viable business opportunities.

Through improved co-ordination between Partner States it is possible to increase employment opportunities and revenue for KAZA-based businesses. Enterprises established in KAZA, especially in remote areas, typically utilise resources such as wildlife, livestock, fisheries, and forests (including timber and non-timber products) and levies tied to the use of nature, through mechanisms such as conservation easements. However, the focus over the past two decades has been on tourism development (mostly in the luxury sector), with forestry, agriculture and fisheries remaining relatively untapped, despite huge potential.

Additionally, two objectives of the Treaty are directly relevant to business development, with an emphasis on tourism. These objectives relate to:

- “*the provision of opportunities, facilities and infrastructure to transform the KAZA TFCA into a premier tourist destination in Africa consisting of a range of independent yet complementary and integrated sub-regional tourism development nodes*”; and,
- “*facilitation of tourism across international borders in the KAZA TFCA*”.

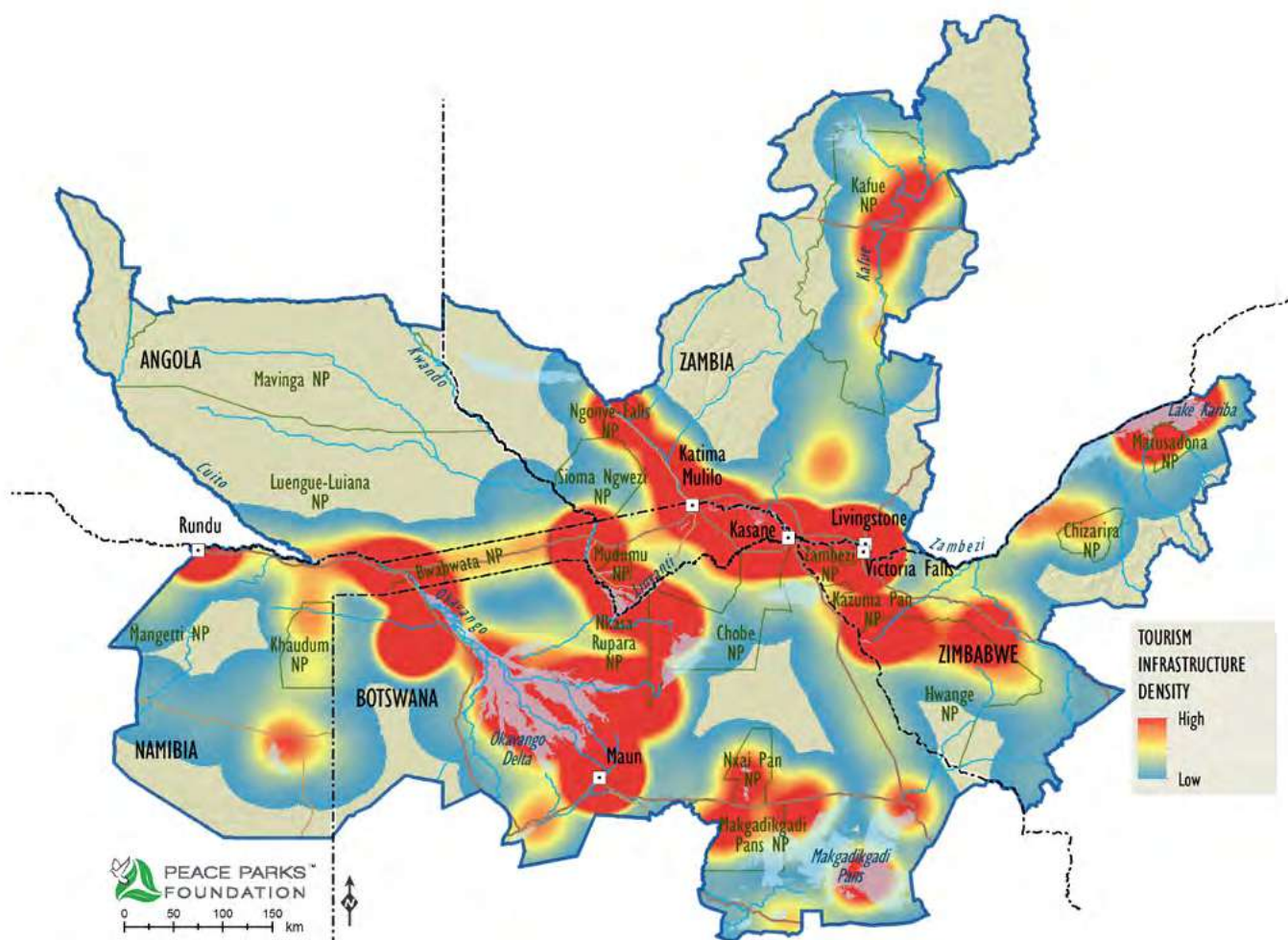
To operationalise the above-mentioned objectives, a tourism standards and marketing campaign was developed, as well as the KAZA Master IDP prioritising a Tourism Investment Facilitation Project that, among others, sought to:

- diversify the tourism product base – in space, in time, by type, and by price – in an effort to attract more visitors, who stay longer, visit a greater variety of destinations and spend more in the local economy; and
- develop guidance tools that would facilitate the development of a KAZA-wide harmonised enabling environment that addresses fundamental issues including:
  - taxes and incentives;
  - visas;
  - labour and permits;
  - vehicle registration;
  - foreign operator’s licenses and fees; and,
  - repatriation of profits.



Ecotourism is an important activity to help unlock the economic opportunities that KAZA offers © Jaques Marais





**Map 13.** Tourism infrastructure density in the KAZA TFCA

These initiatives were deemed critical based on indications that while tourism is growing in the TFCA, the distribution of visitors is heavily skewed geographically. There are concentrations of visitors at iconic wildlife and adventure destinations that are easily accessible, and which have high-end facilities and branding such as the Victoria Falls, Okavango Delta, Chobe National Park, and sections of the Zambezi River. Map 13 shows the current distribution of tourism facilities across the TFCA in the form of a “density map” to reflect the number of facilities in a given locality, highlighting the few areas with high density and showing that vast areas have little or no tourism facilities. On the other hand, the TFCA is endowed with a considerable number and diversity of natural attractions and cultural heritage resources that are yet to be commercialised (Map 14).

Notwithstanding the geographical imbalance across the Partner States, several strategic developments have been achieved within countries and at the landscape-scale to improve the business development environment (with emphasis on tourism), including:

- fostering Public-Private-Community Partnerships;
- private investment; and,
- regional economic integration.

### Public-Private-Community Partnerships

The KAZA Partner States recognise the potential of tourism in promoting economic development in communal areas suitable for tourism. They also recognise that strategic partnerships involving governments, the private sector and communities are indispensable for tourism to play its role as the engine for economic growth in rural communities. Tourism partnerships represent the best example of what is happening in KAZA in terms of Public-Private-Community Partnerships as a strategy for delivering tangible benefits and empowering local communities (Case Study 12).

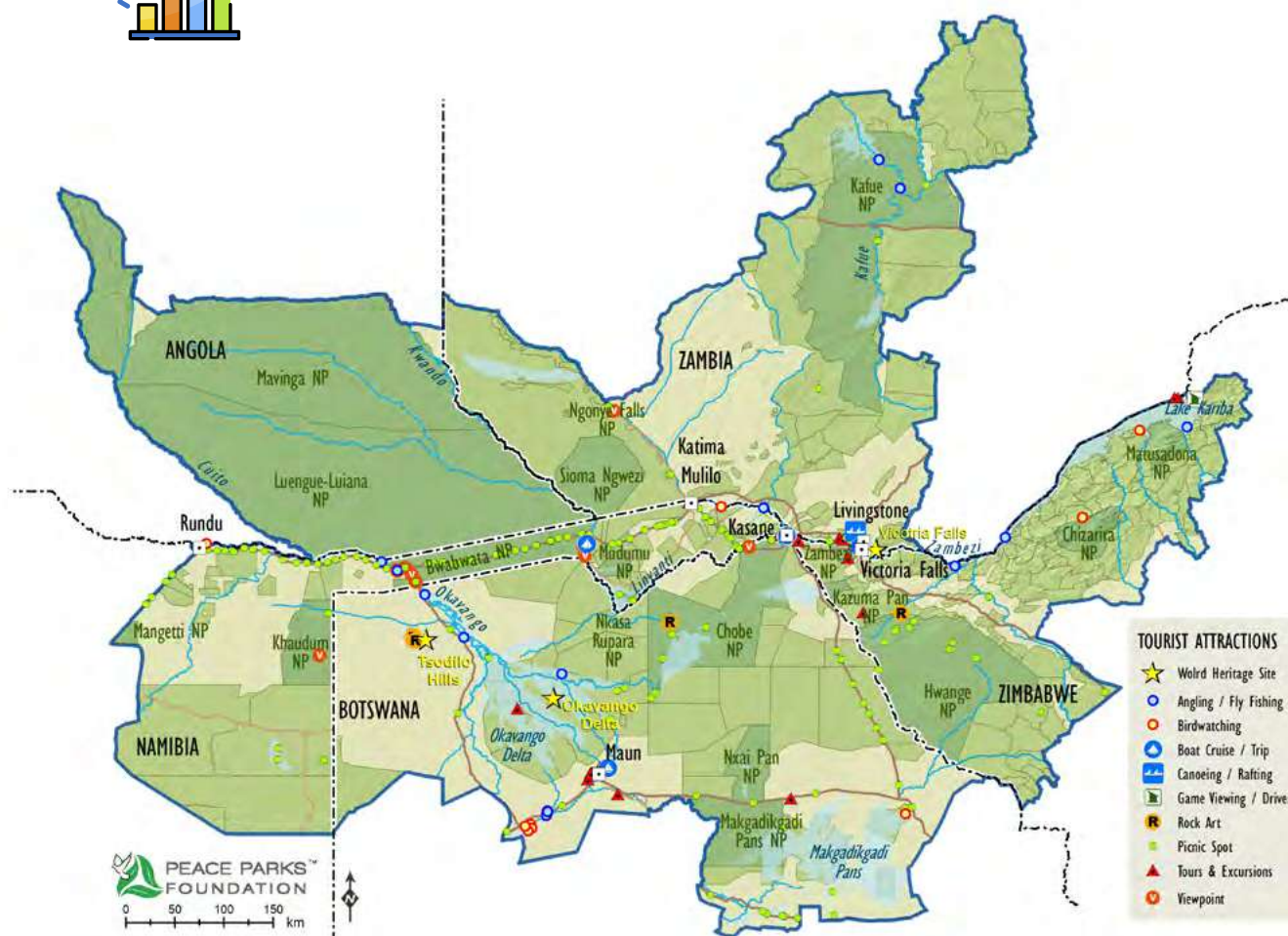


KAZA's mosaic of land uses and protected areas provide varying tourism opportunities: a privately managed tented camp, in a forest reserve, under a concession agreement with Zimbabwe's Forest Commission © K.S. Mukwati\_KAZA Secretariat





## KPA 6 - Business Development



**Map 14.** Natural attractions and cultural heritage resources yet to be commercialised in KAZA.

### Private Investment

Partner States, coordinated by the KAZA Tourism and Communications Working Group, continue to improve the enabling regulatory and policy environment for promoting private investment in KAZA. This is in recognition that private investment is key to bringing capital, making links to markets, as well as providing the much-needed technologies. To boost private investment, several developments are taking place, including, but not limited to:

- **KAZA UNIVISA** - In addition to being a policy harmonisation initiative through easing tourist travel across borders, the UNIVISA is a major boost for the private sector to provide good transboundary experiences for their clients.
- The Government of Angola has established a dedicated institution, **Okavango National Management Agency** (ANAGERO), to promote and coordinate sustainable development opportunities in Angola's Cuando Cubango Province, including in ecotourism, agriculture and other strategic investment and business opportunities.



KAZA has enabled private sector in the ecotourism sector © Pierre Johne





Culture and heritage-based tourism opportunities are an integral part of business development in KAZA © Jacques Marais

- Botswana is finalising the *Kasane Kazungula Re-Development Plan* with the aim among others, of optimising available land for ecotourism and compatible land uses, as well as enhancing competitiveness. Through the publication of a *Heritage Trail Map for the Botswana Component* of the TFCA, which documents more than 60 heritage sites, investments have been mobilised to develop the tourism potential for some of the sites, such as Gcwihaba Caves and Matlapana Bridge. Additionally, Botswana Tourism Organisation (BTO) has developed *management plans* for at least five *concessions* within the KAZA component in Botswana to fast-track Joint Venture (JV) partnerships and private sector investment in tourism.
- Based on the policy on tourism in protected areas in Namibia, several lodges based on a mix of Public-Private-Community Partnerships have been developed in various national parks (e.g. Nkasa Rupara, Mudumu and Bwabwata National Parks), addressing both the *business* and *community benefit components* of tourism within protected areas.
- Zambia has established the *Livingstone One Stop Shop* to facilitate business registration in the tourism and support sectors with the aim of easing and quickening business, including obtaining necessary licences and permits.
- In Zimbabwe, several *new lodges* have been developed in Zambezi National Park under a Public-Private Partnership arrangement, which model has also been instrumental in facilitating the *construction of new lodges and refurbishment of existing ones* within the Matetsi Safari Area. Public-Private-Community Partnerships initiative is also underway between Hwange Rural District Council, Mabale Community Trust and the private sector to develop cultural tourism linked to Hwange National Park.'



KAZA offers excellent accommodation facilities that facilitate the ecotourism sector © PierreJohne





## KPA 6 - Business Development



The Kazungula Bridge © KAZA Secretariat

### Regional economic integration

KAZA Partner States are members of SADC – a regional economic grouping which has among its objectives the need to foster regional integration. Consequently, KAZA has an unavoidable and important role in contributing to regional economic integration. This is in recognition of the fact that international boundaries can impede the flow of goods, services, capital, people, and ideas, and subsequently constrain economic growth. KAZA Partner States are progressively promoting regional integration through coordinated physical and institutional infrastructure such as the following:

- **Institutional development:** The KAZA Treaty provides the framework for collaboration in the establishment and development of the TFCA including the various institutional provisions such as the establishment of the KAZA Secretariat as the coordination hub for KAZA.
- **Shared large-scale infrastructure:** Epitomised by transboundary bridges at Katima Mulilo (Namibia and Zambia) and Kazungula (Botswana-Zambia).
- **Border posts:** Upgrades to numerous Ports of Entry such as Kazungula Bridge between Botswana-Zambia-Zimbabwe, as well as those between Namibia-Zambia at Katima Mulilo and Susuwe. The Kazungula Bridge will have one-stop border facilities.
- **In-country infrastructure development:** examples include recent upgrades of international airports at Kasane (Botswana), Livingstone (Zambia), Cuito Cannaville (Angola) and Victoria Falls (Zimbabwe) as well as the road network in Cuando Cubango Province (Angola) and new roads linking Sioma with Katima/Sesheke areas (Zambia).

## Case Study 12

### The Power of Partnerships – A model to develop and manage tourism facilities in KAZA

There are different tourism models operational in KAZA, ranging from Public-Private Partnerships to Public-Private-Community Partnerships. Through the Tourism Policy for Protected Areas, Namibia has played a leading role not only in terms of tourism agreements between conservancies and private sector tourism operators within protected areas, but also developed vast experience in establishing and negotiation partnerships regarding lodges and tourism operations that benefit both communities and the country. Zimbabwe has shown that good wildlife products attract investment, despite seemingly difficult investment and operational environments. Examples of partnerships aimed at unlocking the tourism potential in KAZA include the following:

- **Lodges in the Kwando River area in the south eastern portion of Luenge-Liuana National Park, Angola:** In a protected area, but leased to private operators.
- **Ngoma Safari Lodge, Botswana:** located in a Wildlife Management Area and owned by Chobe Enclave Conservation Trust (CECT) but leased to a private operator.
- **Nambwa Lodge, Namibia:** Owned by Mayuni Conservancy, which holds the concession for development and operation of a lodge inside Bwabwata National Park, which lodge is leased to a private operator.
- **Machenje Lodge, Zambia:** located on communal land and owned by the Sekute Development Trust, but leased to a private operator.
- **Wild Horizons Lodge (Imbalala Lodge), near Kazungula, Zimbabwe:** Located in a conservation area (Matetsi Safari Area), run by a private operator facilitated through a Public-Private Partnership arrangement.

Many of these tourism developments are based on contractual partnerships between a community structure and the private sector, which arrangements are enabled by Government, with all parties committed to working together to establish and develop a viable tourism business that also supports community development. Valuable lessons are emerging out of experiences in developing and implementing Joint Venture tourism within KAZA – the most critical being the importance of communities and private sector operators having legal rights and responsibilities to be able to properly contribute to and benefit from the enterprise.

## Observations

The inherent potential regarding business development within KAZA has largely been untapped despite both the natural and cultural assets being largely intact and available for sustainable development. While KAZA has largely mapped natural and cultural assets which could be used to support business development in the landscape, to date the commercial investments do not seem to be building on this. This is despite the expectation that there should be deliberate attention within the KAZA business development programmes to leverage momentum within communities and the private sector based on their strengths and cognisant of their weaknesses.

To take advantage of the opportunities, a KAZA Business Development Strategy to prioritise community- and private-sector commercial ventures needs to be urgently developed. This Strategy should outline how KAZA could optimally commercialise its natural and cultural assets within specific thematic areas and in the context of the Sustainable Development Goals. This Strategy should not focus only on tourism, but also forestry, fisheries, as well as agriculture. For instance, by linking aspects such as livestock and the wildlife-based economy, local communities and the private sector could benefit significantly from business development within KAZA, both as players and partners. The value of forestry, through both Timber and Non-Timber resources, inclusive of Carbon Credits, could develop into one of the main revenue streams within large portions of KAZA, as could improved rangeland management using livestock linked to carbon markets. The abundant water resources that characterise large portions of KAZA provide economically-viable opportunities for business development in the fisheries sector.

Notwithstanding, given its comparative advantage, tourism development should be retained as the main economic hub but more optimised and buffered against shocks (such as climate change and constraints to international movements such as those resulting from Covid-19), and its links with other sectors (e.g. agriculture, fisheries, forestry,) strengthened. While the KAZA Tourism and Communications Working Group has developed a process to produce a Transboundary Tourism Strategy for the TFCA, the completion of this instrument needs to be expedited. Coordinated marketing of KAZA would then need to be significantly up-scaled.



# Community Development



## KPA 7 Community Development

**Objective:** To enable active involvement of communities in socio-economic development and enterprise opportunities.

**Indicators:** Socio-economic Baseline Assessment; Assessment of Livelihoods Options and Community Assets; Community Development Strategy; M&E of Community Development Projects.

*“We can use conservation, we can use proper management of our resources, to bring them back and to use them as a tool to fight poverty and for bringing prosperity to our people.” — Senior Chief Inyambo Yeta, Simalaha Community Conservancy, Zambia*

Partner States recognised from the onset that the establishment and development of KAZA needed the support, active participation, and ownership of local communities as custodians of the landscapes and natural resources on which their livelihoods depend. The KAZA Treaty has a specific objective which commits Partner States to “...*develop and implement programmes that shall enhance the Sustainable Use of Natural and Cultural Heritage Resources to improve the livelihoods of Local Communities within and around the KAZA TFCA and thus contribute towards poverty reduction*”. Community Based Natural Resources Management (CBNRM) has consequently been an overarching strategy for promoting community benefits, stewardship, and engagement in natural resource management as well as safeguarding and promoting livelihoods.

Community development and rural livelihoods enhancement initiatives in KAZA have taken different forms ranging from institutional support to infrastructure and services provision. The KAZA Master IDP proposed a five-pronged **Community Development Strategy** to benefit:

- 1) Environmental conservation and the management thereof, including projects that give priority to **CBNRM** and promote improved sustainable consumptive use of local natural resources.
- 2) Local communities, through support for **sustainable alternate livelihood initiatives** where these are considered necessary due to the communities' loss of access to natural resources.



A growing number of women have adopted conservation agriculture, horticulture, back yard gardening, mixed cropping and leveraging appropriate technologies to improve resilience and food security at household level.

- 3) *Community-based agriculture schemes*, which address food production and food security through introduction of appropriate agricultural schemes, improved agricultural practises and technologies.
- 4) The *tourism industry*, through promotion of community-based tourism enterprises or service providers, and,
- 5) Community *micro-enterprise* development.

Key initiatives under each of the above-mentioned five thematic areas include the following:

### Supporting CBNRM and building strong local institutions to foster environmental conservation

Within KAZA, a key pillar for natural resource management has been local-level institutional development processes which foster good governance and wildlife stewardship. Through locally-elected representatives in legitimate and legal structures operating as Community Based Organisations (CBOs) (Trusts, Conservancy Committees, Community Resources Boards, CAMPFIRE, Associations, etc.), communities hold their management and governance committees accountable. They are also able to exert leadership and ownership over natural resource management and stewardship. Targeted training, technical assistance, and mentoring to strengthen the ability of elected CBO members regarding management is provided by collaborating partners in areas such as planning, decision-making, as well as, contract negotiation. Additionally, these CBOs play an important and active role representing their constituencies in business partnerships as legal entities. To date, there are at least 102 CBOs operational across the KAZA landscape, of which 36 were formed during the implementation of the KAZA programme.



Community Based Organisations in KAZA are being supported and empowered to lead conservation at the village-level © Jaques Marais

**Table 2. Community Based Organisations in KAZA**

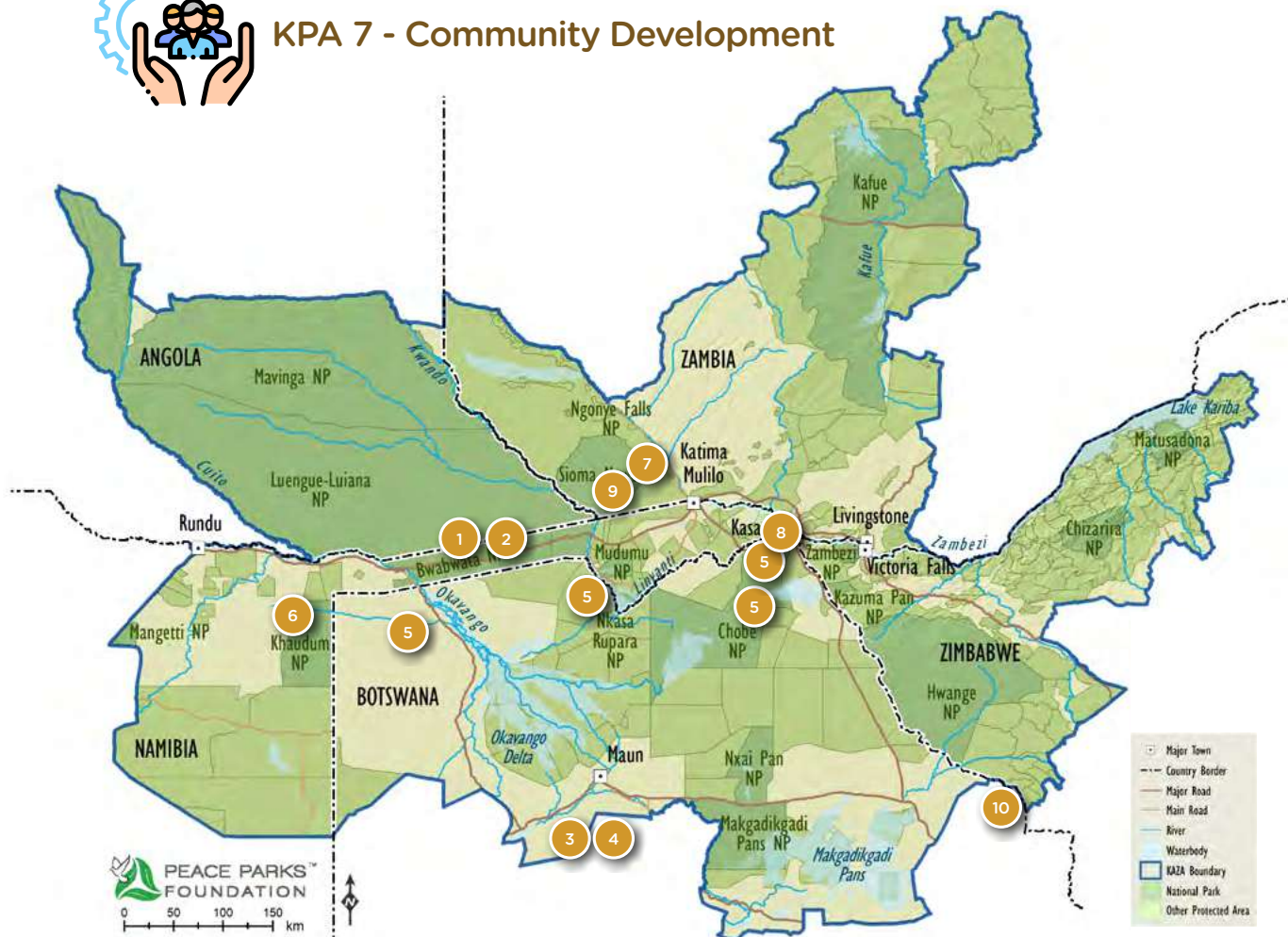
INSTITUTION						Formed during implementation of the KAZA Programme
Community Resource Boards				11		2
Conservancies			22	1	1	8
Associations		2	1		1	
Community Forests	1		19			11
Community Trusts		28		5		12
CAMPFIRE					7	
Community Partnerships Parks				1		1
Fish Reserves			2			2

Source: KAZA TFCA Community Working Group (as presented at KAZA Symposium, 2016)





## KPA 7 - Community Development



**Map 15.** Flagship community development initiatives supported through KAZA.

### Support for sustainable alternate livelihood initiatives, social infrastructure and services

Several social infrastructure projects (including non-income generating developments) have been implemented to provide foundational services and structures that support people's quality of life (Map 15). Some of the projects were funded by Partner States or development partners, but in many instances CBOs using their own resources (from concessions, hunting and other sources) have invested in infrastructure such as CBO offices, provision of household water and sanitation infrastructure, housing for health and education personnel, as well as, electrification of villages.



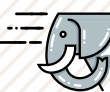
Elephant Restraining Line in action within KAZA  
© Peace Parks Foundation



1

#### Anti-Personnel Mines Demining

In 2011, a demining plan was put into action, led by the Government of Angola along with commercial companies, NGOs, technical partners and donors. Other than the humanitarian goal, the demining programme also has conservation and socio-economic development benefits, including making agriculture and tourism safer for communities, while also facilitating migratory wildlife to re-establish within the KAZA component of Angola. Angola has committed to destroy all anti-personnel mines in its jurisdiction by the year 2025 (*entire KAZA component, Angola*)



2

#### Elephant Restraining Lines

Elephant restraining lines, constructed as part of the conservation agriculture pilot project (by ACADIR) in Luengue-Luiana National Park (Cuando Cubango Province, Angola)



3

### Market Stalls

Construction of market stalls at Nhabe Museum to enable Ngamiland producer centres have a centralised craft market (*Maun, Botswana*)



4

### Bridge Rehabilitation

Rehabilitation of the Old Matlapana bridge to reduce human wildlife conflict, enhance climate resilience and promote heritage conservation (*Maun, Botswana*)



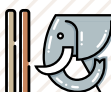
Matlapana bridge in Maun, Botswana © KAZA Secretariat



5

### Crocodile Proof Fences

Construction of 21 crocodile restraining fences along three major waterways, including the Kavango, Kwando and Chobe/Zambezi rivers (*Namibia*)



6

### Elephant Protection Walls

Construction of Elephant Protection Walls – at least 20 walls, including 8 in Makuwe; 4 in Ndiyona; 4 in Mashare; 3 in Kapako, and 1 in Kahenge Constituencies. These walls protect boreholes providing water for human consumption (*Kavango Region, Namibia*)



Provision of social infrastructure for health, education and water supply is part of community development support offered by KAZA © KAZA Secretariat



7-8

### Staff Housing

Construction of a clinic and two teacher houses, enabling the establishment of the Ngonye Falls Community Partnership Park (*Linganga, Zambia*)

Construction of four teachers houses as part of the development process associated with establishment of Simalaha Community Conservation Area. Ensuring youth education was deemed a crucial long term project within the context of one of Zambia's first community conservation areas, pivoting on the need to ensure that qualified teachers are retained in rural settings, rather than moving to urban settings on account of the quality housing (*Mwandi, Zambia*)



9

### Boreholes

Drilling and equipping of borehole in targeted villages bordering Sioma Ngwezi National Park with the aim of reducing contact between people, livestock, and wildlife (*Silwana Complex, Zambia*)



10

### Water Provision

Rehabilitation of Maitengwe Dam, with reticulation canals to beneficiary villages aimed at improving rural livelihoods, build resilience in communities and reduce Human-Wildlife Conflict (*Bulilima, Zimbabwe*)





## KPA 7 - Community Development

### Support for community-based agriculture schemes

Food security is a recurrent theme raised by KAZA communities, as well as policy makers. To this end, KAZA has supported several community-based agricultural schemes, on among others (i) conservation agriculture, (ii) improving livestock production, and (iii) Human Wildlife Conflict (HWC) measures aimed at reducing and mitigating the impact of wildlife-induced crop damage and reduction in human deaths and livestock losses.

#### Conservation agriculture

Communities have mobilised around conservation agriculture as a strategic entry point to addressing the interlinked challenges of poverty, food security, and HWC as well as climate resilience. Conservation agriculture is aimed at increased crop yields off smaller plots through the conservation of soil nutrients and water, while building resilience against environmental shocks such as climate variability by using early-maturing seeds and drought-tolerant crops. Strategies to enable seed retention for future crops have also been introduced. Farmers are assisted to minimise post-harvest losses, and in one instance, in the Silowana complex (Zambia) some farmers have been trained in seed multiplication for maize, sorghum and millet, resulting in them having 'Quality Declared Seed'<sup>1</sup> thereby improving access to quality seed stock while creating an additional opportunity for business, and thus livelihood diversification.

In Tsholotsho District, Matebeleland Province of Zimbabwe, smallholder farmers, through support of various partners adopted conservation agriculture and doubled sorghum yields over a two-year period.

<sup>1</sup> Seed with high yields and performance, and free of disease (Source: FAO, 2006. Quality declared seed system, FAO Plant Production and Protection Paper, 185.)



**Figure 3.** Samples of 'Quality Declared Seed' produced in the Silowana complex (Zambia) improving access to quality seed stock and creating business opportunity through the sale of the seeds © KAZA Secretariat

This improvement was achieved through the use of improved seed varieties, appropriate selection of crop-type (sorghum vs maize), land preparation, weed and pest control, as well as collective farm work. Outside the project area, more than half of the farmers adopted the conservation agriculture practices after seeing the improvements in yield in the project fields.

#### Improving livestock production

Only a few areas within KAZA are suitable for crop farming, and so livestock farming (mostly cattle and goats) is the dominant component of the agricultural sector within the TFCA. Livestock production is an important source of livelihood security at the household level. However, conflict with wildlife is common due to animal diseases such as Foot and Mouth Disease (FMD) that can be transmitted between wildlife and livestock, and due to depredation of livestock by carnivores. These impacts occur since KAZA is a co-existence landscape, where wildlife and humans (and their livestock) live in close proximity. Two initiatives are taking place in KAZA to improve the productivity of the livestock sector, aimed at addressing the negative impacts of FMD and losses of livestock to depredation by carnivores.

First is the ongoing piloting of '*Commodity Based Trade*' (an option to utilise non-geographic approaches to ensure food safety) in Botswana. Through this approach, value can be provided to livestock, if effectively managed and monitored, showing compliance to good agricultural practice, making the commodity (mostly beef) safe for consumption. The Government of Botswana, KAZA Animal Health Sub-Working Group, Animal and Human Health for the Environment And Development (AHEAD) and other partners are leading these pilots on Commodity Based Trade of beef.

Second is the testing at several locations within KAZA of the '*Herding for Health Model*'. This is jointly undertaken through a partnership between Conservation International and Peace Parks Foundation, in conjunction with local implementing agents including Botswana Predator Conservation Trust, Claw Conservancy, Simalaha Community Trust, and Victoria Falls Wildlife Trust. These initiatives are looking at various options such as (i) use of professional herders, trained and skilled at implementing planned grazing plans, (ii) predator-proof bomas for kraaling livestock safely at night, (iii) augmenting soil nutrients within the conservation agriculture programme through mobile bomas, (iv) mobile abattoirs and quarantines, (v) market access initiatives and (vi) promoting good animal husbandry. Innovative approaches such as grazing livestock as 'aggregated herds' in Eretsha (Botswana), and use of professional, trained eco-rangers deployed as herders in Habu (Botswana) have been initiated, with substantial reductions in numbers of cattle lost to carnivore predation.





© KAZA Secretariat

### **HWC reduction and mitigation**

Co-existing with wildlife has significant costs for communities in terms of HWC. Incidences of HWC vary across KAZA, with higher occurrences in areas with high wildlife numbers and community activities, such as, arable and pastoral farming. Unless there are direct financial incentives arising from the wildlife economy, there is always the risk that HWC is likely to tip the balance away from conservation. It is therefore important to implement measures to reduce conflict, in efforts to increase community acceptance of wildlife as an asset, especially when they have direct control over the management interventions regarding wildlife.

Different options to promote co-existence have been implemented, ranging from relatively 'high tech' solutions to techniques tried and tested by generations of people. These include construction of predator-proof kraals, construction of crocodile enclosures, water protection walls, Elephant Restraining Lines (ERL), rapid response to HWC events, land use planning, and strategic measures such as a HWC insurance scheme and payment for ecosystem services in Namibia. Not all solutions are appropriate in all settings, and through workshops focusing on reduction and mitigation methods, to field trials and full-scale roll-out of interventions, methods are continually being optimised. Various stakeholders from government ministries and departments, NGOs and community structures have collaborated, and shared information and lessons learnt, all aimed at ensuring benefits to communities that pay the opportunity costs of living close to wildlife. One of the common lessons across KAZA has been that it is important to manage HWC and prevent conflicts in a manner that recognises the rights and development needs of communities, recognises the need to promote biodiversity conservation, promotes self-reliance, and ensures that decision-making is quick, efficient and effective.

## **Case Study 13**

### **Elephant Restraining Lines (ERL) in Sielowana Complex, Zambia**

During stakeholder engagement for the Zambia IDP, the issue of HWC was raised by numerous communities. Following an assessment of the number of reported incidences over a three-year period one village stood out as a HWC hotspot – Kabula. After discussions with the community on options to reduce HWC (specifically that associated with elephant crop-raiding), the community decided to utilise ERLs to enclose their fields and thus protect their crops.

As a community, assisted by WWF, a boundary line was cleared, a two-strand electric fence was erected, with solar-charged batteries and energisers, patrolled and monitored by designated community members. The impact of this community-implemented HWC mitigation measure was that incidences of elephant crop-raiding dropped from ~80 incidences/year to zero.

This intervention served as the catalyst for the further use of ERLs within the Sielowana Complex surrounding Sioma Ngwezi National Park and other projects throughout KAZA. The success of the Kabula ERL came from direct community involvement and oversight over planning, decision-making, as well as implementation and maintenance of the ERLs.



**Human Elephant Conflict incidences in the Sielowana Complex February – May 2007**





## KPA 7 - Community Development

### Support to community-based tourism

Within KAZA, tourism plays an important role in the wildlife economy, and even more so for community conservation areas. Not only does tourism provide income for community-based structures through concessions and leases, it also provides employment and training opportunities in areas where options are often limited. Various community-based tourism models are utilised, and have been supported directly through KAZA programmes, by Partner States or by KAZA collaborators, including those summarised in Map 16.



Angola

**Angola** has hitherto not implemented community-led tourism projects within the KAZA component, but the Cubango/Kavango Basin Master Plan (approved 2016, ends 2030) and Zambezi Basin Master Plan (approved 2018, ends 2035) both promote community-based tourism. Moreover, the Ministry of Tourism established an Okavango Basin Tourism Development Zone in Dirico, and also developed a Tourism Master Plan which has a focus on wildlife inside and outside conservation areas within the KAZA landscape, with support to several tourism activities such as the Raid Cacimbo and Press Safari.

Image: Kostadin Luchansky, National Geographic Okavango Wilderness Project



Namibia

Through the **Namibian** policy on tourism in protected areas, Mayuni Community Conservancy has several agreements with private sector operators, including African Monarch Lodges within Bwabwata National Park. Since official opening in 2004, the conservancy initially ran Nambwa camp. Following a formal agreement, management and marketing of the site were handed to a concessionaire, who works closely with the conservancy and traditional authority, and has developed a luxury camp, while retaining the campsite, and expanded the offering to include additional activities. Various programmes regarding food production and waste management have been developed in the community yet directly linked to the camp and lodges. This is an example of a wildlife-based community-led tourism project inside a protected area.

Image: African Monarch Lodges



**Map 16.** KAZA TFCA showing partner states and samples of community-based tourism initiatives.



Ngonye falls in Zambia



## Zambia

In **Zambia**, KAZA has supported the Ngonye Falls Community Partnership Park. Located at the culturally-significant and scenically spectacular Ngonye Falls near Sioma, two communities working closely with the Government of Zambia decided to limit development surrounding the waterfall by creating a community-owned protected area. To generate alternative livelihoods, the community (through support from Government and other partners, within the KAZA framework) fenced the area, restocked the park with wildlife, and developed a Tourist Centre, as well as, a campsite. This laid the foundation for further plans and tourism development, without negatively impacting on the waterfall. Furthermore, the long-term protection of the cultural heritage of the site, important to the Barotse nation, has been secured. This is an example of a heritage-based community-led tourism project.

Image: KAZA Secretariat



Ngoma Lodge, located on communal land and owned by the Chobe Enclave Community Trust but managed by a private operator



## Botswana

In **Botswana**, on the outskirts of Chobe National Park is located Ngoma Lodge and campsite, owned by Chobe Enclave Community Trust but operated by a private operator. This is facilitated by a CBNRM Policy enabling local communities to hold long-term leases for concessions in prime tourism areas, with Government and non-government agencies supporting, on a need basis, the management and promotion of their tourism ventures. This is an example of a wildlife-based community-led tourism project outside a protected area.

Image: Deboo Photography



## Zimbabwe

In **Zimbabwe**, a KAZA-supported feasibility study was commissioned for the Mabale Project in Hwange District (Zimbabwe), aimed at boosting the level of interest by private sector partners in community-based tourism initiatives. This process included an exchange and learning tour by members of the Mabale Community Trust to Nhaba Museum (in Maun, Botswana), and support to the planning required for construction of a Cultural and Tourism Service Centre at Mabale. This is an example of a culture-based community-led tourism project.

Image: KAZA Secretariat





## KPA 7 - Community Development



Cultural tourism is a significant component of the KAZA ecotourism product offering and also important for the preservation of local heritage © Peace Parks Foundation

### Support to community-based tourism

It is noteworthy that KAZA does not only base its tourism products on wildlife, but also on **culture and heritage**, which attract many tourists to KAZA. Monuments found in KAZA include: heritage sites and areas; rock art; crafts; military, archaeological, cultural, and sacred sites; geological attractions; railways; engravings; and others. Besides the better known three World Heritage Sites – Okavango Delta, Victoria Falls and Tsodilo Hills – the TFCA is rich in monuments, heritage sites and museums which depict the area's rich heritage and culture.

Both tangible and intangible heritage and cultural resources are critical for the promotion of tourism in KAZA. Besides promoting tourism, these tourism sites provide opportunities to improve livelihoods of local communities who live in close proximity, for example, through hiring of local guides. In Botswana for example, legislation provides for culture- and heritage-themed museums to belong to communities, with their management and development under Community Trusts. More widely across KAZA, various cultural and heritage tourism models are utilised.

Some initiatives supported under the KAZA framework include the rehabilitation of the Old Matlapana Bridge (Maun), construction of additional stalls at Nhabe Museum (Maun), as well as the development of a heritage trail map for Makgadikgadi and Chobe-Ngamiland circuits, all in the Botswana component of KAZA.

The Ngonye Falls Community Partnership Park (Zambia), and the cultural and tourism service centre at Mabale (Zimbabwe), serve as additional examples of KAZA-facilitated promotion of culture and heritage based community-led projects.

### Support to community micro-enterprise development

To date, in addition to community-led enterprises in agriculture and tourism as discussed in the preceding sections, KAZA has provided support for community micro-enterprise development in fisheries and non-timber forest products.



Fisheries support local livelihoods and offer ample opportunities for community development in KAZA but compromised by widespread use of illegal fishing gear including mono-filament nets © Britta Hackenberg

### Fisheries

The SADC Protocol on Fisheries (2006) provides the overall policy context within which fisheries are to be sustainably used. The objective of this Protocol is to promote responsible and sustainable use of the living aquatic resources and aquatic ecosystems of interest to State Parties, to:

- Promote and enhance food security and human health;
- Safeguard the livelihood of fishing communities;
- Generate economic activities for nationals in the SADC Region;
- Ensure that future generations benefit from these renewable resources; and,
- Alleviate poverty with the ultimate objective of its eradication.

Unfortunately, increasingly, anecdotal and scientific evidence suggests that fisheries across much of KAZA are collapsing, and this livelihood option is becoming more difficult for communities to access as a business option. Notwithstanding, several projects have been implemented within KAZA, all aimed at sustainably unlocking the inherent economic potential of fisheries. These include, *inter alia*:

- Piloting of fish ranching in Namibia in collaboration with Namibia Nature Foundation; and
- Setting up of a fish farming project in Mwandi (Zambia) along with several smaller fish farming projects and ponds in surrounding communities.

### Non-timber forest products

Non-timber forest products (NTFP) span a range of wild biological resources harvested by households and communities. A wide range of NTFPs used for medicinal, food, fodder, household fabrics and other uses occur in KAZA, including *Imbrasia belina*, *Harpagophytum procumbens*, *Artemesia afra*, *Lippia scaberriama*, honey, silk cocoons and many others. In most rural communities, especially those in marginalised areas, these products are typically the second most important sources of the livelihood (after agriculture), as they generate alternative sources of income and hence improve their standard of living.

While most of these products are used for subsistence purposes rather than business enterprises, within the framework of KAZA, some pilot projects have been undertaken to commercialise community-run enterprises using the tubers of *Harpagophytum procumbens* (Devil's Claw) in Namibia. However, at a general level, much work still remains to be done to use NTFPs from KAZA to support community-led micro enterprises.

### Observations

Despite the huge value and focus that most stakeholders place on community development within KAZA, unlike other programmes aimed at integrating management across borders (including resource management, sustainable financing, policy harmonisation and joint operations), hitherto, community development has not been well articulated into a coherent TFCA programme, with clear strategies, plans and projects. Numerous projects are being rolled out by governments agencies, NGOs, CBOs and even private sector operators, but the impact of these initiatives is not being measured in a systematic and comprehensive manner, nor are the interventions methodologically recorded, evaluated and reported on.

Notwithstanding, there are opportunities. Cultural heritage projects have received increased attention recently, and hold much promises. Additionally, community development programmes, plans and projects within the TFCA have started gaining traction (locally and regionally) as critical areas worthy of attention and investment. This sentiment is embedded within many mainstream conservation initiatives where community benefits from wildlife are working better as an anti-poaching tool than militarisation of field patrols. In general, re-establishing the KAZA Community Development Working Group, and ensuring balanced representation of all key role players, and then focusing on clear programmes, plans and projects, should assist in providing the necessary impetus and momentum for this KPA. Identifying and strengthening sustainable fisheries and NTFP value-chains as well as other community-led enterprises that enhance economic returns of local communities, and then embedding these within the TFCA programming, is an urgent priority.



# Integrated Management



## KPA 8 Integrated Management

**Objective:** To jointly and cooperatively undertake operations between the Partner States regarding biodiversity conservation and socio-economic development.

**Indicators:** Joint Management Decisions; Joint Operational Strategies; Joint Operational Structures; Joint Operations; M&E systems for Joint Operations.

The establishment and development of KAZA has been highly dependent on collaboration and cooperation by Partner States. This has entailed, among others, operationalisation of various provisions of the Treaty into practical measures. The KAZA Treaty has two specific objectives relevant to this: 1) “...*develop agreements, protocols and guidelines as may be necessary in each area of cooperation which shall spell out the objectives and scope of, and institutional mechanisms for, cooperation*”; and 2) “...*make the KAZA TFCA a programme which epitomises and showcases benefit-sharing, equality, good governance, collaboration and cooperation*.” The Treaty goes further to oblige the Partner States as follows: “*cooperate to develop common approaches to natural and cultural resources management and tourism development*.”

Progress towards the attainment of the aspiration for collaborative or joint management is illustrated in among others (i) formal structures through which joint decisions are made; (ii) joint operational strategies and strategic frameworks; (iii) operationalisation of joint operations structures and joint activities (notably on combatting wildlife crime, transboundary wildlife management, and transboundary tourism); and (iv) a KAZA-wide impact monitoring system, all of which are described below.



Participants at the workshop for the development of a strategic planning framework for the conservation and management of elephants © KAZA Secretariat

## Joint decisions regarding operations by KAZA structures

Decisions on the joint operations are made through different structures, some of which are specific to KAZA, while others are bilateral. These include among others:

- Joint Permanent Commissions (primarily bilateral);
- KAZA Joint Management Committee;
- Joint meetings of National Tourism Organisations (convened, as required, within the KAZA framework);
- KAZA Working Groups; and,
- The KAZA Transboundary Natural Resource Management (TBNRM) Forums.

## Joint strategic frameworks

Several strategic frameworks to enable joint operations have been developed and are at different stages of implementation including:

- **Indicative Development Framework** (2007) which guided collaboration in the early days of KAZA's establishment and development. It was a precursor to the various institutional arrangements and development priorities that followed;
- **Harmonisation Proposals** (2013) covering natural resource management, tourism and formal legislative recognition of the TFCA;
- The **KAZA Master Integrated Development Plan** (2015) which provides a framework and identifies priority areas for focus by Partner States; and,
- High-level decision taken to catalyse *transboundary collaboration in the design and implementation of KAZA Phase III projects* with a focus on priority WDAs where Partner States are expected to collaborate.

## Operationalisation of joint operations structures and joint activities

Partner States have been successful at operationalising joint operations and activities, including in the following thematic areas:

### Combatting wildlife crime

Internationally, there has been a rise in transnational organised crime affecting the conservation of especially threatened species, which in turn is affecting the livelihoods and security of local communities. Within SADC the need for a joint regional approach to combat poaching and illegal wildlife trade was identified as important, and culminated in the adoption of the SADC Law Enforcement and Anti-Poaching (LEAP) Strategy in 2015 by the SADC Ministers for Environment and Natural Resources, in cooperation with the Ministerial Committee of the Organ on Politics, Defence and Security Cooperation.

## Case Study 14

### The SADC Law Enforcement and Anti-Poaching (LEAP) Strategy

The LEAP Strategy serves as a guiding instrument for SADC Member States, defining the main strategic areas and actions to combat poaching and illegal wildlife trade in the region. It also outlines success factors and thus allows for monitoring and evaluation. The major elements of the strategy are:

- Enhance legislation and judicial processes.
- Enable cross-border collaborative intelligence operations and analysis of nation-wide data on wildlife contraband trafficking.
- Integrate people and nature into conservation and development processes.
- Ensure sustained trade in and use of natural resources.
- Train scouts and rangers for field site operations, increase ranger patrols and introduce a ranger-based monitoring system.
- Establish a SADC Wildlife Crime Prevention and Coordination Unit to coordinate the enforcement of laws, and to detect and monitor trafficking, trading and harvesting of illegal wildlife resources.

(Reference: SADC GIZ, [https://www.giz.de/de/downloads/181008\\_cooperation\\_screen.pdf](https://www.giz.de/de/downloads/181008_cooperation_screen.pdf))



Snaring is widely used by poachers and causes injuries and deaths in wildlife © Jaques Marais





## KPA 8 - Integrated Management



Transboundary coordinated anti-poaching interventions across KAZA (including use of canine units) are crucial to address wildlife crimes © Jaques Marais

### Operationalisation of joint operations structures and joint activities

#### **Combatting wildlife crime** (continued)

To boost cross-border collaboration, and in line with the SADC LEAP Strategy, KAZA Partner States adopted guidelines and rules for joint anti-poaching operations, including standard operating procedures. Additionally, through improved intelligence-sharing, law enforcement officials inform each other regarding poaching activities, identify poaching patterns and plan enforcement proactively, as well as collect and share evidence for use in the prosecution of wildlife criminals.

Without deviating from country-specific regulations, capacity development on crime scene investigation has been aligned, improving cooperation between law enforcement and wildlife management authorities across the TFCA. This ensures the correct handling of forensic evidence to strengthen criminal cases, irrespective of the country where the prosecution is being undertaken. Other measures taken by KAZA, in collaboration with different NGOs and International Cooperating Partners, include:

- Establishment of a *Wildlife Crime Secretariat* (housed within the KAZA Secretariat) which has brought additional capacity and resources to enhance collaboration and coordination among stakeholders and among law enforcement agencies at different levels.
- The *Kwando Law Enforcement Strategy* (2020) aimed at boosting law enforcement at the following contiguous MIKE sites: Luenge Luiana, Bwabwata and Sioma Ngwezi national parks. This has included community involvement through the concept of communities as First Line of Defence (FLoD).
- Support to and operationalisation of *TBNRM Forums* which provide a critical platform for intelligence gathering and sharing between public officials and community members living in border areas.
- *Joint patrols* by wildlife management staff, field rangers, police and defence officials, undertaken on a need-basis based on aligned standard operating procedures, fully sanctioned through the Joint Permanent Commissions between the specific countries.

### Joint wildlife management

The KAZA harmonisation proposals identified the need to develop strategies to inform collaborative management of target species. So far, three strategies have been developed, each outlining high-level priorities, respectively:

- *African Wild Dog Conservation Strategy and Action Plan* (2014) - a single-species strategy aimed at reducing major threats to wild dogs;
- The *Carnivore Conservation Strategy and Action Plan* (2018) focused on the protection of large carnivore populations, their habitats and prey; and,
- The *Strategic Planning Framework for the Conservation and Management of Elephant in KAZA* (2019) focused on maintaining elephant habitats and ensuring continued uninhibited movements of elephants across the TFCA.

These strategies have also served to demonstrate KAZA's convening role. The development of the strategies has been a collaborative process involving wildlife officials representing Partner States, researchers and NGOs. These strategies are part of the suite of measures towards harmonisation of policies, legislation and practice in the management and sustainable use of natural and cultural resources. The multi-actor KAZA processes inform the design of collaborative research, field protocols, and design of field surveys, as for example, the design of methodology for the planned 2021 *KAZA-wide synchronised wildlife aerial survey*. It is envisaged that experts and Partner States' officials working in forestry, birdlife, fisheries and other sectors will follow a similar approach.

## Case Study 15

### The KAZA Elephant Strategic Planning Framework

The vision regarding elephant conservation within KAZA is to ensure that *"KAZA's elephants, the largest viable and contiguous population in Africa, are conserved to the benefit of people and nature within a diverse and productive landscape."* The framework was adopted by the KAZA Ministers' Committee in April 2019 and endorsed by the Kasane Elephant Summit in May 2019, hosted and chaired by Botswana's President H.E. Dr Mokgweetsi Masisi, and attended by among others Heads of State from Angola, Namibia, Zimbabwe, Zambia and South Africa. The framework focusses on among others attainment of the following five objectives:

- Development of an integrated land use planning process to secure long-term ecosystem integrity and connectivity of KAZA's elephant population;
- Maintaining and managing KAZA's elephants as one contiguous population;
- Promoting and supporting co-existence of humans and elephants for ecological, social and economic benefits;
- Reducing the illegal killing and trade in elephants and elephant products; and,
- Establishing a high-level decision-making process on which to build the planning framework for conserving KAZA's elephants.



KAZA currently has TFCA-wide strategic planning frameworks or conservation strategy and action plans, for wild dogs, carnivores and elephants. © KAZA Secretariat





## KPA 8 - Integrated Management

### Transboundary tourism

The KAZA Treaty calls attention to the facilitation of tourism across international borders as one of the objectives. Several initiatives have occurred in support of this, including:

- Joint implementation of the *KAZA UNIVISA* by Zambia and Zimbabwe and planned roll-out to the other KAZA Partner States to facilitate easier and cost-effective movement of tourists and to stimulate economic and regional integration as well as increased tourist arrivals across the TFCA.
- Development of the draft *Chobe River Code of Conduct* intended to provide a harmonised and standard set of procedures and guidelines for the use of the Chobe River shared watercourse.
- Development of the *KAZA Transboundary Tourism Development Strategy* to advance sustainable transboundary tourism.

To support implementation of the tourism strategy, *Transboundary Tourism Products Evaluation Guidelines* have been developed for use by the various KAZA structures in processing transboundary tourism product development applications. Transboundary tourism products already in place or that have been offered include:

- The *KAZA Cup Golf Classic* – a golf tournament based on a 48-hour, 36-hole, 2 country and 1 winner design.

- *Transboundary tour routes* based on either a theme or the connection of attractions, accommodation, activities and other visitor services e.g. tours offered by Wigwam Naturreisen and Expeditionen (specialised operators in the German market) and motor bike tours offered by Namibia Wildlife Resorts across the entire TFCA.
- *Activities along international boundaries* such as boat cruises, including the emerging Zambezi-Chobe Boat Safari that has successfully been undertaken by donors and the media. During this safari, three Partner States partner to provide a tourism experience that is only possible through collaboration, enabling seamless access to three countries during a single trip.

### KAZA Monitoring and Evaluation System

Partner States have taken a decision to develop the KAZA Impact Monitoring (KIM) system to assist with accurate reporting, and to provide data on the various programmes and projects at the TFCA-level. An *M&E Framework Document* has been developed and serves as a guide for the descriptions of all the agreed-upon indicators. However, to date, joint projects have not been adequately reported on. The refinement and further development of an M&E system which collates and integrates data across five Partner States remains an urgent priority. The success of the initiative depends on Partner States providing the required information in the stipulated format and at agreed intervals, to ensure data comparability.



The KAZA Golf Classic – a golf tournament based on a 3-day, 3-countries, 1 winner design © Godfrey Mtare, Zimparks





KAZA Land Rover Expedition © Pierre Johnne

## Observations

Working jointly – as opposed to undertaking only in-country interventions – would enable KAZA to achieve more, with the ‘whole being greater than the sum of the parts’. This would especially be more easily achieved where interventions do not only focus on protected areas or a few iconic species, but also on joint management of ecosystems, community expectations, tourism experiences, cultural heritage and flora. To date, joint wildlife management in KAZA seems to concentrate on a few charismatic species and not on ecosystems. Consequently, collaborative work on other species (such as fish, birds, reptiles and flora) needs to be enhanced. The species work should be coupled with ecosystem-based approaches that drive a KAZA agenda which all collaborating partners follow. Similarly, abiotic elements of the ecosystem such as water (both aquifers and surface water) and fire need to be included in the joint operations, because of their transboundary implications; for instance, work on water quality and quantity monitoring carried out by the river basin Authorities (such as OKACOM and ZAMCOM) needs to be better integrated into KAZA programmes.

The value of KAZA is amplified when seen in the context of landscape-level conservation and development efforts, with joint operations spanning across sub-national and international borders. Co-ordinated efforts such as wildlife management planning at the TFCA-level, transboundary tourism and transboundary law enforcement patrols encourage collaboration and integration, and should be supported and encouraged, with systematic reporting on the impact of these joint efforts. For this, the KIM system must be fully developed and implemented, with all Partner States consistently supplying the required data.

Critically, target species identified in the KIM need to be systematically and consistently monitored but there is presently no structure, process, nor committee to ensure government agencies, NGOs, local communities and private researchers’ work contribute data for monitoring purposes, in the context of the KIM.

In terms of opportunities, tourism development jointly approached can provide significant benefit to the entire region. In the medium-term, besides expanding the KAZA UNIVISA to include the other three KAZA Partner States (currently a short-term goal), it would be beneficial if the lessons learnt, methodology and operational procedures developed were shared with the entire SADC region, and possibility investigated to make this a SADC-wide visa, rather than just a KAZA initiative. This would ensure KAZA adds very significant value to SADC, while concurrently making southern Africa even more competitive as a tourist destination, a development which KAZA would also directly benefit from. Similarly, learning from other SADC TFCAs, the possibility of developing dedicated KAZA tourism products (e.g. along the lines of *Tour de Tuli*), should be investigated and pursued. Some traction has been gained within KAZA regarding this, and giving fruition to the **KAZA Transboundary Tourism Development Strategy** would produce excellent results. This is an urgent priority, given that KAZA is ideally positioned to develop world class transboundary tourism products, based on the wide spectrum of attractions and facilities, many of which straddle international boundaries. For example, *The Great KAZA Birding Route*, an initiative designed by BirdLife International partners in KAZA, aimed at broadening benefits from birding tourism directly to local communities, offers great potential.



## Future Outlook

On the basis of the findings, observations and reflections summarised in this State of *KAZA Report*, there are some strategic issues that may affect the future of KAZA. The over-arching expectation and desire is for KAZA to be a fully functional conservation and landscape where people and wildlife co-exist, poverty is alleviated and tourists can have their idyllic African dream, in line with the KAZA vision, mission and objectives. Such an undertaking is challenged by many matters, including, regional geopolitics, international pandemics, national pride and sovereignty, all playing a significant role, while conditions, such as sustainable development and conservation needs drive local impacts and interventions, both negative and positive. On the basis of the findings summarised in this inaugural State of *KAZA Report*, some of the most critical issues for the future of KAZA include the following:



Stakeholder participation during the preparation of the Integrated Development Plan for Zimbabwe © Peace Parks Foundation



Sharing notes and reflecting: Chief Dingani Nelukoba of Hwange District in Zimbabwe and Carsten Sandhop of KfW during a field mission



### Joint Planning

While national IDPs and a Master IDP exist, hitherto, several KAZA programmes and projects have been implemented in an ad hoc donor-driven basis, based on available funding or restrictions regarding the use of funding, often removed from the actual need within the landscape. In many instances, this leads to sub-optimal programming and use of the limited resources. To overcome this, there is need to scale joint planning and transboundary programme development (ideally at WDA-level), to optimise impact, and better use joint structures between the Partner States to co-ordinate and implement projects and activities.

Moreover, it is critical that the implementation plans of both the national IDPs and Master IDP are synthesised into thematic Strategic Action Plans, with clear logical frameworks and M&E indicators and targets. Additionally, the institutionalisation and fusion of these strategic plans into the national budgetary processes is strongly recommended to ascertain their implementation support. To the extent possible, implementation should be cross-sectoral, facilitated by functional and resourced national steering committees.



The Joint Management Committee, KAZA's technical collaborative structure, considers technical issues from the various technical working groups © KAZA Secretariat



### Institutional Arrangements

Despite the high financial costs, conservation and development interventions needing coordination within and between the Partner States have continued from 2006 to date, primarily through the KAZA structures. Following the development of the Stakeholder Engagement Strategy there has been progressive improvement in stakeholder engagement and consultation. However, going forward, encouraging even wider and more inclusive joint planning, operations and activities at the WDA-scale will be of critical importance towards the attainment of the KAZA vision, mission and objectives.

It would be worthwhile to explore the KAZA institutional arrangements to include Joint Operational Structures at the WDA-level, tasked with the responsibility for integrated management of activities, empowered through the Treaty and other mechanisms (such as the Joint Permanent Commissions), and where appropriate guided by approved Standard Operating Procedures and aligned policies.

Critically, the KAZA structures should deliberately create space for active local community participation (such as the Traditional Leaders Forum and the Transboundary Natural Resource Management Fora), offering platforms for discussing matters of shared heritage and culture. These community-led structures can also guide land use planning and development in a socially-responsible and appropriate manner.



Signing of the financing agreement of the EUR 15.5 million phase III Germany support to KAZA © KAZA Secretariat



### Financial Sustainability

The future of KAZA depends on the degree to which various interventions and activities at regional, national and local level are addressed and funded. This is a complex undertaking that would showcase the value placed on heritage, wildlife and people co-existence by the Partner States, and also ensure that conservation areas and the adjoining unprotected areas are managed in synchrony with local customs and societal expectations. Financial support is needed to achieve this at scale.

As a matter of urgency, the KAZA Financial Sustainability Strategy needs to be updated, focusing on resource mobilisation not only for the KAZA Secretariat operational support, but include resource for investment in national and regional programmes and projects.

Innovative financing mechanisms are required to ensure that sufficient funding can be secured for these programmes at both national and TFCA-scale. Diversified options, utilising a blend of tourism revenue, donor funding, government grants and new mechanisms, such as impact investors, Green Bonds, carbon funding, payment for ecosystem services, and endowment funds, should be urgently and rigorously pursued, tested and up-scaled within KAZA. These innovative financing mechanisms should leverage KAZA's uniqueness and International Property Goods such as carbon and freshwater resources.



## Future Outlook (continued)



Law enforcement also entails 'boots on the ground' as part of the overall strategy to combat wildlife crimes © Daniel van Vliissingen



### Policy Harmonisation

Some policy harmonisation has been achieved to date, including joint plans for some target species and site conservation, and most notably the traction gained by the KAZA UNIVISA. However, the KAZA landscape is not a static environment, where for instance, tourism takes place in protected areas and small-scale farming takes place on the land in between. Numerous new business opportunities are available to protected area managers, as well as, local communities. These include traditional tourism, both consumptive and non-consumptive, yet also include aspects such as fisheries, forestry, and livestock management.

Consequently, new models for harmonising land use practices, law enforcement, stakeholder engagement strategies, natural resources management and M&E, both within states and at the TFCA-level, need to be developed within KAZA, including the use of planned rangeland management and practices that contribute to rather than detract from protecting KAZA's natural and cultural heritage. The KAZA Policy Harmonisation Strategy needs to be institutionalised in the respective Partner States, updated, and future policy harmonisation interventions should be cognisant of climate change, and climate-smart alternatives prioritised as default options.



### Sustaining & Restoring Landscape Dynamics

The ecological linkages within KAZA are largely understood, yet commensurate action has not yet been instituted to ensure that wildlife movement within and between WDAs is sustained wherever possible or restored where already lost.

The period from 2006 to date have largely been used to understand how wildlife utilise KAZA as a conservation landscape. On the basis of the knowledge, a gradual shift has taken place from the TFCA being viewed as a few national parks surrounded by hunting areas (either state or community owned), to a connected co-existence landscape within which biodiversity conservation and development can occur simultaneously. However, in some areas critical corridors are still threatened, primarily due to incompatible land use systems in areas where the connectivity needs to be maintained or re-established. Consequently, Partner States are encouraged to promote compatible land use patterns that can safeguard the connectivity and regional sustainable development of the TFCA. If this risk is left unattended, this could lead to a degree of habitat fragmentation, ultimately defeating the aspirations of the TFCA.

There has been a notable development and resource mobilisation focus on some of the WDAs, such as the Kwando WDA.





KAZA's is partly renowned for the longest recorded seasonal migration of Zebra in Africa, between Nxai pan national park, Botswana and Zambezi - Chobe floodplains, Namibia © Pierre Johnne



Private sector investment in tourism infrastructure is key to unlocking KAZA's tourism opportunities © Simone Micheletti



## Business Development

However, focusing only on the areas that currently have an abundance of wildlife, such as the Kwando WDA, could result in areas such as the Kafue, Kariba or Makgadikgadi Pans ecosystems becoming fragmented from the rest of KAZA. This shortcoming needs attention by Partner States and their collaborators. KAZA should mobilise financial resources to ensure that all the six WDAs are given appropriate attention.

Business development opportunities within KAZA (including tourism) remain largely untapped despite ample and primarily intact natural and cultural assets. On the other hand, the reliance of Africa's conservation programmes on international tourism revenue has been challenged over the past few years, and the crisis induced by COVID-19 epitomises this risk.

The paucity of tourists, due to COVID-19 travel restrictions, has led to partial and sometimes complete disruption in cashflow within local communities dependent on tourism revenue. Similarly, Partner State resources have been diverted from natural resource conservation towards addressing the COVID-19 socio-economic challenges. The preparedness of the Partner States to deal with shocks, such as COVID-19, whose impacts have far-reaching implications on the KAZA vision and key priorities, including tourism and the WDAs, demonstrates the need for extensive scenario-planning and risk management measures to among others:

- guard against key risks to the KAZA income streams and programming; and,
- diversify income streams, through a myriad of business opportunities, including forestry, agriculture and fisheries.



Grey crowned cranes and Red lechwe at Busanga Plains, Kafue National Park © Griffin Shanungu



## Future Outlook (continued)



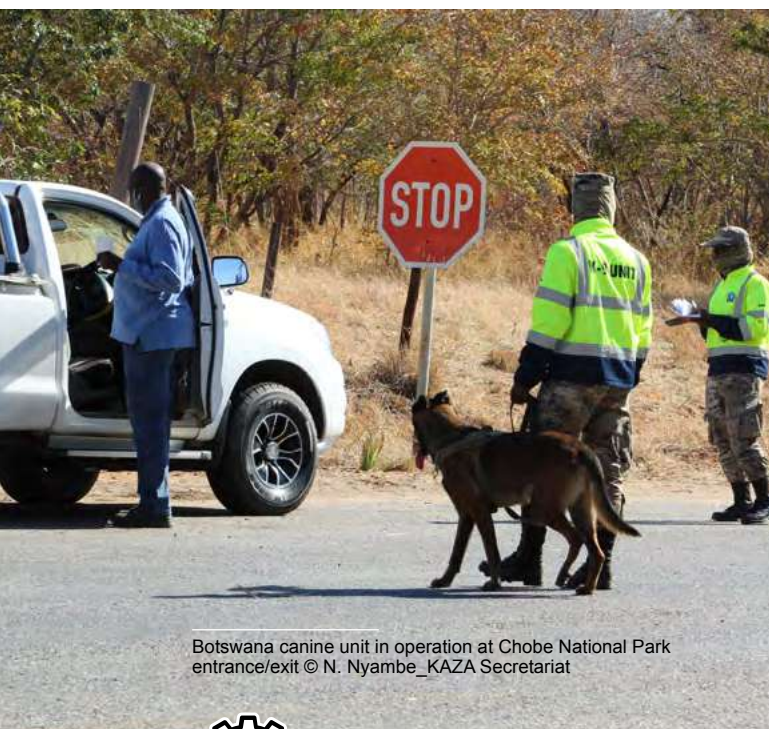
### Community Development

Many community development interventions have been implemented within KAZA, ranging from provision of social infrastructure to supporting alternative livelihoods and income-generation activities. However, thus far, this has not been done under the ambit of an over-arching Community Development Strategy. Therefore, KAZA Partner States and their collaborators need to urgently develop a Community Development Strategy and, through such a strategy, up-scale and pro-actively create space and opportunity for local communities to draft and operationalise community-owned processes that help deliver the ideals of community development as espoused in the KAZA Treaty. For example, through the expansion of efforts, such as the Heritage Trail in northern Botswana being extended into other Partner States, it would be possible to diversify rural incomes while re-connecting communities, and sometimes even families, across borders, helping to demonstrate the value of the TFCA beyond just wildlife conservation.

Contemporary conservation relies heavily on community involvement, shifting the emphasis from communities being inconvenient encumbrances on the edges of protected areas to becoming active conservation role players within the landscape. KAZA needs to make more use of these opportunities provided by community-led interventions, including income-generating activities across a myriad of sectors that are compatible with wildlife and habitat conservation.



© Simone Micheletti



Botswana canine unit in operation at Chobe National Park entrance/exit © N. Nyambe\_KAZA Secretariat



## Integrated Management

Some joint management of target species, ecosystems, community development projects, tourism ventures, cultural heritage, fisheries and shared water courses and flora (timber and non-timber forest products) has been achieved across parts of KAZA, forming the basis on which to build. However, the boundaries of KAZA protected areas, some dating from the early 1900's, were never designed to address biodiversity conservation, due to the hunting agenda linked to their establishment, nor the social development agendas that is required at present. Therefore, there is a need to recognise the role that communities can and need to play in future-oriented protected area management and conservation of the matrix of land parcels that adjoin protected areas and lie within wildlife corridors, at landscape scale.

Innovative approaches need to be found regarding sustainable benefits if communities are to become active role-players in the conservation landscape of KAZA. Modalities to support co-existence, such as conservation easements, payment for ecosystem services, and innovative human-wildlife conflict mitigation and management, need to be jointly developed by Partner States, communities, NGOs and International Cooperating Partners and scaled up across KAZA.

Crucially, KAZA programming needs to infuse climate change mitigation and adaptation as cross-cutting issues. At both strategic and operational levels, interventions are required to build climate resilience for KAZA residents, taking advantage of the near intact ecosystems for nature based resilience. Hitherto, most of the KAZA programmes have not explicitly assessed and mainstreamed climate risk, which therefore limits understanding on the measures that could optimise climate resiliency, including nature based solutions. In view of the fact that most ecological processes and functions within KAZA remain largely intact, this landscape can be expected to harbour a bouquet of nature based solutions that remain untapped.

For Southern Africa mega-fauna to survive into the next century there is a need to move beyond the limits of current conservation thinking; examples include thinking beyond managing a single TFCA to much more ambitious and visionary programmes which would, through a series of migratory corridors re-instate 'drought corridors' by allowing movements along rainfall gradients between disjunct TFCAs. Re-connecting landscapes, including facilitating ecological connectivity between Southern Africa's TFCAs, would also serve to overcome the problem of inbreeding and genetic drift in small isolated populations, which in turn have increased their vulnerability to threats such as disease and climate change.

In the immediate future, options to assure greater ecological connectivity between KAZA and nearby critical habitats include expanding the Angola component to include the "Angola water towers". The "Angola water towers" are an important origin and foundation for all downstream development and conservation activities for the Okavango basin. Furthermore, throughout the TFCA, additional areas that would enhance ecological connectivity should be explored, either by strategic expansion of KAZA boundaries (such as to include the Kafue landscape in Zambia which is not covered by the current Master IDP), removal of barriers such as fences, or the protection of corridors or water courses that link KAZA with other critical habitats and ecological processes. In conclusion, through benefits from sustainable business ventures within KAZA, both existing and new, biodiversity conservation and community development can be concurrently attained. The KAZA objectives are clear. The methodologies for achieving most aspects of the KAZA Treaty and objectives are known. The cooperation, collaboration and integration between the five Partner States, like-minded International Cooperating Partners, NGOs, and a wide range of other stakeholders have been proven to work. More action on-the-ground is needed, and the impact of these actions measured, monitored and reported on. This State of **KAZA Report** lays the foundation against which the successes, challenges and failures can be gauged and reflected in future reports.













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