

Table of Annexes

[Annex 1](#) – Implementation Plan

[Annex 2](#) – Summary international methods of public participation

[Annex 3](#) - Opinions on the role of civil society

[Annex 4](#) - [Case Study 1](#) on HIV/AIDS (Zimbabwe)

[Case Study 2](#) on CBNRM (Zimbabwe)

[Case Study 3](#) on Water (Lesotho)

[Case Study 4](#) on Wetland (South Africa)

[Case Study 5](#) on Wetland (South Africa)

[Case Study 6](#) on HIV/AIDS (South Africa)

[Annex 5](#) - Publications (manuals, handbooks, guidelines)

[Annex 6](#) - Websites

[Annex 7](#) - Key institutions in SADC Region

[Annex 8](#) - List of persons interviewed

[Annex 9](#) - Terms of Reference

ANNEX 1

PROJECT IMPLEMENTATION PLAN

Component 1- General and preparatory issues

Task or Sub-task Number	PROPOSED ACTIONS	TARGET period	IMPLEMENTATION MECHANISMS/ROLES AND RESPONSIBILITIES
1.0	SITUATIONAL ANALYSIS REVIEW	2003	SAIEA through a workshop attended by about 15 people in Windhoek
1.1	Disseminate the report to the members of the project advisory team and send invitation for a planning workshop.	22 Oct '03	SAIEA
1.2	Review of the document by the project advisory team members by email; date of receipt of comments	12 Nov '03	Project Advisory Team
1.3	Presentation of the report and action plan to SAIEA and the project advisory committee or team by the Consultants. Discussions of the report, project focus areas and issues, refine and define methodology and expected outputs and produce revised situational analysis report and activity calendar.	20, 21 Nov '03	SAIEA, Consultants, Project Advisory Team
1.4	Incorporation of comments from the workshop and submission of the report to SAIEA	24-28 Nov	Consultants
1.5	Disseminate the conclusions of the workshop and the revised report to the key stakeholders in the various member states.	5 Dec	Stakeholders within Member States (at least 4 people representing EA/SEA, HIV/AIDS and Water Management and CBNRM)
	Receive and incorporate comments from the stakeholders	8-12 Dec	SAIEA

2.0	DEVELOP COMMUNICATION PLAN AND MONITORING AND EVALUATION PLAN		SAIEA, Consultant, various partners and stakeholders
2.1	Disseminate the situational analysis report to stakeholders including but not limited to funding agencies, international and regional associations for public participation and democratic reform, NEPAD, SADC, etc. Invite comments on ways relevant and preferable communication and indicators of progress.	17 Dec	SAIEA
2.2	Develop the two plans (communication plan, monitoring and evaluation)	15-20 Dec	SAIEA
2.3	Identify and record roles and responsibilities of the various partners	17 Dec	SAIEA
2.4	Identify and record communication methods and monitoring methodology and indicators (long-term, medium-term and short-term).	5-9 Jan '04	SAIEA
2.5	Establish key dates for communication requirements and monitoring	8 Jan '04	SAIEA
2.6	Draft communication plan and monitoring and evaluation plan.	12-16 Jan	SAIEA
	Disseminate communication plan to stakeholders for comments	19 Jan	SAIEA and stakeholders
2.7	Incorporate comments and finalize communication plan	26 Jan	SAIEA
2.8	Disseminate the final communication plan to stakeholders	2 Feb	SAIEA
3.0	ROLES AND RESPONSIBILITIES FOR CITIZEN ENGAGEMENT	2004	SAIEA, Advisory team members and Stakeholders
3.1	Identify and record roles and responsibilities of the various stakeholders in addressing the various gaps with regard to citizen engagement.	9 Feb	Workshop in Windhoek: participants –SAEIA, Project Advisory Team
3.2	Disseminate information on the perceived roles and responsibilities for the various stakeholders (NEPAD, SADC, Funding Agencies, National Governments, Institutions, Associations and the Civil society) to comment.	11 Feb	SAIEA
3.3	Incorporate comments and finalize issues on roles and responsibilities	14-20 Feb	SAIEA
3.4	Disseminate report on roles and responsibilities to the stakeholders	23 Feb	SAIEA

4.0	IDENTIFY AND IMPLEMENT MECHANISMS TO ADDRESS GAPS AND USE OPPORTUNITIES FOR THE PROGRAMME AREAS BELOW.	2004	SAIEA, Project Advisory Team and the various stakeholders
4.1	<i>The participatory processes within the EA/SEA systems in the SADC region.</i>	23-27 Feb	SAIEA, Project Advisory Committee, NEPAD and SADC
4.2	<i>Position of SADC in connection with civil society participation in decision-making</i>	1-4 Mar	SAIEA, Project Advisory Team, various stakeholders and National Governments
4.3	<i>Existing opportunities within NEPAD and WSSD to advance democratic reform through citizen engagement.</i>	8-12 Mar	SAIEA, National Governments and various members of the civil society
4.4	<i>Current role of the civil society in development planning in southern Africa</i>	15-19 Mar	SAIEA, National Governments, the civil society, international associations and institutions, funding agencies
4.5	<i>Public participation- methods and best practice</i>	22-26 Mar	SAIEA, National Governments, the civil society, international associations and institutions, funding agencies
4.6	<i>Websites, handbooks, guidelines, training courses, institutions and professional associations</i>	22-26 Mar	SAIEA

COMPONENT 2 – ADDRESSING KEY THEMES AND ISSUES FROM THE SITUATIONAL ANALYSIS

STATUS QUO ANALYSIS	TASK OR SUB-TASK NUMBER	PROPOSED STRATEGIES AND ACTIONS	TARGET TIME	IMPLEMENTATION MECHANISMS/ROLES AND RESPONSIBILITIES
	1.0	<i>THE PARTICIPATORY PROCESSES WITHIN THE EA/SEA SYSTEMS IN THE SADC REGION.</i>		A series of workshops, the first one to be held in Windhoek and the other ones within member countries.
<p>As much as the respective SADC countries have EA systems which encompass processes meant to engage the civil society in environmental decision-making; the following key issues need to be dealt with and be strengthened:</p> <p>i) The participatory processes within the EA/SEA systems differ from one country to another. Some have processes that allow wider participation of the various sectors of interested and affected parties while others have processes that offer few opportunities for the public to be involved.</p> <p>ii) Some of the countries have more</p>	A	Strategies		
	1.1	Devise ways to improve and also harmonize EA systems and their participative processes in the region.	29 Mar – 2 Apr	SAIEA, Representatives from National Governments
	1.2	Tap on the experiences, expertise, technologies and methodologies and other resources from countries which can be regarded as having “best public participation practice” within EA/SEA.	5-9 Apr	As above.
	1.3	Advocate for establishment of enabling legal framework for SADC Member States to spearhead formulation of a convention on participation, access to environmental information, environmental governance and environmental justice.	12 April	

STATUS QUO ANALYSIS	TASK OR SUB-TASK NUMBER	PROPOSED STRATEGIES AND ACTIONS	TARGET TIME	IMPLEMENTATION MECHANISMS/ROLES AND RESPONSIBILITIES
<p>expertise, experience, tools and institutions than others concerning public participation in environmental decision-making and thus have more to contribute towards the improvements needed for public participation in other countries. Other countries whose EA/SEA systems are relatively new/young can therefore save resources by learning from the best and worst practices of other countries instead of re-inventing the wheel and going through the same problems which other members have already identified.</p> <p>iii) Generally, citizen engagement is mentioned by the various actors as being unsatisfactory due to various factors including inadequate human and financial resources, inappropriate methods / approaches, marginalisation of some sectors of the public etc.</p> <p>iv) In some countries, especially South Africa, public participation is entrenched in the legislation</p>				

STATUS QUO ANALYSIS	TASK OR SUB-TASK NUMBER	PROPOSED STRATEGIES AND ACTIONS	TARGET TIME	IMPLEMENTATION MECHANISMS/ROLES AND RESPONSIBILITIES
<p>(both the constitution, the EA legislation and other sectoral laws) on the other hand some countries do not have an enabling legal framework for citizen engagement.</p> <p>SADC position with reference t citizen engagement is poor. Only one protocol has an article dedicated to public participation. The treaties and declarations also gaps. On the other hand, at the international level, especially under the Principle 10 of Rio Declaration on Environment and Development to which Member States are signatory, public participation issues are very explicit</p>				

	B	Proposed Actions		
	1.4	Engage member countries in discussions on how to improve the public participation processes within the EA/SEA process in their respective countries	14-16 Apr	National Workshops within member countries
	1.5	Devise mechanisms for harmonization and other issues with regard to the public participation processes within EA/SEA in the region.	13-14 May	1 Regional Workshop 30 participants
	1.6	Draft an agreement on public participation in environmental decision-making to be presented to the respective governments, SADC and NEPAD to adopt.	13-14 May	SAIEA, Stakeholders from member countries
	1.7	Present the agreement, inclusive of WSSD elements of plan of action, to SADC and NEPAD for review and comments.	17 May	SAIEA
	1.8	Finalize the declaration/agreement on public participation within the EA/SEA sector.	31 May	SAIEA
	2.0	POSITION OF SADC IN CONNECTION WITH CIVIL SOCIETY PARTICIPATION IN DECISION-MAKING		
		Devise ways to address the gaps identified within the SADC position on	2-4 Jun	SAIEA

		public participation through discussions with relevant individuals and institutions,		
<p>Various categories of decision-makers from both government and the civil society have different perceptions on what public participation is, its objectives, values and principles. At the same time, there is a general opinion that there are several myths that people are aware of and need to be addressed within any public participation process. The following key issues were evident:</p> <p>i) The civil society plays an important role in the planning of developments and their activity is not limited in planning only but also in implementation, monitoring and evaluation.</p> <p>ii) Different actors within the civil society play different roles in development, a combination of the following activities were mentioned: Information dissemination; Human rights, law reform and policy advocacy; Poverty and income generation activities; Gender related issues, Youth, Advocacy and watchdogs for proper implementation of the</p>	3.0	<i>CURRENT ROLE OF THE CIVIL SOCIETY IN DEVELOPMENT PLANNING IN SOUTHERN AFRICA</i>		
	3.1	Hold stakeholders' workshop to revise existing, guidelines, manuals and handbooks used by the civil society in matters related to citizen engagement. The purpose of the workshop will be to undertake the following actions:	7-11 June	SAIEA, SADC
	a)	Harmonize concepts and understanding in the region pertaining to public participation: its objectives, values, principles and myths and best practice, etc.	14-18 June	SAIEA, SADC, National Governments, NGOs
	b)	Review and compile a comprehensive package of concepts, strategies, methods and application for participatory planning, implementation, monitoring and evaluation of EA/SEA projects.	28 June – 9 July	SAIEA
	c)	Compile the information gathered above into manuals and handbooks to be used by	July – August	SAIEA,

<p>legislation, Research particularly by institutions of higher learning such as universities, Training/capacity building, Production of learning materials; Community/social mobilization; Information storage / database development; Facilitation for coordination, collaboration and networking; Resource mobilization and fund raising; Monitoring and evaluation of plans, programmes, activities and projects.</p> <p>iii) The most outstanding role is advocacy and facilitating transparency and accountability from governments and thus fighting corruption and promoting equity and social justice.</p> <p>iv) There is an apparent gender disparity in citizen engagement process especially at the grassroots level, with the process being biased more towards the male gender in the planning process and the females being more of implementers of the decisions made in most cases by men. This is engrained in the traditions and belief of most</p>		community participation practitioners in the region when training various stakeholders from National government to grassroots levels.		
	d)	Circulate the manual and handbook to the stakeholders for comments.	Sept	SAIEA
	e)	Incorporate comments accordingly and finalize the manual and handbooks.	Sept	SAIEA, Consultants
	f)	Conduct a training workshop (training of trainers) to at least ten people from each member country; these will in turn train different stakeholders in their respective countries.	Oct – Dec '04	SAIEA, Consultants, 30 participants from SADC States
	g)	Undertake training workshops in member states at the national level.	Jan 2005	SAIEA, SADC
	3.2 a)	Identify ways of ensuring that citizen engagement issues are found in the curricula of member countries.	Jan 2005	SAIEA, SADC, National Governments
	3.3.	Establish ways of networking, information sharing and other ways of improving and strengthening the present role played by the civil society.	Feb 2005	SAIEA, SADC, NGOs. National Governments
	a)	Institute ways for networking	Feb 2005	SAIEA, SADC, NGOs,

<p>African societies since they are predominantly patrilineal.</p> <p>Generally, there is dissatisfaction in the role played by the civil society in development planning, there are pockets of success in different countries with problems and constraints as identified by various respondents, from the government and the civil society. The following concerns were raised: inadequate financial and human resources for the civil society to undertake the work; Unwillingness of the government to support programmes undertaken by the Civil society, Lack of enabling environment including relevant legislation, Unskilled manpower, Pressures within donor-driven projects: Lack of balance between the process and the product, Lack of continuity, Lack of credibility by representatives of CBOs and NGOs. Unethical consultants who are not objective and independent professionals, but are instead service providers who act in the interest of the proponent, Consultants who do not do their homework properly (provision of inadequate or sometimes incorrect information, inappropriate timing, location and approaches.</p>		between practitioners within the same country and also other countries in the region to facilitate sharing of information and experiences.		National Governments
	b)	Identify ways of building capacity, sourcing funds and ensuring quality assurance in the practice of citizen engagement.	Mar 2005	National Governments, SADC
	c)	Identify collaboration mechanisms between the various categories of the civil society and the governments.	Mar 2005	National Governments, SADC
	d)	Present proposals to respective governments based on 4.3 c above.	Apr 2005	
	e)	Acceptance of proposals and endorsement by governments	April	National Governments, SADC

<p>There are pockets of success in the citizen engagement arena especially within the activities of the NGOs.</p> <p>Projects related to HIV/AIDS, CBNRM and Water Management have a lot of important lessons to offer to the EA/SEA process especially in the following areas: Relevant public participation approaches and techniques for various sectors of the public; partnerships and networking; ways of sourcing funds; community mobilization; raising public awareness; monitoring and evaluation; tapping the experience and expertise of existing institutions and structures; advocacy; community empowerment; capacity building; quality assurance issues etc.</p> <p>The various international methods (both workshop-based and community based) – are used in the various countries and the most commonly used are Participatory Rural Appraisal, Participatory Action and Learning, Livelihood analysis and many other workshop-based methods. Methods such as Appreciative Inquiry and Appreciative Participatory Planning and Action (APPA) are less used than the others and most practitioners are not even aware of them. This does not mean that</p>	4.0	<i>PUBLIC PARTICIPATION-METHODS AND BEST PRACTICE</i>		
	4.1	<i>Best practice and lessons learned – utilization of public participation in projects related to CBNRM, HIV/AIDS and Water Management</i>		
	a)	Identify ways of awarding best public participation efforts in the region to projects and practitioners.	April	SADC
	b)	Identify funding sources to support the awarding process	April	National governments
	c)	Establish information sharing devices on best practices in citizen engagement in the region within member countries as well as between member countries.	April	SAIEA, SADC, governments
	4.2	<i>Public participation methods used internationally – their suitability in the African context</i>		
	a)	Identify the applicability of those public participation methods which are relatively unused in the southern African region by consulting people who are already using them	May	SAIEA, SADC
	b)	Identify ways of wider	May	SAIEA, SADC

<p>these methods are not suitable to the southern African region since they have not been tested.</p>		<p>introduction and training on some of the relatively unused public participation methods if found applicable.</p>		
<p>Various community development practitioners are using traditional methods as an entry point to engage citizens in decision-making in rural areas, however there are limitations related to the inherent male-dominance within most African communities. This is a major issue that needs to be addressed in adapting traditional methods to the public participation process within the EA/SEA processes. Another important factor is that traditional methods usually hinder the participation of youth in decision-making.</p>	<p>4.3</p>	<p><i>Traditional public participation methods -</i></p>		
	<p>a)</p>	<p>Identify the various traditional citizen engagement ways in different countries and communities and discover any good features, which could be replicated throughout the rest of the region.</p>	<p>May</p>	<p>SAIEA</p>
	<p>b)</p>	<p>Incorporate these issues as identified above in the manuals and handbooks to be used in the region for public participation.</p>	<p>May</p>	<p>SAIEA</p>
<p>There are both African and off-shore websites, handbooks, training courses, professional associations and institutions devoted to EA/SEA, democratic reform and good governance, on the other hand, these are not being used by most public participation practitioners in an adequate manner (in such a way that major improvements are realized within the democratic reform processes) within the various countries to strengthen the existing democratic processes. This statement is based on the problems</p>	<p>5.0</p>	<p><i>WEBSITES, HANDBOOKS, GUIDELINES, TRAINING COURSES, INSTITUTIONS and PROFESSIONAL ASSOCIATIONS</i></p>		

<p>mentioned by respondents during this study and also the documented in the literature with regard to the techniques and approaches of public participation. Some of these tools are not available in the internet and thus they are not well known.</p>				
<p>A comprehensive list of handbooks and guidelines including courses on public participation (both African and off-shore) has been documented by UNDP on their website. One prominent feature of this list is the fact that most of the courses offered within the SADC region by the universities, other institutions of higher learning and NGOs and guidelines published by governments, especially South Africa, are not included in the list.</p> <p>South Africa has public participation guidelines devoted to the EA process published by the Department of Environment and Tourism (DEAT). The Department of Water Affairs (DWA) has several guidelines also devoted to public participation that are tailor-made for the activities of the specific directorates. On the other hand, the rest of the region seems to be lacking in this area, public participation is included as part of the EA process and a section is</p>	<p>5.1</p>	<p><i>HANDBOOKS, GUIDELINES, TRAINING COURSES and INSTITUTIONS</i></p> <ol style="list-style-type: none"> 1. Make an inventory of available handbooks, guidelines, training courses and institutions from all the countries in the region using local consultants in each country. 2. Upgrade the list of these available resources. 3. Incorporate a section on the adequate use of these resources in the region. 	<p>June</p>	<p>SAIEA, National Consultants</p> <p>SAIEA</p> <p>SAIEA</p>

<p>generally found within the EIA guidelines.</p> <p>Also in South Africa, CSIR also offers a training course as part of its EA/SEA course.</p>				
<p>The respondents were not aware of any associations devoted to public participation except one, namely, the International Association for Public Participation (IAP2). A need for a regionally based association was mentioned. The creation of a forum where practitioners should discuss issues, exchange ideas and information and also know latest developments was declared strongly.</p>	<p>5.2</p>	<p><i>PROFESSIONAL ASSOCIATIONS</i></p> <ol style="list-style-type: none"> 1. Establish an association for public participation practitioners and community development workers and other relevant people. 2. Discover ways through which this association could be affiliated to IAP2. 3. Establish affiliation of the regional association with IAP2. 	<p>June</p>	<p>SAIEA</p> <p>SAIEA</p> <p>SAIEA</p>

ANNEX 2

SUMMARY OF INTERNATIONAL METHODS OF PUBLIC PARTICIPATION (WORLD BANK PARTICIPATION SOURCEBOOK) – World Bank (1996)¹

CATEGORY	CHARACTERISTIC FEATURES	PURPOSE	FACILITATION REQUIREMENTS / QUALITY CONTROL	EXAMPLES	STRENGTHS	AVOIDING POTENTIAL PITFALLS
Workshop-Based Methods for Collaborative decision-making	Normally occurs in the form of stakeholder workshops otherwise known as action-planning workshops and used to bring stakeholders together to design development projects	Begin and sustain stakeholder collaboration and foster a "learning-by-doing" atmosphere.	A trained facilitator to guide stakeholders with diverse knowledge and interests, through a series of activities to build consensus.	<ol style="list-style-type: none"> 1) Appreciation-Influence-Control (AIC) 2) Objectives-Oriented Project Planning (ZOPP) 3) Team up 	<ol style="list-style-type: none"> 1) Encourages "social learning" 2) Promotes ownership 3) Produces a visual matrix of project plan 4) Stakeholders establish rules of the game 5) Stakeholders establish working relationships 	<ol style="list-style-type: none"> 1) Completed matrices should not be considered unchangeable. 2) Workshops should be part of a plan that involves all stakeholders. 3) Not all stakeholders are comfortable in workshop settings. 4) Measures should be taken to give voice to less experienced public speakers. 5) Choice of workshop location should be accessible to local stakeholders.
Community-Based Methods for Collaborative decision-making	Task Managers and project staff leave government centres and board rooms to undertake participatory work with local communities	Energize people, tap local knowledge, and lead to clear priorities or action plans	Trained facilitators to draw on local knowledge and begin collaborative decision-making - Local people are the experts, whereas outsiders are facilitators of the techniques and are there to learn	<ol style="list-style-type: none"> 1) Participatory Rural Appraisal 2) SARAR 	<ol style="list-style-type: none"> 1) Based on interactive, often visual tools that enable participation regardless of literacy level 2) Demystifies research and planning processes by drawing on everyday experience 3) Participants feel empowered by their participation and the sense that their contributions are valued. 	<ol style="list-style-type: none"> 1) PRA or training alone does not provide local communities with decision-making authority or input into project management. 2) These features must be built into the project. 3) These techniques generate positive energy, which will quickly subside if it is not channelled into actual tasks and

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¹ www.worldbank.org/wbi/sourcebook/sbhome.htm

CATEGORY	CHARACTERISTIC FEATURES	PURPOSE	FACILITATION REQUIREMENTS / QUALITY CONTROL	EXAMPLES	STRENGTHS	AVOIDING POTENTIAL PITFALLS
Methods For Stakeholder Consultation	Focus on listening and consultation among a range of stakeholder groups	Intend to serve clients better by making donors and service providers aware of client priorities, preferences, and feedback	Appropriately trained facilitator/users	<ol style="list-style-type: none"> 1) Beneficiary Assessment (BA) 2) Systematic Client Consultation (SCC) 	<ol style="list-style-type: none"> 1) Systematic listening and consultation requires lengthier, repeated, and more meaningful interactions among stakeholders. 2) BA and SCC are field-based, requiring project or program managers or their representatives to travel to communities and to become more aware of the realities of the field. 	<ol style="list-style-type: none"> 1) Listening and consultation alone do not lead to increased capacity or facilitation of client participation in decision-making or action. 2) The effectiveness of these techniques often rests with the ability of the managers and their representatives to "translate" client needs and demands into operationally meaningful terms and activities.
Methods for Social Analysis	Incorporate participation and social analysis into the project design process and evolved to meet the need to pay systematic attention to certain issues that traditionally had been overlooked by development planners.	To establish a broad framework for participation and identify priority areas for social analysis	Trained facilitators/ users	<ol style="list-style-type: none"> 1) Social Assessment (SA) 2) Gender Analysis (GA) 	<ol style="list-style-type: none"> 1) These methods provide a process for building information into plans and plans into action. 2) Systematic social analysis identifies what communities think they need and sets up ways to communicate this back to implementing agencies. 3) Flexible framework of GA and SA allows design to be consistent with project or policy components and goals. 	<ol style="list-style-type: none"> 1) Data collection and analysis must be focused on priority issues, rather than being general data collection exercises that are not necessarily tied to project or policy concerns. 2) Involving experienced local consultants from a variety of disciplines builds in-country capacity for actionable social analysis.

Comments on the relevance of the above public participation methods to the Southern African region

Participatory Rural Appraisal is widely used and well known in the region; this is extrapolated from the fact that the majority of the respondents from the survey mentioned that they use it. Conversely, the respondents did not mention the use of the rest of the methods tabulated above. This does not mean that these methods are not applicable to the southern African region; it is possible that the practitioners are not aware of the existence of these methods or they have not been trained in their application. The application and case studies on these methods is provided within the World Bank participation sourcebook. From these case studies one can conclude that these methods (all of them) are applicable to the southern African context as each method is used for a specific purpose. Not one method is able to work in every circumstance. Thus it is recommended that awareness should be raised in the region regarding the applicability of these methods. Those which have not been used in Africa could be piloted and tested and the success stories be shared with the rest of the region. Establishment of relevant training programmes could then follow this for practitioners. The training programmes will equip public participation practitioners and other relevant stakeholders with a wide variety of techniques that will allow flexibility to achieve specific objectives and deal with different audiences.

ANNEX 3

Opinions on the role of the civil society and government in the development process within some countries in the regions – summarized from the <http://www.commonwealthfoundation.org>

COUNTRY	THE ROLE OF GOVERNMENT	THE ROLE OF CITIZENS/ THE CIVIL SOCIETY	LIMITATIONS	ENABLING FACTORS	REQUIREMENTS
Botswana	<p>1) Provision of a conducive environment for citizens to participate in development by formulating, enacting, enforcing laws and policies.</p> <p>2) Provision of education and appropriate training for citizens and protect disadvantaged and marginalized communities from those who are more powerful.</p> <p>3) Open up for the other stakeholders to play their role in poverty alleviation.</p>	<p>1) Engage in activities, which lead to the improvement of their socio-economic status and help others</p> <p>2) NGOs should provide training and adult education to communities.</p> <p>3) NGOs should work together with government to provide social services.</p>	<p>1) Citizens are limited by lack of education, skills, financial resources and lack of information.</p> <p>2) Politicians who do not present the needs of their electorates, hence the government is not informed of the needs of the people.</p> <p>3) Civil society organizations (CSOs) lack the necessary financial and human resources to implement community projects.</p> <p>4). Lack of trust between government and civil society organizations leading to government being unwilling to fund CSOs to implement community projects.</p> <p>5) Lack of</p>	<p>1). Development of relevant and appropriate credit schemes government and other development-oriented bodies by consulting major stakeholders. 2). Adoption of a multi-sectoral approach to development by the state which will allow every development stakeholder in the country to play a role and maximize contact with the citizens thus <i>“allowing citizens to participate fully and efficiently in society in the future based on complementarity of skills and efforts from a variety of all possible stakeholders in a nation.”</i></p> <p>3). Facilitation and promotion of society where citizens <i>have spiritual, material and</i></p>	<p>1). Government and the private sector funding to civil society actors especially those that work with communities 2). Understanding between development actors on issues such each other's work, areas of strength and limitations so that development programmes can be integrated to avoid duplication of efforts. 3). Implementation of mechanisms to reach the various sectors of the community with relevant current information. 4). Inclusion of the civil society by the state in its programmes development programmes and activities or else it will fail to address the needs of its people because the CSOs are experienced in working with communities and target groups. The state should consult with and where possible sub-contract NGOs and CSOs to assist in carrying out its programmes and activities so that it becomes more effective and has access to a wider pool of human and financial resources. 6). Capacity building of different sectors including politicians on dissemination of information.</p>

COUNTRY	THE ROLE OF GOVERNMENT	THE ROLE OF CITIZENS/ THE CIVIL SOCIETY	LIMITATIONS	ENABLING FACTORS	REQUIREMENTS
			coordination of CSOs activities, lack of accountability and inadequate resources.	<i>cultural conditions for development so that they become productive citizens".</i>	
Lesotho	Consult the people and involve them in all development issues and create a conducive environment for a participatory free society.	1). Ensure peace and conserve cultural and moral values. 2). Initiate plans for development, implement and support such plans. 3). Demand accountability from government.	1). Lack of peace within the nation which is said to be caused by poor political leadership. 2) Corruption and discrimination in relation to food aid and the food for work programme leading to lack of trust to the state.	Peace and stability, accountability, employment, good health, availability of resources and their equitable distribution, education, democratic governance, adherence to ethics and values and observance of human rights all enable citizens to play their role in society.	1). Peace to promote harmony, communal initiatives and the development of the entire nation. 2). Finances, capacity building and incentives for communal work to make citizens improve communal efforts. 3). A national conflict management structure that can handle Lesotho's ongoing political turbulence - The efforts of the newly established Lesotho Network for conflict management (local NGO) need support. 4). Decentralized support structure for community based initiatives needs to put in place
Malawi	1). Create an enabling environment to facilitate broad based popular participation and yield space to the people (a process that is more inclusive, participatory, transparent, accountable and responsive than in	1) Build a culture of democracy in which men and women learn the practice of democratic citizenship. 2) Identify obstacles to people's participation in development and define appropriate strategies for people's participation. 3) Build people's	1). Greedy leaders; 2). Absence of political tolerance among citizens; 3) Over dependency on donors; 4) Poor administration of education; 5). Massive poverty in the country, high taxes, unstable economy and expensive farm inputs	Participation in the exercise of political power, and to have control over all areas of daily existence such as housing, education, transport and food, a social policy that protects the poor security so that they are enabled to participate fully in national affairs.	1) Adoption of development strategies, approaches and programmes, the content and parameters of which are in line with the interest and aspirations of people and which incorporate rather than alienate African values and economic, social, cultural, political and environmental realities. 2) Creation of an adequately remunerated, modern, highly skilled civil service that is efficient, effective accountable, transparent, responsive and development oriented. 3) Creation of an enabling environment

COUNTRY	THE ROLE OF GOVERNMENT	THE ROLE OF CITIZENS/ THE CIVIL SOCIETY	LIMITATIONS	ENABLING FACTORS	REQUIREMENTS
	<p>the past). 2). Stimulate and tap people's knowledge and commitment and should provide information to society regarding its operations. 3). Promote the application of justice and provide security through the army and police. 4). Protect vulnerable groups, monitor economic policies and safeguard employees rights. 5). Strengthen communication capacities for rural development. 6). Establish the legal, fiscal and regulatory framework that defines civil society's operating space.</p>	<p>capacity to formulate and analyse development programmes and approaches to enhance popular participation. 4) Promote education and literacy skills training. 5) Protect the rights of the poor farmers, assist vulnerable groups, create income generating capacity among the poor segments of society through training in business management, and loan provision, facilitate the spiritual growth and development of people in society, provide social service, support state efforts and provide civic education.</p>	<p>6). Absence of national vision and mission, massive inefficiency in state machinery in the processing of simple issues, and over population. 7). Lack of trustworthy, hardworking and committed leaders in politics and work organisations, due to recruitment through bribery, and nepotism. Absence of security that makes investors shy away.</p>		<p>to facilitate broad-based participation, on a decentralised basis in implementing people centred development strategies in the development process. 4) Due recognition should be given to the role played by the civil society by establishing broad parameters in which civil society and its organisations can exist. It should broaden the distribution of information to grassroots people. 5) Capacity development of the citizens to analyse and formulate development programmes and approaches and thus participates effectively in debates on economic policy and development as a means of enhancing popular participation. 6) Address traditional beliefs that are impediment to development especially customs and cultural practices that undermine the status of women in society while recognising and valuing those beliefs and practices that contribute to development and to women's empowerment.</p>
Mauritius	<p>1) Promote good governance and stability and ensure that there is law and</p>	<p>1) Be organized and collaborate and form associations for collective action;</p>	<p>1) Lack of resources and technical expertise 2) Fear of government, and poor</p>	<p>1) Ensuring that basic rights are entrenched and upheld 2) An intense capacity building exercise</p>	<p>1) Involvement of citizens in the planning process at all levels so that they can define their needs and other concerns. Citizens' participation should</p>

COUNTRY	THE ROLE OF GOVERNMENT	THE ROLE OF CITIZENS/ THE CIVIL SOCIETY	LIMITATIONS	ENABLING FACTORS	REQUIREMENTS
	order, 2) Create a good economic environment and ensure that there is security, extend services to most vulnerable and underprivileged groups, and fight corruption and abuse of power.	2). Promote a harmonious, peaceful and patriotic society, helping the poor. 3) Be government watchdogs and groom potential leaders for the country and undertake actions in areas where government is unable to intervene.	organizational structure coupled with corruption in the corridors of power, 3) Inadequate knowledge and education, fear of criticism and harassment, women's role not appreciated and lack of information.	to enable citizens to engage in public debate and involve citizens in building democratic institutions and good governance practices. 3) Provision with the right education and the right information plus creation of a framework that allows for meaningful participation, equal opportunity and access to resources, good networking skills among NGOs, and development of information technology.	not stop at planning but should include participation in the implementation process to enable them benefit from the projects and programmes being undertaken; 2) Empowerment of women and of minority groups should be taken seriously as part of the political agenda, in order for all citizens to participate fully, there is need to eliminate all forms discriminatory practices that affect their dignity and access to public resources and to give them relevant information. 3) Create an enabling environment for the private sector and NGOs and view them as partners in the development process. 4) The state should be a guarantor of good governance practices and should operate an open, transparent, accountable, political and economic system that enables its citizens to have the full knowledge, access to information, resources and that allow participation of all citizens at all levels, the education system and curriculum should be restructured to reflect the changed needs and requirements of society. A good society is based on sound education.
Namibia	1) Uphold the rule of law and provide peace and stability. 2) Lessen the gap	1) Engage with the state so as to defend and demand their rights. 2) Continue to	1) Lack of access to information and education that can empower people to		1) Traditional leadership need to be supported and strengthened to create better links between the community and all levels of government.

COUNTRY	THE ROLE OF GOVERNMENT	THE ROLE OF CITIZENS/ THE CIVIL SOCIETY	LIMITATIONS	ENABLING FACTORS	REQUIREMENTS
	<p>between the rich and the poor by redistributing resources justly and effectively.</p> <p>3) Listen to people and involve them in decision-making.</p> <p>4) Fund civil society organisations to implement community based projects</p>	<p>demand accountability from their representatives.</p> <p>3) Articulate their problems and needs, and take initiatives to improve their situation.</p> <p>4) Preserve and protect the environment, and uphold cultural values.</p>	<p>take charge of their destiny.</p> <p>2) Lack of access to information on health education, currently, available information is said to be in the languages of the dominant groups.</p> <p>3) Inadequate social services</p>		<p>2) Devolve and decentralise key government functions to regional and local authorities to expedite grassroots participation in decision-making and reduce the bureaucratic 'red tape'.</p> <p>3) Empower local authorities both financially and skills-wise to perform the functions and responsibilities assumed through the aforementioned decentralisation process.</p> <p>4) Citizens to assume more responsibility in the search for addressing local needs by participating in community based initiatives.</p> <p>5) Mobilise community members to form and participate in civic organisations addressing local needs in the context of national and regional problems besetting the entire nation and also strengthen the capacity of NGOs to lobby.</p> <p>6) Encourage self-reliance and responsible citizenship and demand accountability and transparency from civil society organizations and the elected representatives at all levels of government.</p>
Seychelles	<p>1) Work with the church to give citizens more information.</p> <p>2) Educate the people and encourage more positive things.</p>	<p>1) Play a greater role to help themselves instead of depending totally on government, try to solve problems of crime.</p> <p>2) Churches are urged</p>	<p>1) More education for the youth to make them more responsible. 2) Civic education is needed as the key to help citizens play their role more effectively.</p>		<p>1) Gender sensitive planning is needed to ensure that gender issues are institutionalised in all the government's Ministries.</p> <p>2) Civil society should improve its state of mobilization. 3) Citizens and their associations should maintain a critical vigilance at all times to prevent drugs,</p>

COUNTRY	THE ROLE OF GOVERNMENT	THE ROLE OF CITIZENS/ THE CIVIL SOCIETY	LIMITATIONS	ENABLING FACTORS	REQUIREMENTS
	3) Give people more chances to participate in development and listen more to the people 4) Ensure stability and establish the rule of law.	to help in solving problems of <i>"too much sex, alcohol, and drugs."</i> 3) Media should carry out education programmes and stop broadcasting scenes of crime, cruelty and violence.	<i>"People should be allowed to express themselves and their views should be taken into consideration"</i>		alcohol and other chemical substance from destroying society and especially the youths. 4) Private sector should be accountable to civil society by seeking the approval of citizens for schemes and programmes that it embarks upon.
Republic of South Africa	1) Devise a mechanism of ensuring participation, representation and accountability. 2) Allow civil society organizations to act as "watch dogs".	The respondents expressed lack of confidence and trust in civil society organizations and they accuse them of pursuing their own interests without really providing opinions on what their role should be.	1) Lack of education renders citizens vulnerable not only to exploitation but also to the lack of access to information. 2) Lack of funds is highlighted as a hump to civil society associations and the government 3) Misuse of funds by local government, not their availability, is viewed as a problem limiting action. <i>"corruption, self enrichment, mistrust, and suspicion"</i> among various role players.	1) Participation in developmental planning, implementation, monitoring and evaluation 2) Good education and communication is important. 3) Citizens should take responsibility by directly or indirectly moulding practices, rules, forms, structures, and procedures that constitutes democratic political life. Social and political accountability needed to be put in place at various steps of the development agenda be it political or economic. It is hoped that this is the only by way which: <i>"civil society can help</i>	1) Welcome the wealth of ideas and experience that results from diversity. Citizens should respect each other's ideologies, cultures, viewpoints and approaches to problem solving. 2) Given South Africa's contested past it is particularly important to build a culture of political tolerance and resist xenophobia. Individual citizens need to be actively involved in the political life. Civil society organizations need to reform their own structures by building democratic internal governance, fighting corruption, engaging in rural areas, being responsive to communities and building organizations in communities. Action by civil society is also to be directed to monitoring government policy and delivery, building the capacity and accountability of elected officials. Citizens, government and civil society organizations, need to cooperate in building a good society by promoting the ethos of commitment based on humane

COUNTRY	THE ROLE OF GOVERNMENT	THE ROLE OF CITIZENS/ THE CIVIL SOCIETY	LIMITATIONS	ENABLING FACTORS	REQUIREMENTS
				<i>close the development gap, narrow the poverty divide and shorten the bridges in the world."</i>	values (Ubuntu, masakhone, Bathople), promoting dialogue on policy and its implementation and also work jointly to promote human rights, eliminate the apartheid legacy, as manifested in poverty, inequality and exclusion, racism, sectarianism and other forms of discrimination. All groups should work hard to promote voluntarism, learn to resolve conflict in communities peacefully and work towards the reform and support of the justice system.
Swaziland	1) Be transparent and accountable to people. 2) Encourage citizens to participate in development and provide an enabling environment for non-governmental organizations (NGOs). 3) Listen and respond to people's needs.	1) Have the freedom to express themselves and form associations. 2) Women should be allowed to participate as equal partners, and have the right to equal self-determinations just like men. 3) Collaborate in moulding the future of their society by organizing themselves and participating in national development efforts.	1) Slow decision making process in government. 1 2) Weak coordination between modern and traditional governance structures, dual system of government with unclear definition of limits of control by either authority. All these result in confusing signals. 3) Lack of good governance and inefficient civil service. 4) Absence of free political expression 5)		1) Provide an enabling environment including legislative, social infrastructure and economic stability. 2) Create structures which will enable the state and its institutions to listen to the people and be tolerant of different views. 3) Review customary and civil laws, which create obstacles that prevent women from exploiting their full potential. 4) Civil society groups should expand activities into the rural areas. 5) Non-governmental organizations should increase civil education on important issues and lobby for human rights. 6) The private sector should provide social services including recreations facilities.

COUNTRY	THE ROLE OF GOVERNMENT	THE ROLE OF CITIZENS/ THE CIVIL SOCIETY	LIMITATIONS	ENABLING FACTORS	REQUIREMENTS
			Outdated legislation in a number of areas.		
Tanzania	1) Minimize the obstacles faced by those ready to make their contribution, by developing their own business, by enabling them to have access to credit and market outlets. 2) Promote youth development and counselling centres for HIV/AIDS. 3) Recognize women's self improvement groups and give them material and technical support. 4) Try to understand the struggles, views and needs of citizens and responds in a most appropriate manner.	1) Contribute to the moulding of society by ensuring that they abide by the law and that they elect effective leaders. 2) Build childcare centres, participate in employment creation efforts and look after orphans. Fight for their rights and ensure that children's rights are also protected. 3) NGOs to be implementers of community-based projects.	1) High unemployment, poverty and lack of market for their products. 2) Lack of information dissemination.	1) Informed citizens about economic opportunities. The right to knowledge and education. 2) Training - Youth programmes should be prioritised to ensure a stable and sustainable future. 3) Facilitate self-help funds with low interest to assist communities. 4) Improved communication between the state and citizens will enable citizens to play their role better.	1) Establish a committee or a civil organization/association for counselling and monitoring of retrenched and retired workers in order to engage them into productive work and utilize their skills and expertise. 2) Formation of groups to solve their social problems as well as bringing change in the society. 3) More efforts should, therefore, be made to sensitise and educate citizens on how to work effectively in groups and associations so as to be able to solve their problems.
Zambia	1) Formulate policy that makes education accessible and affordable to the people. 2) Take action against corrupt people and maintain political	1) Undertake education campaigns and participate and ensure that they get the right types of people into government. 2) Act as government	1) Institutional rivalries and duplication of work limit (citizens) from carrying out their activities. 2) Government interference and the	1) Civic education, in local languages should be intensified in order to empower civil society. The education should include education for transformation, self-reliance and patriotism. 2)	1) General education as well as civic education are two of the initiatives that will be required to promote popular participation because participation in civic affairs is very low. 2) Create an enabling environment for the informal sector so that it can continue to create more job opportunities to employ the

COUNTRY	THE ROLE OF GOVERNMENT	THE ROLE OF CITIZENS/ THE CIVIL SOCIETY	LIMITATIONS	ENABLING FACTORS	REQUIREMENTS
	<p>stability and peace. 3) Sensitise people towards protection of public infrastructure and the environment. 4) Create unity in diversity to promote a spirit of 'one Zambia, one nation' and also create an environment conducive to popular participation and uphold women's rights.</p>	<p>watchdog.3) Take part in the civic affairs of the country both at local government as well as at national levels.</p> <p>(NGOs) should provide gender awareness and training to stop abuse of women and complement government actions in development efforts and inculcate a spirit of good leadership.</p>	<p>'know it all' attitude of political leaders. 3). Lack of freedom of expression and lack of information on critical national issues leading to apathy in civil society work 4) Poor protection of the judiciary in case of confrontation with the government. 5) Popular participation is seen as a threat by those in authority. 6) Leaders whose only vision is cars and how to amass wealth are also an impediment to citizen participation.</p>	<p>Lasting partnerships should be built between ethnic groupings under the banner of one Zambia and one nation.</p>	<p>bulk of the populace. Education should be more oriented to self-employment and training for informal sector activities. 3) Increase HIV/AIDS awareness and counselling centres.</p>
Zimbabwe	<p>1) Listen to people's needs by involving citizens in decision making:</p> <p><i>"...The involvement of all and sundry will ensure that every citizen will have some sense of belonging to the nation/society and</i></p>	<p>1) Participate in national decision making, economic social and civic matters and to promote development projects at various levels and such participation should include positive criticism of government policies.</p>	<p>1) The constitution that limits popular participation and consultation. 2) Lack of a clear policy for sustainable development, lack of communication between the state and the citizens and absence of democratic structures.</p>	<p>1) Legal training at various levels of society so as to know the laws of their country and apply them when it is necessary. 2) Mobilisation and continuous civic education process by civil society organisations is needed.</p> <p><i>Wider, open, social and</i></p>	<p>1) Restore power to ordinary citizens as voters and choice makers, in a way that taps their creative energy, spreads public benefits justly, and builds a strong, vibrant society. 2) Promote the development of a truly non-sexist country by ensuring that women's interests are secured within the national concerns and interests. 3) Citizens complain that a few individuals are monopolizing power. Sharing decision-making power instead</p>

COUNTRY	THE ROLE OF GOVERNMENT	THE ROLE OF CITIZENS/ THE CIVIL SOCIETY	LIMITATIONS	ENABLING FACTORS	REQUIREMENTS
	<p><i>thus perpetuate societal peace, love harmony and development."</i> (one citizen)</p> <p>2) Ensure the rule of law, respect human rights, avail information to citizens, stop corruption and provide civic education to all.</p> <p>3) Ensure that there is good community development.</p>	<p>2) Preserve traditional culture and know constitutional rights, and be empowered, educated and provided with resources. All policies should use participatory approaches.</p> <p>3) Moderate the excesses of the state and encourage each other to guard against being subordinated through fear and intimidation.</p>	<p>3) High degree of corruption within government, the failure to transform from a liberation movement to a government and partisan politics.</p> <p>4) <i>Fear of prison, job loss, or marginalisation."</i></p>	<p><i>political spaces, accountable, transparent systems and processes</i></p> <p>3) Citizens to be left free to elect their representatives without intimidation.</p> <p>4) Creation of an enabling environment, which allows a healthy exchange of ideas.</p>	<p>of resting it in one individual or group of individuals is of uttermost importance. Consulting citizens on matters of local and national significance is the key to stop the monopolization of power by few individuals.</p> <p>4) Supporting widespread civic education by including human rights and civic education into schools' curricula and through workshops and seminars for adults so that citizens are able to actively and meaningfully participate in managing and governing their society and also cater for election of responsible and accountable leaders.</p> <p>In the social-political arena, the following need great attention: citizen's human rights and freedom, regular holding of free and fair elections, transparency, accountability and prevention of corruption, rule of law and peaceful resolution of conflict.</p>

REGION SUMMARY

The key points within the matrix above are captured in point form for the whole Southern African region.

I. THE ROLE OF GOVERNMENT – EXPECTATIONS AND PERCEPTIONS

- ◆ Provision of a conducive environment for citizens to participate in development by formulating, enacting, enforcing laws and policies.
- ◆ Provision of education and appropriate training for citizens to be able to participate and contribute towards decision-making.
- ◆ Open up for the other stakeholders to play their role in poverty alleviation.
- ◆ Devise a mechanism of ensuring participation, transparency, representation and accountability.
- ◆ Promote good governance and stability and ensure that there is law and order.
- ◆ Fund civil society organizations to implement community based projects) and allow civil society organizations to act as "watch dogs".
- ◆ Create a good economic environment and ensure that there is security, extend services to most vulnerable and underprivileged groups, and fight corruption and abuse of power.
- ◆ Provide Education and health services and sensitise people towards protection of public infrastructure and the environment.

II. THE ROLE OF CITIZENS/ THE CIVIL SOCIETY (IDEALLY)

- ◆ Engage in activities which lead to the improvement of their socio-economic status and help others;
- ◆ NGOs should provide training and adult education to communities; build people's capacity to formulate and analyse development programmes and approaches to enhance popular participation;
- ◆ NGOs should work together with government to provide social services/undertake actions in areas where government is unable to intervene/Engage with the state so as to defend and demand their rights;
- ◆ Ensure peace and conserve cultural and moral values;
- ◆ Initiate plans for development, implement and support such plans;
- ◆ Demand accountability from government/ be watchdogs;
- ◆ Build a culture of democracy in which men and women learn the practice of democratic citizenship. Promote a harmonious, peaceful and patriotic society;
- ◆ Identify obstacles to people's participation in development and define appropriate strategies for people's participation;
- ◆ Protect the rights of the poor farmers, assist vulnerable groups, create income generating capacity among the poor segments of society through training in business management, and loan provision, facilitate the spiritual growth and development of people in society, provide social service, support state efforts and provide civic education;
- ◆ Be organized and collaborate and form associations for collective action;
- ◆ Preserve and protect the environment, and uphold cultural values;
- ◆ Play a greater role to help themselves instead of depending totally on government, try to solve problems of crime;
- ◆ Women should be allowed to participate as equal partners, and have the right to equal self-determinations just like men. (NGOs) should provide gender awareness and training to stop abuse of women and complement government actions in development efforts and inculcate a spirit of good leadership;

- ◆ Participate in national decision making, economic social and civic matters and to promote development projects at various levels and such participation should include positive criticism of government policies;
- ◆ Preserve traditional culture and know constitutional rights, and be empowered, educated and provided with resources. All policies should use participatory approaches. Moderate the excesses of the state and encourage each other to guard against being subordinated through fear and intimidation.

III. LIMITATIONS/OBSTACLES - WHAT IS WRONG?

- ◆ Citizens are limited by lack of education, skills, financial resources and lack of information. Politicians who do not present the needs of their electorates, hence the government is not informed of the needs of the people;
Civil society organisations (CSOs) lack the necessary financial and human resources to implement community projects;
- ◆ Lack of trust between government and civil society organisations leading to government being unwilling to fund CSOs to implement community projects;
- ◆ Lack of coordination of CSOs activities, lack of accountability;
- ◆ Lack of peace caused by poor political leadership;
- ◆ Misuse of funds, greedy leaders, corruption and discrimination leading to lack of trust to the state;
- ◆ Absence of political tolerance among citizens;
- ◆ Over dependency on donors;
- ◆ Massive poverty in the country, high taxes, unstable economy and expensive farm inputs;
- ◆ Absence of national vision and mission, massive inefficiency in state machinery in the processing of simple issues, and over population;
- ◆ Lack of trustworthy, hardworking and committed leaders in politics and work organizations, due to recruitment through bribery, and nepotism;
- ◆ Absence of security which makes investors shy away;
- ◆ Lack of resources and technical expertise and inadequate social services;
- ◆ Fear of government, and poor organizational structure;
- ◆ Women's role not appreciated and lack of information;
- ◆ Lack of access to information and education which can empower people to take charge of their destiny;
- ◆ Available information is said to be in the languages of the dominant groups;
- ◆ Slow decision-making process in government couple with weak coordination between modern and traditional governance structures, dual system of government with unclear definition of limits of control by either authority - this result in confusing signals;
- ◆ Lack of good governance and inefficient civil service and absence of free political expression; outdated legislation in a number of areas;
- ◆ High unemployment, poverty and lack of market for their products;
- ◆ Lack of information dissemination;
- ◆ Institutional rivalries and duplication of work limit citizens from carrying out their activities;
- ◆ Government interference and the 'know it all' attitude of political leaders;
- ◆ Poor protection of the judiciary in case of confrontation with the government;
- ◆ Popular participation is seen as a threat by those in authority;
- ◆ Constitutions of some countries which limit popular participation and consultation;
- ◆ Lack of a clear policy for sustainable development, lack of communication between the state and the citizens and absence of democratic structures.

IV. ENABLING FACTORS – WHAT DOES THE REGION NEED?

- ◆ Development of relevant and appropriate credit schemes government and other development-oriented bodies by consulting major stakeholders;
- ◆ Adoption of a multi-sectoral approach to development by the state which will allow every development stakeholder in the country to play a role and maximize contact with the citizens thus *“allowing citizens to participate fully and efficiently in society in the future based on complementarity of skills and efforts from a variety of all possible stakeholders in a nation.”* Facilitation and promotion of society where citizens *have spiritual, material and cultural conditions for development so that they become productive citizens”*.
- ◆ Peace and stability, accountability, employment, good health, availability of resources and their equitable distribution, education, democratic governance, adherence to ethics and values and observance of human rights all enable citizens to play their role in society;
- ◆ Participation in the exercise of political power, and to have control over all areas of daily existence such as housing, education, transport and food, a social policy that protects the poor security so that they are enabled to participate fully in national affairs;
- ◆ Ensuring that basic rights are entrenched and upheld;
- ◆ An intense capacity building exercise to enable citizens to engage in public debate and involve citizens in building democratic institutions and good governance practices;
- ◆ Provision with the right education and the right information plus creation of a framework that allows for meaningful participation, equal opportunity and access to resources, good networking skills among NGOs, and development of information technology;
- ◆ Participation in developmental planning, implementation, monitoring and evaluation
Citizens should take responsibility by directly or indirectly moulding practices, rules, forms, structures, and procedures that constitutes democratic political life. Social and political accountability needed to be put in place at various steps of the development agenda be it political or economic;
- ◆ Informed citizens about economic opportunities. The right to knowledge and education. Improved communication between the state and citizens will enable citizens play their role better;
- ◆ Civic education, in local languages should be intensified in order to empower civil society. The education should include education for transformation, self-reliance and patriotism;
- ◆ Lasting partnerships should be built;
- ◆ Legal training at various levels of society so as to know the laws of their country and apply them when it is necessary;
- ◆ Mobilisation by civil society organisations is needed. *Wider, open, social and political spaces, accountable, transparent systems and processes;*
- ◆ Creation of an enabling environment, which allows a healthy exchange of ideas. Citizens to be left free to elect their representatives without intimidation.

V. REQUIREMENTS/WAY FORWARD - WHAT NEEDS TO BE DONE? WHERE SHOULD THE REGION GO FROM HERE?

- ◆ Government and the private sector funding to civil society actors especially those that work with communities;
- ◆ Understanding between development actors on issues such each other's work, areas of strength and limitations so that development programmes can be integrated to avoid duplication of efforts;
- ◆ Implementation of mechanisms to reach the various sectors of the community with relevant current information;
- ◆ The state should consult with and where possible sub-contract NGOs and CSOs to assist in carrying out its programmes and activities because the CSOs are experienced in working with communities and target groups;
- ◆ Capacity building of different sectors including politicians on dissemination of information;
- ◆ Peace to promote harmony, communal initiatives and the development of the entire nation. Finances, capacity building and incentives for communal work to make citizens improve communal efforts;
- ◆ Adoption of development strategies, approaches and programmes, the content and parameters of which are in line with the interest and aspirations of people and which incorporate rather than alienate African values and economic, social, cultural, political and environmental realities;
- ◆ Creation of an adequately remunerated, modern, highly skilled civil service that is efficient, effective accountable, transparent, responsive and development oriented;
- ◆ Creation of an enabling environment to facilitate broad-based participation, on a decentralised basis in implementing people centred development strategies in the development process;
- ◆ Due recognition should be given to the role played by the civil society by establishing broad parameters in which civil society and its organisations can exist. It should broaden the distribution of information to grassroots people;
- ◆ Address traditional beliefs that are impediment to development especially customs and cultural practices that undermine the status of women in society while recognising and valuing those beliefs and practices that contribute to development and to women's empowerment. Empowerment of women and of minority groups;
- ◆ Involvement of citizens in the planning process at all levels so that they can define their needs and other concerns. Citizens' participation should not stop at planning but should include participation in the implementation process to enable them benefit from the projects and programmes being undertaken;
- ◆ Governance practices and should operate an open, transparent, accountable, political and economic system that enables its citizens to have the full knowledge, access to information, resources and that allow participation of all citizens at all levels, the education system and curriculum should be restructured to reflect the changed needs and requirements of society;
- ◆ Traditional leadership need to be supported and strengthened to create better links between the community and all levels of government;
- ◆ Devolve and decentralise key government functions to regional and local authorities to expedite grassroots participation in decision-making and reduce the bureaucratic 'red tape';
- ◆ Empower local authorities both financially and skills-wise to perform the functions and responsibilities assumed through the aforementioned decentralisation process;
- ◆ Mobilize community members to form and participate in civic organizations addressing local needs in the context of national and regional problems besetting the entire nation and also strengthen the capacity of NGOs to lobby;
- ◆ Encourage self-reliance and responsible citizenship and demand accountability and transparency from civil society organisations and the elected representatives at all levels of government;
- ◆ Welcome the wealth of ideas and experience that results from diversity. Citizens should respect each other's ideologies, cultures, viewpoints and approaches to problem solving.
- ◆ Create structures and provide an enabling environment including legislative, social infrastructure and economic stability;
- ◆ Citizens complain that a few individuals are monopolizing power. Sharing decision-making power instead of resting it in one individual or group of individuals is of uttermost importance;

- ◆ Consulting citizens on matters of local and national significance is the key to stop the monopolization of power by few individuals. Restore power to ordinary citizens as voters and choice makers, in a way that taps their creative energy, spreads public benefits justly, and builds a strong, vibrant society;
- ◆ Supporting widespread civic education by including human rights and civic education into schools' curricula and through workshops and seminars for adults so that citizens are able to actively and meaningfully participate in managing and governing their society and also cater for election of responsible and accountable leaders;
- ◆ Promote citizen's human rights and freedom, regular holding of free and fair elections, transparency, accountability and prevention of corruption, rule of law and peaceful resolution of conflict;

ANNEX 4

CASE STUDY 1: HIV/AIDS – Zimbabwe

CHIMANIMANI COMMUNITY-BASED ORPHAN CARE PROGRAMME

Background

Traditionally orphan care in Zimbabwe was not regarded as a burden but rather a social obligation that was shared among extended family members. The rising tide of HIV/AIDS is continuously purging the economic and sexually active population in the country, leaving behind shocking numbers of a generation of parentless, impoverished, stigmatised, traumatized and hopeless children.

Whilst the search for a cure for the disease continues, the problem of orphan hood continues to grow phenomenally and beyond the caring capacity of the extended family. In this context, community based responses remain the only line of hope to ensure that affected children are afforded the opportunity for optimal growth and development. The Intermediate Technology Development Group Southern Africa (ITDG) is supporting one such intervention in Chimanimani district through its Rural Communities Programme.

The project was conceived and initiated by one outstanding, courageous and visionary woman, Nelile Siwela of Chakohwa ward in early 1998 and has grown tremendously over the past four years. It is indeed one of the many success stories in the HIV/AIDS initiatives in Zimbabwe. ITDG started working with the community groups in May 2001 and is covering 18 out of 23 wards of Chimanimani district. ITDG is a relatively new player in the HIV/AIDS environment and is taking childcare as its entry point that will inform its developmental approach through out the other programme areas.

Implementation Strategy

ITDG's implementation strategy is largely built on strengthening existing community initiatives and coping mechanisms rather than establishing new ones. The training of community volunteers in childcare practices, leadership skills, technical and entrepreneurial skills as well as supporting viable micro-enterprises is key to ITDG's intervention. The project is also promoting the building of collaborative linkages with relevant stakeholders to support the interventions at all levels.

The project is being implemented through a cluster of community-based organizations (CBOs) in each of the active wards. At the heart of these CBOs are community volunteers who are largely responsible for driving the project activities, their responsibilities include, conducting routine visits to orphan households, orphan enumeration, offering material assistance e.g. mealie meal, counselling and initiating income generating projects.

KEY PROGRAMME AREAS IN THE PROJECT

Building community initiative

Holding public awareness creation workshops to highlight the plight of children affected by HIV/AIDS precedes entry into the community. This often leads to heightened community awareness of the extent of the problem and triggers a state of preparedness on the part of the community to respond to the crisis. This culminates in the formation of local structures to steer the project and select community volunteers (surrogate parents) among other things.

Foster Parent Training and Development

Community volunteers, popularly known as 'mothers' receive training in a number of areas that include; self-help principles, training for transformation, communication and report writing, networking and local linkages, leadership, resource mobilization, technical and entrepreneurial skills. Training is a viable strategy to enhance the effectiveness and sustainability of the local interventions. Training takes two forms;

direct us through participatory knowledge and skills transfer and indirectly through exposure visits to other thriving childcare initiatives locally and around the country.

Orphan Training and Development

The initial thrust of the project was to assess the magnitude of the problem in the district, identification of training needs and to affected children. Orphans in the target wards have received training in training for transformation, self-help skills, leadership, basic survival skills, HIV/AIDS awareness and prevention, psychosocial support, tying and dying, mushroom cultivation and crop farming.

Community initiated livelihood activities at project inception included; petty trading, collection and selling of firewood. The project through awareness and exposure has widened the range of initiatives to include, mushroom cultivation, community vegetable gardening, bee husbandry, goat husbandry, and soap and candle making. The orphaned children and foster parents are largely responsible for managing these livelihood initiatives.

Linkages and Partnerships

The project encourages the forging of collaborative linkages with local structures and relevant stakeholders to allow for the sharing of responsibilities. Community members work closely with the traditional chiefs, councillors, religious leaders, health personnel, extension staff and government related institutions like, Ward AIDS Action Committee, Child Welfare Forum, Chimanmani Rural District Council and NGOs namely, Red Cross, TSURO, LEARN Students Partnership Worldwide and Junior Achievement Zimbabwe.

The community-led responses are gradually evolving into a well-established institution. Local structures have been established in all the project sites from village, ward and district level to manage the project activities. The project is now moving towards registering the institution as a legal entity to enable the community groups to fully manage their own affairs.

Monitoring and Evaluation

A participatory monitoring and evaluation system has been developed to assess progress and impact of the project. At the centre of the M&E activities are community volunteers who are largely involved in the following; enumeration of orphaned children, weekly, monthly community reviews and quarterly stakeholder review.

Lessons learned

- ◆ The project helped communities to accept the plight of HIV/AIDS victims as a community problem and not an individual issue like it is the case most of the time.
- ◆ The level of stigmatisation of infected and affected people in these communities has been greatly reduced.
- ◆ The cultural barriers limiting participation of women in decision making have to be broken. Given a chance women like Necile Siwela – the founder of the programme can make a difference.
- ◆ Public participation techniques/ methodologies succeed and become sustainable in rural communities if the local initiatives are recognised and strengthened and instead of coming up with “foreign” initiatives.
- ◆ Training and capacity building of CBO’s is vital in increasing sustainability of community initiative.

CASE STUDY 2: CAMPFIRE - Zimbabwe

A CASE STUDY ON THE CAMPFIRE PROJECT CALLED MAHENYE COMMUNITY PROJECT

CAMPFIRE is an acronym for Communal Areas Management Programme for Indigenous Resources. It is a Zimbabwean based rural development programme that practices and promotes natural resources utilization, including wildlife as an economic and sustainable land-use option, for people living in rural areas. The programme operates on the basic philosophy of returning the management of natural resources to local inhabitants. CAMPFIRE helps rural communities to sustainably administer their natural and cultural resources, gain income from these resources, and establish how this income will be utilized.

The Mahenye community in Chipinge first practiced the concept as far back as 1982. Prior to this the Department of National Parks and Wildlife Management, had fought a crippling war with poachers in Gonarezhou and other National Parks, the traditional homelands of the local people, and had failed to discourage the communities from poaching. Poaching was both a form of retaliation against crop destruction by wildlife and a response to loss of livelihoods resulting from designation of their lands as National Parks. The Parks and Wildlife Act (1975) was amended in 1982 to provide legal rights over the utilization of wildlife to the landowner or appropriate authority on which wildlife lived, but the policy had not been applied to communal land (CAMPFIRE association Annual Report).

Through the help of innovative local conservationists and researchers the department was able to initiate and sustain a new community based conservation-driven industry where the traditional rights of the local communities to utilize wildlife outside state protected areas was restored. The Mahenye community, through an elected representative body whose Chairman is a district councillor, now have a partnership with the government's wild life Department under the Ministry of Natural Resources and through this partnership they have been granted a legal authority to manage their wild life resources. They are part of a wide range of CAMPFIRE programmes operating within Zimbabwe. Through these networks the Mahenye community was able to establish a poaching project in the Chipinge district. The CAMPFIRE Association raised funding from the donor community (Z\$414685.00) to implement the project, provided an opportunity for training the community members in leadership and financial management skills as well as providing all the technical support necessary for the project.

In this project, the community members took control of the poaching activities in order to conserve the wild life. Hunters have to get permission and pay a certain amount of money for hunting. The number of animals that can be hunted depend on the population size of the wild life. For example, in 1987, approximately 960 trophy hunters visited Zimbabwe, spending 9,100 days hunting while in 1998 approximately 2, 145 trophy hunters visited and spend 23,000 days hunting, (The CAMPFIRE Programme, An Assessment of Progress, 2002). With controlled poaching activities, the wild animals are able to reproduce and swell in numbers enabling communities to get more money and meat for subsistence needs on a much sustainable manner.

The communities do not only control the wild animals, but they also control wild fires that destroy the grazing land for wild and domestic animals. They do this by burning small portions of grass in a controlled manner in order to discourage wide spread of wild fires. The control of wild fires benefit human beings and domesticated animals because wild animals in Zimbabwe are not fenced, they roam everywhere and interact on a regular and rather unusual way with human beings and the domesticated animals. The wild animals live metres away from the villages and graze on the same grass as the domestic animals.

The Mahenye community has been actively involved in the planning, operation and maintenance stages of the project. They are responsible for all aspects of their project as they decide which programs, when to implement and how to utilize their profits. The government and CAMPFIRE are just partners and not owners of the project. However, as per the regulations of CAMPFIRE, the gross revenue received in each district through the projects' activities is allocated to wild life management activities (31%), Rural District

Council overheads (15%), CAMPFIRE Association levy (4%) and wild life producer wards (50%). From the profits that accrue from this project the community has constructed the following infrastructure:

- ◆ A radio house at Tuzuka Heights
- ◆ Mahenye Secondary School -block
- ◆ Water pipeline for Mahenye Community
- ◆ A grinding -meal
- ◆ Electricity for the community

After the basic community needs had been realized by the community members in Mahenye, they explored other ventures. The community members held negotiations with the Zimbabwe Sun Management to get into a joint venture to expand the tourism capacity in the Chipinge district. Through this new venture, the two eco tourism lodges, Banye Lodge and Chilwe lodge were born. The Zimbabwe Sun Management is responsible for the overall running of the two lodges while the community manages the wild animals and the natural vegetation. The community members also get first preference in job opportunities; they maintain and manage the tourist attraction- wild animals as well as guide tourists within their area.

Compared to other CBNRM programmes in Southern Africa CAMPFIRE is a dynamic approach credited with setting up and testing innovative concepts such as trusting the communities to make decisions, bear costs and manage their financial returns without undue interference from external forces. The experts come in only when the community sees fit. In this community public participation is not only about attending meetings but also rather planning, implementing and sustaining the project while conserving the natural environment.

Lessons Learned

- ◆ For CBNRM programmes/ projects to succeed, community members should be recognised and given a chance to make their own decisions and implement them.
- ◆ With proper skills and capacity development, CBNRM can be used as an economic initiative providing for prosperity of local communities.

CASE STUDY 3: Lesotho Highlands Water Project - Lesotho

Lesotho Highlands Water Project (LHWP) provides an example of a situation where the role of the civil society was not quite employed, and hence the problems that ensued as a result of inadequate community participation. The LHWP, which is one of the largest projects of its kind, is a multi-phased engineering undertaking to supply water from Lesotho Highlands to South Africa. The Lesotho Highlands Development Authority (LHDA) was created by the Lesotho Government to implement the LHWP. LHDA's mission statement is to efficiently and effectively implement and manage on a sustainable basis the LHWP in accordance with the Treaty and the Order to the benefit of the people, the environment and the economy of Lesotho. The Treaty signed by the two countries requires that due regard to the maintenance of the welfare of persons and communities immediately affected by the Project. In this respect, key responsibility was in the formulation of a Compensation Policy and a Rural Development Plan to address the social impacts created by the LHWP, through loss of houses, agricultural fields, gardens, rangelands and trees.

The participation approach historically used in development of policies, plans and procedures mostly relied on consultation with local authorities and affected households. However, the LHDA system of approach and methodology to community participation was criticized for not being effectively managed and coordinated, and was said to be generally lacking. The following were some of the limitations or weaknesses in the community participation approach:

- The project had limited presence of permanent field staff and therefore lacked coordination at community level;
- Inadequate and unsystematic dissemination of Project information to affected communities and other stakeholders;
- Inadequate and unsystematic two-way communication between LHDA staff and affected communities;
- The top-down needs identification, planning and project implementation;
- Protracted planning and poor delivery of products with empty promises and consequent imposition of projects to produce quick results;
- Lack of sectoral coordination and uniform approach resulting in conflicting messages that create confusion among communities.

Problems such as those cited above have culminated into prolonged debate regarding dissatisfaction expressed by the affected communities in the Project area. While some problems still persist to this day, the good thing is that those problems were recognised and corrective measures taken still persist to this day, the good thing is that those problems were recognised and corrective measures taken in an effort to address the complaints from the affected communities. While one might be tempted to say the corrective measures were taken too late after many years of implementation of the Project as evidenced by complaints regarding unfulfilled promises still being lodged by resettled communities with among others, the Office of the Ombudsman as recent as 2002-2003, these hopefully provided a learning platform for other phases of the Project. Effort must be made to regain the confidence of the people and the trust so crucial to the successful implementation of this important Project.

The LHDA undertook the following corrective measures:

- Establishment of a Community Participation Unit to deal with community participation issues;

- Development of Field Operations Teams at Project area to promote continuity and to improve coordination of the participation process at community level.

The initiation of a process of consultation with NGO community:

- The development of a Community Participation Strategy is designed to provide all stakeholders with a participatory framework in which to operate, and to provide necessary skills and information to effectively undertake their roles and to participate in the Project.

Lessons Learned

- Public participation cannot be done by remote control, especially in water projects that construct dams and, therefore, displace people. Communities require regular contact by project staff *in loco*. This enables immediate attention being given to the affected households in distress.
- There is a need to make partnerships with other organisations, such as NGOs, that operate in an area. This provides a holistic approach, and therefore, less confusing messages to the communities.
- Public participation should always be bottom-up in order to do proper planning and carry out project implementation in as smooth a manner as possible.
- Public participation requires extreme patience on the part of the staff implementing a water project. The affected communities should determine the pace of undertaking activities. Rushing to obtain quick results does not work.
- It requires clear and concise way of dealing with the public to avoid double standards. Everyone must be treated and dealt with equally, and failure to do so results in disgruntled people with complaints without an end. Guidelines would be very useful for staff working in these areas.

CASE STUDY 4: St Lucia Wetland – South Africa

The triumphant campaign: St Lucia – an example of courage and determination by the environmental civil society in South Africa

Background

Similar to all developing countries, South Africa has a great need for jobs and development to the extent that environmental issues are not given due consideration in spite of the enabling legislation. Amidst all this there are success stories of civil society participation in decision-making – the most outstanding and most famous is the St. Lucia case.

The St Lucia Campaign

The last part of the 1980s came with rumours that the Richards Bay Minerals (RBM) is proposing to mine part of the Eastern Shores in KwaZulu-Natal for its titanium. The location for the mining development was going to be within a protected area – the St. Lucia Wetland. In response to this rumour, a campaign against this development started with 20 people and climaxed with more than 500 hundred thousand signatures including South Africa's former President, Nelson Mandela.

The role players

The lobbying against the proposal was not easy as the voluntary, self-funding environmental NGOs were fighting against a powerful RBM public relations campaign, which had enough financial resources to use various means to convince the key decision-makers on their plan. One of the major actors in this battle is the Wildlife and Environment Society of South Africa (WESSA), an NGO which began more than 70 years ago (1926) and has its mission as the “promotion of public participation in caring for the earth.”

The brown versus green issues

The fight began within what could be regarded as a discouraging social setting, because at this time the threat was that the emphasis of the new government was employment and it seems as if environmental issues could not stand a chance. In fact, first five years looked bleak. In spite of this the NGOs kept on fighting. Until suddenly the Campaign for St Lucia caught the public's attention and kept on growing.

WESSA did all it could to facilitate the campaign such as providing office space at Durban's Brand Road offices and helping with publicity in its magazines and through its members. One of the activists went to the extent of saying that he would “he would lie down in front of the bulldozers”. The St Lucia Action Campaign commenced: ZEAL, the Zululand Environmental Alliance, and a post card campaign were started in Johannesburg. It ended up being nation-wide. Every environment NGO was requested to participate and 160 of these agreed. From this time forth the campaign expanded beyond South African boundaries and lobbying continued to the international arena, and Greenpeace and other powerful organizations were lobbied on board.

Numerous and outstanding people from the private sector provided support behind the scenes and provided funds for overseas lobbyists to pay a visit to St Lucia.

In the words from the Chairman of the Campaign from- mid 1994 “Victory belonged to every man, woman and child as on March 6, 1996 the Government announced there would be no mining, paving the way for World Heritage Site status”.

Lessons learnt

- Without the determination and courage of the NGOs St. Lucia would not be a world heritage site, thus the mining would have continued.
- Partnerships (locally, regionally and internationally) are very important when lobbying for environmental protection and thus influencing decision-making.
- The role and importance of the environment civil society in decision-making in ensuring sustainable development cannot be overemphasised.

- Since most NGOs do not have resources to undertake such campaigns alone and also the common does not have appreciation of some environmental issues environmental awareness plays an important role in raising the alarm.

CASE STUDY 5: Mondi Wetlands Project (MWP) – South Africa

Mondi Wetlands Project (MWP) – WESSA success story in undertaking its mission of promoting public participation in caring for the earth.

Background

Two environmental NGOs, WWF-SA and WESSA discovered that the condition of wetlands was not only awful, but was continually declining. This warranted action as approximately 50% of these water ecosystems were destroyed as a result of poor land management practices. This was further exacerbated by the ignorance or unawareness on the importance of wetlands. Worse still, conservation of wetlands was virtually non-existent outside areas that are not nature reserves.

Response – voluntary campaign towards the collective welfare of the society

An awareness raising campaign was initiated among landowners and agriculture and conservation extension services on the benefits and management of wetlands.

First Phase – 1991-1996: Partnerships and tools for wetland conservation – Successful Pilot project in KZN

Funding was sourced from Mazda Wildlife Fund, South African Breweries and Rennies. KwaZulu-Natal (KZN) was selected as a Pilot Province. A series of six booklets (the first of their kind in Africa) known as *Wetland fix* were produced as a tool for managers of wetlands. These contained information on the assessment, management and rehabilitation of South African wetlands. The project was tremendously successful to an extent that the funding partners agreed to support the subsequent phase and also expand the project countrywide.

Second Phase: 1996-2000 – nationwide expansion

WESSA was selected to implement the project nationally during the second phase of the project whose aim was to operationalize the *Wetland fix* series and advance the conservation of wetlands all over South Africa. Four programmes were initiated, namely:

- Training for better management of wetlands: for conservation and agriculture extension staff, wetland managers and tertiary students;
- Rehabilitation of degraded wetlands;
- Lobbying key decision-makers to dedicate more resources to wetland conservation;
- Programme for developing awareness through mass media

This phase was also exceptionally successful and enormous awareness and publicity were raised and the once degraded wetlands were now rehabilitated. Moreover, key decision-makers such as provincial conservation agencies, agriculture, Water Affairs, Environmental Affairs and landowners were influenced to embrace wetland rehabilitation.

Third Phase: 2001-2005 – prospects for the future – new funding partnership and new trends
A new funding partner, Mondi came into the scene in April 2001. With new sponsorship the project's annual budget doubled to over one million rands and assisted the project to expand in its activities and workforce. During this phase the work of the WESSA evolved from wetland assessment and rehabilitation to guiding and mentoring other organizations to undertake these. On the other hand WESSA still continues with the training, lobbying and awareness raising programmes. Other programme initiatives during this phase are:

- 1). *Community wetland management programme*: This has been launched to manage the “forgotten wetlands.”
- 2). *Programme for applied wetland research*: this a programmes meant for tertiary institutions aimed at generating accurate information to landowners to handle and make use of wetlands in a sustainable manner.

Behind the scenes – the pre-project story

Wetland conservation is one of the newest environmental issues, it has moved from being a non-issue to a stage where it has the support of the central government in South Africa indicated by pledges of millions of rands. WESSA was able to raise about five million rand for wetland rehabilitation via organisations and government departments it worked with before the Department of Environmental Affairs and Tourism/Working for Water Wetland Rehabilitation Partnership in July 2000. Since then commitment on wetlands as indicated by money being spend has increased spectacularly. In the year 2000, an estimate of twenty million rands was spent, thirty million rands in 2001 and thirty million rands for 2002. It is worth noting that the project did not succeed overnight, a decade of steadfast advocacy work is what got the project where it is. The project, initially known as the Rennies Wetlands Project and now called Mondri Wetlands Project (MWP) commenced with the assessment, rehabilitation, awareness raising and training one wetland at a time.

Lessons learned

- In spite of limitations in the area of financial and human resources, public participation can start small and continue to grow as more partnerships are created.
- Environmental awareness and education have a significant impact in changing people’s perceptions about their environmental resources.
- Environmental NGOs play a very significant role in protecting public goods which government, the private sector and the general public are not aware of and also do not have capacity to undertake.
- Overall, it can be said that the public participation process in this case created a joint venture beginning with the private sector and culminating with the government in an endeavour, which initiated by the civil society with meagre funds. The project enabled a better understanding of environmental problem (wetland degradation) at different levels and engaged different partners to collaborate in attaining the solution.
- Each stage of the project requires an appropriate public participation approach tailored to the type of stakeholder.

CASE STUDY 6: HIV/AIDS

CHILDREN IN DISTRESS (CINDI) – Best practice in HIV/AIDS in South Africa

Background

Children in distress is an expression used to describe a child who has been “orphaned, abandoned or displaced and whose primary needs for physical and emotional care and social and intellectual development, are not met. In response to the growing number of orphans in the Pietermaritzburg city of KwaZulu-Natal coupled with the results of a research indicating the inadequacy of traditional coping mechanisms for orphan care. A network of organizations known as CINDI Children in Distress (CINDI) was established. These organizations work together in addressing the growing numbers of children affected by HIV/AIDS in the Pietermaritzburg city, KwaZulu-Natal and its surrounds. (CINDI) is a multi-sectoral well-resourced network of civil society and governmental agencies, with different capabilities in implementing diverse, effective, sustainable care and preventive programmes for children. The coordination activities of the Network have been funded by the Nelson Mandela Children’s Fund. The mission of the network is to promote “a spirit of Ubuntu and the principle of caring for each other’s well-being with an attitude of mutual support”

This state of affairs warranted that additional alternatives be found through the facilitation of researchers who assisted communities in identifying feasible options and principles for addressing the problems of children in distress. These formed the basis and guidelines for CINDI. Prior to the establishment of CINDI, individual organizations in Pietermaritzburg had been trying to identify how best to assist children in distress. These fragmented initiatives within the city were linked into a network that added strength to individual activities.

The summit and its outcomes

Thandanani, an HIV/AIDS NGOs, facilitated the joint action by gathering agencies together in early 1996 to make a presentation to local government authorities on the social implications of the HIV/AIDS epidemic which resulted in a sponsorship by the Pietermaritzburg Msunduzi Transitional Local Council for a summit of organizations involved in social welfare and health issues to find solutions. The network was thus born, CINDI, using the acronym for children in distress that was building on the work already done by agencies in the area. The summit identified four social safety nets as key strategies for caring for large numbers of children in distress.

- ⇒ First choice was the extended family of the orphan which may need to be empowered to accept children and raise them effectively;
- ⇒ The next best safety-net was a neighbour of community-based structure, enabling children to be raised in familiar surroundings²;
- ⇒ The third level was economic empowerment for caregivers;³
- ⇒ The safety net of last resort was residential care, which includes existing residential facilities, foster parenting and cluster foster care.

Partnerships

The CINDI network consists of nineteen partners. Nine of these are running projects on different aspects of work while the remaining 10 collaborate with the partners, to provide material resources, information, or to intervene on behalf of children in distress. There are a growing number of other organizations that have working relationships with CINDI. The projects are:

- ⇒ Thandanani Association: a groundbreaking AIDS orphans Community Programme to establish

² This is done through community drop in centers based in communities which a relatively large number of orphaned children. The children come for meals and are assisted with homework after school. But they sleep at home. Most of the children stay with their grand parents and some live in child-headed households.

³ Some of the caregivers are given stipend as an incentive because it has been found that they use their resources to care and support the affected and infected.

Community Child Care Committees and build the capacity to caregivers to raise AIDS orphans and the Abandoned Children's Hospital Project to care and advocate for the placement of children abandoned in public hospitals.

⇒ Khayaletu, a project of Youth for Christ: runs the Rapid Intervention Programme which identifies homeless children and return them to their communities or alternative child care through street work, a drop-in-centre, a children's home, community home and education and support of children who return to their families. Also advocates on behalf of homeless children.

⇒ Child and Family Welfare Society of Pietermaritzburg: identifies, recruits and trains cluster foster care "parents" and places children with special needs, particularly those thought to be HIV positive, with these parents. It also runs a Short-Term Place of Safety, offering care for one day to three months for children awaiting hosting, fostering or adoption; also run an innovative adoption unit.

⇒ Kenosis: a small farm-based project that is building housing units for orphans, and an early childhood development centre within a village community of farm labourers. The aim is to develop a farming community-based model of care.

⇒ Project Gateway: facilitates economic empowerment of child caregivers through new projects, and foster skills appropriate to the needs of caregivers and the socio-economic environment likely to characteristics poorer communities during the next decade. Job skills training with business skills and entrepreneurial training, to promote self-employment.

⇒ Gods Golden Acre: an umbrella body consisting of:

- ☆ Khayalihle: a cluster foster care centre, caring for over 30 children orphaned, and abandoned as a result of the HIV virus and violence. It is the base for two other projects-Fundisanani – the education of the children in a home-schooling module, and Geinosapho, an outreach project to provide food and clothing to support the orphaned and abandoned children in extended families in the very under developed rural areas of the Umvoti District.

- ☆ Sunnyside: a residential care centre in Pietermaritzburg for neglected and/or abandoned infants, many of whom are HIV positive, disabled or have another serious medical problem.

⇒ Pietermaritzburg Children's Homes: provides residential care to over one hundred children placed in long-term care by legal procedure. They also work with the Police Child Protection Unit to offer short-term emergency care for children awaiting appropriate placement and SAHECO on innovative training of child care workers.

⇒ Pietermaritzburg Family and Marriage Association of South Africa (FAMSA): participates in collaboration initiatives around child intervention, advocacy and research.

⇒ Msunduzi Hospice: provides home care and nursing for the terminally ill, mostly adults in Pietermaritzburg and the Greater Edendale area and also provides bereavement counselling, capacity building for carers and life-skills programmes for youth.

⇒ Medicines Access Group – Thapelo Project: focuses on the memory of an abandoned child who died of AIDS, this group works with Msunduzi Hospice, and the KZN Health Departments Pharmaceutical Division. It has identified the most needed non-prescription drugs for dying children in the care of CINDI partners. The aim is to raise funds to access these medicines at state tender prices and to register a limited clinic facility at hospice to enable Thapelo to access state subsidies.

⁴ Material includes food banks, basic building materials, medical supplies and targeted funding (school fees). Planning for a centralized Material Aid Centre in Pietermaritzburg began in April 1999 and is being facilitated by Community Chest; a warehouse to which companies could donate surplus or unusable items is expected to be operating by year-end. Access to loans and credit programmes might also improve the situation. There is also strong pressure on government to ensure social welfare grants (child support, foster care, disability and old age pensions) reach the pockets of those most desperate. Payment or other support for volunteers who make up the backbone of community workers would also ease pressure.

The other partners

- ⇒ Department of Social Welfare Regional Office: plays an important supportive role in collaborating with CINDI partners to advocate for and monitor children receive due care from social workers or institutions or care settings into which they have been placed.
- ⇒ Pietermaritzburg and District Community Chest: manages finances for the CINDI co-ordination and administrative team and is leading the move to set up a material aid centre.
- ⇒ South African police Services Child Protection Unit: enforces laws for the protection of children; collaborates with the Child Intervention Panel to ensure due attention for children in care. The unit also liaises with CINDI partners providing shelter for abandoned and abused children.
- ⇒ Child Development Resource Centre: works with disabled children and their parents in communities
- ⇒ Salvation Army Children's Home
- ⇒ South African National Epilepsy League (SANEL)
- ⇒ South African Health Care Organization (SAHECO), a coalition of concerned health care workers which initiated childcare training programme for unemployed school leavers.
- ⇒ National Institute for Crime Prevention and Re-Integration of Offenders (NICRO) where social workers help prepare children for workshops for the South African Law Commission's Child Care Act Review Consultations.
- ⇒ Pietermaritzburg Msunduzi Transitional Local Council: funded the first efforts to establish CINDI and supports initiatives through, for example, granting land to Khayaletu.
- ⇒ KwaZulu-Natal Development of Health- Regional AIDS Co-Ordination Office which collaborates and advises.

Institutional arrangements

The organizational structure consists of autonomous, self-funding organizations with equal weight to work done by partners separately as well as collectively within the network. The arrangement is not hierarchical it consists of an elected leadership team and coordination team whose role is to help members to mobilize resources. Two major initiatives accrue from the structure 1) the collaborative initiative which aims to link efforts regarding legal, material, research and children's rights and 2) focus groups where network members work together in child care.

Collaborative initiatives and their corresponding structures:

- Monitoring and advocacy: The Child intervention panel
- Research: The CINDI Advocacy And Reference Group
- Home-Based Care: Home Based Care Consortium
- Community based monitoring for education access: Education working groups
- Children participation: Children Participatory Project
- Access to palliative medicines for carers of terminally ill children: Medicines Working Group
- Partnerships with the International AIDS conference: AIDS 2000 working group
- Access points to governmental and non-governmental organizations in disadvantaged areas: One-Stop Centre Working Group
- Mobilization of rural communities around orphans: The Rural Orphans Working Group

The focus groups:

- ⇒ The Prevention: Capacity building of families and communities in provision of care.
- ⇒ The Early Intervention: intervene rapidly with children who remain vulnerable and divert them to community rather than residential care.
- ⇒ The Children-In-Care group: ensure that children in care get optimum, all round interventions. There are also parallel developments that enhance the work of CINDI:
- ⇒ The Materials Resource Bank: recognizes the desperate and growing need for food and clothing and participated in planning for a Materials Resource Bank. Community Chest facilitates implementation and CINDI partners can access resources.

- ⇒ Database development: a tool for monitoring the epidemic and set up by the Geographic Information Systems of the KwaZulu-Natal Midlands Welfare Forum.
- ⇒ The Home and Child Care Training Project that runs a training project for unemployed, out-of-school care givers in home and childcare practice. A combined project of two local organisations, the Pietermaritzburg Children's Home and concerned health workers of the South African Health Care Organisation (SAHECO).

“The country is attempting to transform its care services away from a medical model which focuses on weaknesses and labelling, to one which frames problems as strengths, and concentrates on building the skills which empower children, families and communities” (this sounds more like principles of appreciative inquiry).

Advantages of Networking

- The AIDS epidemic is too enormous for individuals, a single institution including government cannot tackle this single-handedly thus partnerships make the load lighter and increases the effectiveness of network members. The most outstanding advantages include
 - The sharing of resources and ideas,
 - Creation of an environment conducive in the eyes of funders
 - Networking helps drive the collaborative initiatives around advocacy, material aid, statistical information and child care training.
 - The results of these initiatives will in turn assist partners in delivering services.

Lessons learned

Alleviating poverty

Due to an increasing need for social relief, material aid and poverty alleviation – and growing numbers of grandmothers and child-headed households, some of which are starving and are left raise their grandchildren or siblings with no source of income or emotional or physical support. There is therefore a need for storage, distribution and supply of material aid⁴ which are lacking.

Capacity Building, reporting and monitoring

The following are required:

- Continued reporting on the trends regarding the numbers of orphans and abused and abandoned children and the singular and combined capacity of existing local agencies and projects.
- Systematic needs assessment and monitoring of orphans and other vulnerable children is essential for better data on the numbers and needs of vulnerable children.
- Intensifying the strategies such I) holding recruitment drives for adoption, appointing street workers, training foster parents, starting community child care committees, identifying possible day care centres for vulnerable children, broadening networking, and forming advocacy to monitor the child care system.
- Acknowledgement and support of volunteers from impoverished communities, by the State to ensure the survival of the aforementioned initiatives.

Children's rights

The need to uphold the children's' rights (protection, provision and participation in decisions affecting their lives) must inform all interventions for children in distress and children's right to participate in matters that directly affect them, such as orphanhood and HIV/AIDS and grieving.

Legal issues

“The legal framework to protect children is cumbersome and time consuming to implement. The legal status of abandoned children needs to be clarified and procedures surrounding placements need to be simplified. In this regard CHIP is working on a protocol with Edendale Hospital and Thandanani had drawn

up a submission to the South African Law Commission's Child Care Act Review Project on abandoned children. As part of their preparations the Network facilitated the participation of some 70 children from different sectors in the Child Care Act Review Consultations. At the same time, agencies need to become aware of how to secure the property rights of orphaned children."

Government roles/responsibilities

- Poverty alleviation
- Support to auxiliaries and volunteers who are helping impoverished communities
- Effective and broader disbursements of social welfare grants
- Swift action on reviewing the legal framework for child protection
- Continuous review of policies and guidelines to mobilize around the emerging needs of children in distress, notably the need for child-headed households to earn income.

Quality Assurance – Impact assessment

Identification, development and refining of tools to measure impact.

Standards/Developmental Quality Assurance (DQA), which is part of the new finance policy of the Department of Welfare, aiming to uphold minimum standards of child and youth care in every intervention.

Concluding remarks

"There is direction, but no single path on how to raise the orphan generation. Children have individual needs, and need to be understood within the context of their family, culture, religion and community. A network of many, small, thoughtful, interventions, trusted by the people with whom they have contact, may have more value than a large, but distant and personal programme. Linking government, agencies and individual projects maximizes resources and builds strength. The CINDI network, for example, is a fluid entity constantly responding to new challenges. It allows small projects to share resource like food donations and information on common legal, economic and childrearing problems. State instruments get clear direction from these networks on how to direct their policies.

The process of building capacity is in itself developmental, thus slow and fraught with setbacks- but better than standing still. One significant problem is that the concept of community has been eroded by poverty. There is little cohesion, particularly around the understanding of HIV/AIDS, and children are not necessarily a priority. Without funds or other forms of material support, initiatives like the Community Child Care Committees can fall apart. Creating a register of children in distress can also create unrealistic expectations of tangible support. Yet the very simplest of interventions – just being there, a constant trusted source of human contact – may be the most valuable support to children deeply disturbed by the profound, silent disorder of the AIDS epidemic."

Lessons Learned for public participation

- The engagement of various partners towards an initiative promotes the cross-fertilisation of ideas, sharing experiences and resources and thus prevents a situation whereby there is duplication of efforts. This also provides an environment that is conducive for funding agencies to support initiatives.
- To tackle big development issues like AIDS and environment, a single institution is not adequate – the load is made lighter and effectiveness of the initiatives is increased as members work through a network.
- Tapping on the strengths of the already existing institutions and structures is more effective than starting something new altogether. It is therefore cost-effective to tap on the strengths of the existing institutions, identify needs and gaps and find ways of how to deal with these instead of creating new structures/institutions.
- Reporting and monitoring; systematic needs assessment and continued capacity building is important for a successful implementation.
- Establishment of Quality assurance measures facilitates good professional practice.

- Context specific approaches are required when dealing with different groups of stakeholder.
- Incentives are required to engage the impoverished communities in programmes.
- Appropriate legal setting provides direction and opportunity for programme implementation; it is therefore important that relevant legislative tools are in place.
- Networking does not only allow the smaller community based organizations to share resources and information, it also provides governments with clear direction on how to direct policies.
- Capacity building is not an easy, once-off thing; it is continuous and has setbacks. However it is better than standing still. Capacity building at grassroots level has to be tackled in view of community problems and especially poverty.
- The traditional, community-based practices including collaboration mechanisms are being eroded by poverty and will require strengthening.

There is thus no single way to facilitate the participation and empowerment of the various role-players; therefore participation has to be undertaken within the context of culture, religion, community, gender, age, level of education and economic status. - Different levels of participation are required depending on the goals, stage and the stakeholders. It is therefore important for a practitioner to know when to inform, consult, involve, collaborate and empower.

ANNEX 5

HANDBOOKS, GUIDELINES, COURSES AND OTHER TOOLS DEDICATED TO PUBLIC PARTICIPATION.

A. South Africa

1. DEAT (2002) Stakeholder Engagement, Integrated Environmental Management, Information series 3, Department of Environmental Affairs and Tourism (DEAT) - Pretoria

Stakeholder engagement within integrated environmental management (IEM) in the Republic of South Africa is outlined in the document. The term stakeholder engagement is used as a more appropriate term to describe the spectrum of increasing levels of engagement between stakeholders ranging from stakeholder protest, to informing, consulting, involving, collaborating with, and empowering stakeholders in the decision-making process. The objectives connected to these various levels are presented and the responsibilities of a range of stakeholders, environmental consultants and stakeholder engagement practitioners are elucidated. The approaches to stakeholder engagement and techniques for conducting the process are proposed.

A synopsis of stakeholder engagement in environmental decision-making is presented; it specifies current challenges, shortcomings and lessons learnt.

Contents include: Defining Stakeholder Engagement; The Objectives of Stakeholder Engagement; Responsibilities of Stakeholders, Environmental Consultants and Stakeholder Engagement Practitioners; Approaches and Facilitation Techniques (*Identification of stakeholders, Approaches to stakeholder engagement, Facilitation techniques*); Overview of Stakeholder Engagement Experience in Integrated Environmental Management; (*Stakeholder engagement in developing countries, Challenges to stakeholder engagement, Shortcomings of stakeholder engagement processes, Lessons learnt*).

Website: www.environment.gov.za

2. Integrated Environment Management (IEM) Course offered by CSIR – Using Contents from the Manyaka Greyling Meiring (Pty) Ltd Manual on Public participation – Course conducted by Tisha Greyling

The context of public participation within the DEAT guidelines is provided, as well as a description of public participation including the principles and values, designing and executing the public participation process.

The contents of the course/manual covers among other things the following:

The evolution of public participation in South Africa, context of the DEAT EIA guidelines;

The requirements of a public participation practitioner; Description of public participation (Content and process objectives, Objectives of public participation, Some myths); Principles and values: yardsticks for evaluation (Core values of International Association for Public Participation (I&AP²), Guiding principles); Designing a process (Linking with the technical process; Keeping integration in mind; Taking it step by step; Towards a joint effort; Checks and balances; A generic public participation process for EIAs); Executing a process (Identifying I&APs, Electronic database; Public participation during the Scoping Phase (Pre-consultation (social profiles), etc); Evaluation of process (Regulatory requirements; Stakeholder requirements; Proponent's requirements).

3) Department of Water Affairs and Forestry - Generic Public Participation Guidelines

Content: These guidelines provide a generic approach to public participation aimed firstly at providing a critique and understanding of the value of public participation in the decision-making process and introduces ideas on how to undertake public participation. The objectives, benefits, principles, a generic process that broadly covers the phases of public participation and a wide variety of methods and tools with their advantages and disadvantages are also described.

4) OTHER PUBLIC PARTICIPATION TOOLS WITHIN THE DEPARTMENT OF WATER AFFAIRS AND FORESTRY (DWAF)⁵

Several directorates created their own public participation guidelines which are tailor-made for their activities.

a) Minimum requirements for disposal by landfill. Waste management series. Second Edition 1998. DWAF. Appendix 4. - *Applying public participation to the landfill process*

Provides guidelines series for public participation in the development of a landfill and provides for this specific institutional process published by the Directorate: Water Quality Management.

Contact Details - Directorate: Water Quality Management (Waste Management), Head Office, Pretoria.

b) Public participation for catchment management agencies and water user associations. Guide 4. DWAF - *Public participation for Catchment Management Agencies and Water User Associations*

⁵ The information on other DWAF public participation guidelines has been quoted from DWAF's Generic Public Participation Guidelines.

It is a series which has been developed by the Directorate: Catchment Management in 1999 and deals with public participation for creating Catchment Management Agencies (CMAs) and Water User Associations (WUAs) and their operations.

Contact details - Directorate: Catchment Management, Head Office Pretoria.

c) Institutional and social development package for water supply projects. Generic Terms of Reference and supporting documentation through the project cycle. March 1999. DWAF. - *Institutional and Social Development (ISD) package for water supply projects*

It concentrates on the ISD sections of water supply projects and its intention is to provide a framework for sustainability. It is valuable to those involved in the planning, design and implementation of water services projects and it is a package which was developed by the Directorate: Institutional and Social Development (ISD) in 1999.

Contact details: Sub-directorate is Policy Coordination and Communication Support, HEAD office, Pretoria.

d) Draft: Guidelines on the establishment and management of catchment forums. April 2001.

These guidelines are being developed by DWAF for the establishment and management of catchment fora and it deals with stakeholder participation and building the capacity of stakeholder fora plus conflict management.

Contact details: - Directorate: Water Quality Management, Head Office, Pretoria.

e) Guidelines for stakeholder participation in integrated Water Resources Management (IWRM) in Water Management Areas in South Africa (Draft) - *Towards viable water services authorities in the Northern Cape. Negotiations workbook*

This Negotiations Workbook has been developed by the Water Services officials in the Kimberley Regional Office developed in 2000 and is a tool used to evaluate the existing capacity and potential strengths and weaknesses of category B municipalities.

Contact details: the DWAF Kimberley Regional Office.

f) Third Draft: Guidelines for stakeholder participation in Integrated Water Resource Management in Water Management Areas in South Africa. March 2001.

The guidelines provide a process of dealings with stakeholders which includes a series of workshop and emphasizes stuff that stakeholders should know to guarantee that workshops accomplish the expected end.

Contact details - Directorate: Water Quality Management, Head Office, Pretoria.

DWAF website = website: www.dwaf.gov.za

5.) The Sasol Public participation guidelines:

The guidelines have been produced by the Sasol Safety, Health and Environmental Centre for guidance of Sasol employees and consultants in their interactions with the public.

Contact details: SHE Centre, Sasol Limited – 1 Sturdee Avenue, Rosebank 2196, Johannesburg –South Africa -

B - Zimbabwe

1. Directorate Of Environmental Health Services (Ministry Of Health And Child Welfare) 1996. Participatory Hygiene Education – A people-centred approach to behaviour change in hygiene – a description of First Three and Half Years of the Development and Introductory of Participatory Hygiene Education Methods and Tools. Supported by UNICEF.

Content: The Participatory Hygiene Education (PHE) Project was designed to facilitate the change of approach in hygiene education from a dedicated technical model to a participatory social model. Its goal is that all extension staff will employ “participatory methods in their learning sessions with community groups and a participatory approach in their dealings with the community. The ultimate goal is that the approach and methods will be very influential in bringing about behaviour change in hygiene practices. The PHE Project is finally to be measured in terms of behaviour change.”

Contact details: Institute of Water and Sanitation Development, Ms. Noma Nyoni (Deputy Director)

Email: noma@iwsd.co.zw

Website: <http://www.iwsd.co.zw>

2. Southern Alliance For Indigenous Resources (SAFIRE) - Training Courses on Community Empowerment and participation.

Content: What is PRA? Background and history, principles and characters, attitude, behaviour and biases, other development approaches versus PRA approach, what is a community? What is development? Principles of community?, PRA techniques, Gathering socio-economic information, Types of tools introductory summary: Maps, Wealth ranking, Matrices, Historical matrices, Time lines, Direct observation, Semi-structured interviewing techniques, Linkage diagrams, Ranking techniques (Direct, Preference, Pairwise), Seasonal analysis, Gender analysis, Venn Diagram, Activity charts, Transect walks, Triangulation, Flow diagrams, Participatory monitoring and evaluation.

Contact details: Southern Alliance for Indigenous Resources – Gladman M. Kundhlande (Director); safirehq@ecoweb.co.zw

3. Institute of Water and Sanitation Development 2001. Post Graduate Diploma In Water Supplies and Sanitation: Module 1 - Community Participation, management and gender.

Contents: COMMUNITY PARTICIPATION (The Route to participation, definition and dimensions of participation, levels of participation, Approaches to project implementation, Facets of participation, terms that impact on the nature of participation, Issues concerning participation, Factors against participation, Challenges to community participation, Some Possible attributes of community participation); Community management, Gender sensitive development in water supplies & sanitation, Monitoring and evaluation of community management; Definitions and objectives of hygiene education; participation development – theory and tools for field application.

Contact details: Institute of Water and Sanitation Development – Eng. N.R. Mudege (Executive Director);
Email: mudege@iwsd.co.zw
Website: <http://www.iwsd.co.zw>

OTHER PUBLICATIONS

Manuals

1. Land Use Planning Division. 1991. Lesotho Community Land Use Planning Manual. Ministry of Agriculture, Cooperatives and Marketing. Maseru.
2. Lesotho Council of NGOs. 1998. Voter Education Manual. Maseru, Lesotho.
3. Ministry of Environment, Gender and Youth Affairs. 1999. Land Rehabilitation Manual. Maseru, Lesotho.
4. WWF LIFE Project. Annual CBNRM Training Manuals. Windhoek, Namibia.

Handbooks

5. Lesotho Highlands Development Authority (LHDA). 1998. Environmental Awareness Master Plan. Maseru.
6. Lesotho Highlands Development Authority (LHDA). 1995. Caring for Environment. Maseru.

Guidelines

7. Department of Water Affairs and Forestry. 2001. Public Participation Guidelines. Pretoria, South Africa: www.dwaf.gov.za.
8. Ministry of Tourism, Environment and Culture. 2002. EIA Guidelines. Maseru, Lesotho.
9. Namibia Resource Consultants. 2001. Environmental Assessment Guidelines, Sector: Water Infrastructure. Windhoek, Namibia.
10. Range Management Division. 1993. Guidelines for Formation of Grazing Associations. Department of Livestock Services, Ministry of Agriculture, Cooperatives and Marketing. Maseru.
11. Swaziland Environment Authority. 1999. Environmental Audit, Assessment and Review Guidelines. Mbabane, Swaziland.
12. Tisha Greyling. 2002. Guide to Public Participation in South Africa. Manyaka Greyling Meiring (Pty) Ltd: tisha@liaison.co.za.
13. WWF LIFE Project. 2000. Wildlife Monitoring System. Windhoek.

14. WWF LIFE Project. CBNRM Information and Awareness. Windhoek.

Training Courses

14. Environmental Communications – by Environmental Management Centre, University of the Free State, South Africa.

ANNEX 6

WEBSITES

1. International Association for Public Participation www.iap2.org
2. African Centre for Technology Studies www.acts.or.ke
3. Environmental Law in Africa www.igc.apc.org/envlaw/africa/index.html
4. Environmental Impact Assessment Centre www.art.man.ac.uk/EIA/EIAC.html
5. Directorate of Environmental Affairs (Namibia) www.dea.met.gov.na
6. Community-Based Natural Resource Management:
 Botswana www.cbnrm.bw
 University of Western Cape www.cbnrm.uwc.ac.za
7. Council for Scientific and Industrial Research www.csir.co.za
8. Community Areas Programme for Indigenous Resources (CAMPFIRE):
www.campfire-zimbabwe.org
9. Lesotho Highlands Development Authority www.lhda.org
- 10 World Bank www.worldbank.org/wbi/sourcebook
11. International Rivers Network www.irn.org
12. World Commission for Dams www.dams.org
13. International Commission for Large Dams www.icold_cigb.org
14. United Nations Environment Programme
www.unep.org
www.unep-dams.org
15. Human Sciences Research Council www.hsrc.ac.za
- 16 World Conservation Union (IUCN) www.iucn.org
17. Southern African AIDS Information Dissemination Service (SAfAIDS):
www.saf aids.org.zw
18. The Aids Information Support Centre (TASC) www.tasc.org.sz
19. Global Water Partnership www.gwpsatac.org.zw
19. United Nations Programme (UNDP)- Human Development Reports:
www.undp.org/hdro
20. Lawyers' Environmental Action Team (LEAT) www.lead.or.tz/
21. Department of Water and Forestry, South Africa www.dwaf.gov.za

ANNEX 7

Some of the Environmental Institutions in SADC Countries⁶

Organization name	Name /Title/Address	Tel/Fax/Cell/Email	Notes
ANGOLA			
Accção para o Desenvolvimento rural e Ambiente Non –governmental Organization	Ramos Buta Praceta Farinha Leitão No 27, 1 Dto Cx Postal 3788 Luanda	+(244) – 2- 396 683 +(244) – 2- 395 132 adra@angonet.gn.apc.org	ADRA action for Rural Development and Environment
Associacao Angolana do Ambiente Non- governmental organization	João Seródio de Almeida Secretario Geral PO Box 2110 Luanda		
Juventude Ecological Angolana Non-governmental Organization	António de Simbo Jornalista PO Box 542 Huila	+(244) 61-20 674 asousimbo@yahoo.com	Organization working in Environmental Education (radio programmes, schools, resource material production)
Ministry of Fisheries and Environment Governmental Organization	Jaquina Brãs Caetano Head of Dpt. Env. Education Av. 4 de Fevereiro, 40 Atlantico Building PO Box 83 Luanda	+(244) – 2- 311 140 (+244) – 2- 322 797	
BOTSWANA			
Chobe Wildlife Trust	Ross Dwyer PO Box 55 Kasasa	+(267) 39650 516 +(267) 39650 223	
Department of Wildlife and National Parks	Wilf Slade PO Box 131 Gaborone	+(267) 39371 405 ext 471 +(267) 39306 396	
Gaborone Game Reserve	Lesego Machangana Environmental Educator PO Box 131 Gaborone	+(267) 39371 405 +(267) 39312 354	
Kalahari Conservation Society	Wazha Tema Chief Executive Officer PO Box 859 Plot 112 Independence Ave. Gaborone	+(267) 39374 557 +(267) 39314 259 wtema@botsnet.bw	
National Conservation Strategy	Arabang Kanego Co-ordination Agency Travadlimi Building (Standard Bank) Private Bag 0068	+(267) 39302 +(267) 39302 051/ 309 953 akanego@gov.bw	
National Institute o Development Research and Documentation	Stella B. Monageng or Bobana E. Senior Documentalist or Docume University of Botswana Private Bag UB00708 Gaborone	+(267) 39355 2900/ 2902 +(267) 39357 573 nir@wn.apc.org	Socio economic development research, agriculture and rural development, education, environment and natural resources, health, women and gender issues, library and documentation
University of Botswana	B.E.G. Badisang	+(267) 39355 2925(w)	

⁶ Most of the institutions tabulated here have been adopted from two main documents, namely:

1. Environmental Organisations in the SADC region published by the Regional Environmental Education Programme, programme of SADC and WESSA. – 2001.
2. The NGO Directory of Zimbabwe.

	Private Bag 0022 Gaborone	39307 012 (h) +(267) 39357 573 badisang@noka.ub.bw	
KENYA			
African Conservation	Eliud Wanakuta PO Box 62844 Nairobi	+(254) 2 22 1699/4569 +(254) 2 21 5969 acc@africaonline.co.ke	
East African Wildlife Society	Ben Becha CEO PO Box 20110 Nairobi	+(254) 2 574 145 +(254) 2 57 335	
Kenya Organization of Environmental Education (KOE) Non governmental Organization	Dorcass Otieno Director PO Box 59468 Nairobi	+(254)2 789 516 +(254)2 789 516 sika@form-net.com or sika@kenyaweb.com	KOE serves schools and communities in Kenya and Eastern and Southern Africa region through activities in environmental education, public awareness and training for sustainable development
United Nations Environment Programme (UNEP)	Christian Strohmann Head: Env. Ed. & Training Unit United Nations Avenue Gigire PO Box 30552 Nairobi	+(254) 2 62 3145 +(254) 2 62 3917 Christian.Strohmann@unep.org UNEP website: www.unep.org	
LESOTHO			
National Environment Secretariat Ministry of Tourism, Environment and Culture	Lemohang Sekhamane N. Jane Malephane 6 th Floor New Post Office Bldg Kingsway Road PO Box 10993, Maseru 100	+(266) 22311 767 +(266) 22310 506 lea@leo.org.ls natenv@lesoff.co.za www.lea.org.ls	
University of Lesotho (NUL)	Tsepo Mokuku Lecturer Dept. of Science Education PO Box 089 Maseru West Mats'eliso Mphale NUL Roma 180	+(266) 2221 3470 +(266) 2234 0000 tm.mokuku@nul.ls OR tmmokuku@lesoff.co.za Tel: (+266) 22340601 Cell: (+266) 58858456 Fax (+266) 22340000 Email: mm.mphale@nul.ls www.nul.ls	
Lesotho Highlands Development Authority	David M. T. Nkalai P.O. Box 7332, Maseru 100	Tel: (+266) 22311280 Fax (+266) 22325775 Email: nkalaim@lhda.org.ls	
Range Management Division Ministry of Forestry and Land Reclamation	Leonia Thulo Private Bag A82 Maseru 100	Tel: (+266) 22325187 Fax: (+266) 22311500 Email: leonia@livestock.org.ls	
Lesotho Council of NGOs (LCN)	Moshe Ts'ehlo Private Bag A445 Maseru 100	Tel: (+266) 22325798/ 22317205 Fax (+266) 22310412 Email: lecongo@lecongo.org.ls www.lecongo.org.ls	
MALAWI			
Department of Environmental Affairs	Deusdedit Peter Kafere Senior Env. Officer City Centre Lingazi House Robert Mugabe Crescent Private Bag 394 Lilongwe3	+(265) 773 171/177 +(265) 773 274 outreach@sdpn.org.mw	
Department of National Parks and Wildlife	Connex Mbewe Lake Malawi National Parks PO Box 48	+(265) 58 4657/58 4874 +(265) 64 3759	

	Monkey- Bay		
Environmental Affairs Department (under Ministry of Natural resources) Governmental Organization	Mr R.P. Kabwaza Director of Env. Affairs City Centre Lingazi House Robert Mugabe Crescent Private Bag 394 Lilongwe 3	+(265) 771 111/774 613 +(265) 773 274/773 379 rkabwaza@sdpn.org.mw OR rkabwaza@malawi.net	The main focuses of the Department are to coordinate and facilitate all environmental issues in Malawi at a national, district and community level. This involves formulating Environmental Impact Assessment.
MAURITIUS			
Council for Nature Conservation	Kandhai Ramnath Secretary General 6 Edith Cavell Port Louis	+(230) 212 559 +(230) 212 7882	
Department of Environment	Santaram Mooloo Division Env. Officer Information Education & Research 38 Mere Barthlomew Street Rabadia Building Port Louis	sataramm@hotmail.com	
Ministry of Env. Human Resource Dev.	Murday Poinen Department of Environment Ken Lee Tower Barracks Street Port Louis	+(230) 212 6975 +(230) 210 0865	
Mauritian Wildlife Club (MWC) Non Governmental Organisation	Khemrai Sooknah Research 3 Temple Road Riveire du Rempart	+(230) 412 7609 ksooknah@yahoo.com	MWC is a non-formal education and public awareness project of the Mauritian Wildlife Research and the Conservation Programme. Membership is open to those interested in issues related to the environment.
Ministry of Env. Human Resource Dev.	Murday Poinen Department of Environment Ken Lee Tower Barracks Street Port Louis	+(230) 212 6975 +(230) 210 0865	
MOZAMBIQUE			
Ministry of Co-ordination of Environmental Affairs (MICOA) Governmental Organization	Sonia da Silveira Head: Training Department Av. Acordos de Lusaka 2115 Caixa Postal 2020 Maputo	+(258) 1 465 843 +(258) 1 465 849/ 466 243 micoa@ambinet.uem.mz	Environmental policy and management
National Commission on the Environment	Bernardo P. Ferraz Minister of the Environmental Caixa Postal 2020 Maputo	+(258) 1 465843 +(258) 1 46 5849	
National Directorate for Forestry and Wildlife, Ministry of Agriculture	Sergio Chitara Caixa Postal 1406 Maputo	(+258) 1 460036 (+258) 1 460060	
NAMIBIA			
Enviroteach	Manda Fried PO Box 20232 Windhoek	(+264) 61 22 9855 (+264) 61 259181 enviroteach@iwwn.com.na	
Ibis Namibia Country Director Non governmental Organization	Carsten Norgaard PO Box 24236 Windhoek	(+264) 61 237 565 (+264) 61 237 614 cn@ibis.org.na	Ibis is involved in the improvement of living conditions for the poor. This is achieved through programmes in education for change, local governance and support to civil society. Gender HIV/AIDS.
Integrated Coastal Zone	Gitte Anderson	+(264) 61 – 21 6263	

Management Project	Erongo Region Erongo Regional Council PO Box 1230 Swakompmund	+ (264) 61 –21 7666 lsp@iwwn.com.na	
Ministry of Conservation, Wildlife and Tourism	Brian Jones Private Bag 13306 Windhoek 9000		
Wildlife Society of Namibia	Angela Wardell- Johnson PO Box 3508 Windhoek		
Namibian Association of CBNRM Support Organisation (NACSO)	Patricia Nicola Skyer, Ebben Simon P.O. Box 9835, Pelican Square, Windhoek	Tel: (+264) 61 230888 (+264) 61 230790 Fax: (+264) 61 230863 Email: patskyer.nacso@iafrica.com.na loyiso@iway.na	
WWF LIFE Project	Chris Weaver P.O. Box 9681, Windhoek	Tel: (+264) 61 239945 Fax: (+264) 61 239799 Email: cweaver@iafrica.com.na	
Namibian Finland Forestry Programme Directorate of Forestry	Letla Mosenene Private Bag 5558 Ongwediva	Tel: (+264) 65 232147/ 230295 Fax: (+264) 65 2302307 Email: letla@africaonline.com.na	
CBNRM Sub-Division Ministry of Environment and Tourism. Directorate of Scientific Services Department of environmental Affairs Directory of Forestry Directorate of Parks and Wildlife Directorate of Tourism	Ms Tsukhoe Garoes P/Bag 13306 Windhoek P/Bag 13306 Windhoek Mr. Jo Tagg. P/Bag 13306 Windhoek Christa/Hailwa. P/Bag 13346 Windhoek P/Bag 13306 Windhoek Sofia Swiegers. P/Bag 13346 Windhoek	Tel. 264-61282203 E-mail: tmgaroes@iway.na Tel. 264-61263131 Fax. 264-61259101 Tel. 264-61249015 Fax. 264-61240339 E-mail: pwt@dea.met.gov.na Tel. 264-61221478 Fax. 264-222830 E-mail: hailwa@forestry.met.gov.na christa@forestry.met.gov.na Tel. 264 612842331 Fax. 264 61263195 Tel. 264 612842330 Fax. 264 61221930 E-mail: drmmk@mweb.com.na Website: www.met.gov.na	Community development support Research and monitoring Environmental education

World Bank	Nina Doetinchen. Global Coordination, Washington based	Tel. 202 4738519 E-mail: ndoetinchen@worldbank.org	
Rossing Foundation	Paula Cplliar. P/bag 13214 Windhoek	Tel. 264 61211721 Fax. 264 211371 E-mail: ncollair@rf.org.na	
Legal Assistance Centre	Norman Tjombe. P.O. Box 604 Windhoek	Tel. 264 61223356 Fax.264 61234953 E-mail: Ntjombe@lac.org.na	
Namibian Professional Trophy Hunters Association	Frank Heger. P.O. Box 11291 Windhoek	Tel. 264 61234455 Fax.264 61222567 E-mail: napha@mweb.com.na napha@natron.net	
Nyae Nyae Conservancy	Kxao Moses Ioma. P.O. Box 45 Grootfontein	Tel. 264-67244001 Fax. 264-67244001 E-mail: nfn@iafrica.com.na	
Salambala Conservancy	Chrisgin Muyoba. P.O. Box 96 Ngweza	Tel. 264-66252875	
#Khoadi/Hoas Conservancy	David Gaogoseb. P.O. Box 119 Kamanjab	Tel. 264-67333017	
Rural Institute for Social Empowerment	David Pintile. P.O. Box 50155 Windhoek	Tel. 264-61236029 Fax. 264-61232597 E-mail: rise-ww@iafrica.com.na	

Nyae Nyae Development Foundation	Wendy Viall. P.O. Box 9026 Windhoek	Tel. 264-61236327 Fax. 264-225997 E-mail: nndfn@iafrica.com.na	
Integrated Rural Development and Nature Conservation	Linda Baker. P.O. Box 24050 Windhoek	Tel. 264-61228506 Fax. 264-61228530 E-mail: irdnc@iafrica.com.na	
Namibian Nature Foundation	Chris Brown. P.O. Box 245 Windhoek	Tel. 264-61248345 Fax. 264-612248344 E-mail: chrisbrown@nnf.org.na	
University of Namibia Multi-disciplinary Research Centre &Consultancy	A. Mosimane. P/Bsg 13301 Windhoek	Tel. 264-612063690 Fax. 264-612063050 E-mail: bhpchobeb@unam.na amosimane@mail.unam.na	
Polytechnic of Namibia Department of Natural Resources & Agriculture	Dave Joubert. P/Bag 13388 Windhoek	Tel. 264-612072462 Fax. 264-612072143 E-mail: djoubert@polytechnic.edu.na	
Environmental Assessment SAIEA	Peter Tarr. P.O. Box 6322 Windhoek	Tel. 264-61220579 Fax. 264-61259183 E-mail: saica@africaonline.com.na	
Omni Consultants	Klemens/ Awarab. P.O. Box 25300 Windhoek	Tel. 264-61247611 Fax. 264-61247621 E-mail: omni@iway.na	
SOUTH AFRICA			
African Wildlife Editorial	Sandile Anderson C/o Creda Press Elliot Avenue Epping 2 7460 PO Box 262	+27 (0) 21 – 535 1818/9 +27 (0) 21 – 535 3846 wildmag@yebo.co.za	
Anglo-American	Clem Sunter PO Box 61587 Marshalltown 2107	+27(0) 11- 638 9111 +27(0) 11 638 4479	
Department of Agriculture, Conservation, Environment Governmental Organization	Umesh Bahadur Control Nature Conservator Diamond Corner Building 13 th Floor	+27(0)11 355 1462 +27(0)11 337 2292 umeshB@gpg.gov.za	Deals with education, curriculum development, and awareness with a focus in biodiversity. Also work

	68 Eloff Street PO Box 8769 Johannesburg		closely with the Nature Reserves administered by the Gauteng Provincial Government.
Endangered Wildlife Trust	John Ledger Private Bag X11 Parkview 2122	+27(0) 21 790 5703 +27(0)21 790 5703 +27(0)82 720 7444 ally@enviroeds.co.za	
Institute of Natural Resources	Myles Mander 67 St Patrick Road Pietermaritzburg 3201 Private Bag X01 Scottsville	+27(0)33 246 0796 +27(0)33 346 0895	
Institute of Social Ecology	Lynn Hurry 6 Koedoe Street PO Box 350 White River 1240	+27(0)13 750 0397 +27(0)13 750 0397 derryn@iafrica.com	
KwaZulu-Natal Wildlife Governmental Organization	Paula Morrison PO Box 1602 Mutubatuba 3935	+27(0)35 550 0569 +27(0)35 550 0732 paula@futurenet.co.za	
Ministry of Water Affairs and Forestry	Guy Preston Private Bag X9052 Cape Town 8000	+27(0)21 405 2200 +27(0)21 462 1710 conserve@cis.co.za	
SA Crane Foundation	Charles Byron PO Box 905 Mooi River 3300		
SADC Regional EE Centre Non-Governmental Organization	Mike Ward Project Manager Umgeni Valley Project 1 Karkloof Road PO Box 394 Howick 3290	+27(0)33 330 3931 +27(0)33 330 4576 sadc-reec@futurenet.co.za	Regional Environmental Education programme
Trees for Africa	Jeunesse Park PO Box 2035 Gallo Manor 2052		
Umgeni Water	Steve Camp PO Box 9 Pietermaritzburg 3200	+27(0)33 341 1111 +27(0)33 341 1551 +27(0)83 309 6496	
University of Natal	Rob Fincham Department of Env. & Development Private Bag X01 Scottsville 3209	+27(0)33 260 5664 +27(0)33 260 6224 fincham@envdev.unp.ac.za	
Valley Trust	Clive Bruzas PO Box 33 Bothas Hill 3660	+27(0)31 777 1955 +27(0)31 777 1114	Development health poverty
Wildlife & Env. Society of South Africa Non Governmental Organization	Alison Kelly National Marketing Coordinator Umgeni Valley Project 1 Karkloof Road Po Box 394 Howick 3290	+27(0)33 330 3931 +27(0)33 330 4576 alisonk@futurenet.co.za	Organization working in conservation, environmental education (implementing agency for the SADC Regional Environmental Education Programme), producing resource materials (Share-Net Project)
WWF-South Africa	Ian MacDonald PO Box 456 Stellenbosch 7599	+27(0)21 887 2801 +27(0)21 887 9517 imacdonald@wwfsa.org.za	

Agricultural Research Council (ARC)	PO Box 8783, PRETORIA, 0001 Agriculture Research Council Building 1134 park Street, Hatfield, PRETORIA	Tel: (012) 427 9700 Fax: (012) 342 2231 E-mail: mpurnell@agric.za Website: www.arc.agric.za	
Human Sciences Research Council (HSRC)	Private Bag X 41, PRETORIA, 001 34 Pretorius Street, PRETORIA	Tel: (012) 302 2999 Fax: (012) 302 2002 e-mail: rpcf@hrsc.ac.za Website: www.hrsc.ac.za	
Land Bank and Agriculture Bank of South Africa (Land Bank)	PO Box 375, PRETORIA, 0001 Street: 192 enr Visagie and Paul Kruger Streets, PRETORIA	Tel: (012)312 3999 Fax: (012)328 4056 Website: www.landbank.co.za	
National Development Agency (NDA)	PO Box 31959, BRAAMFONTEIN, 2017 Street: Jorissen Place, 5 th Floor, 66 Joriseen Street, Braamfontein JOHANNESBURG	Tel: (011) 403 6650 Fax: (011) 403 2515/5 e-mail: info@nda.org.za Website: www.nda.org.za	
National House of Traditional Leaders	Private Bag X804, Pretoria, 0001 Street: Anfreie Building, 535 Proes Street, Arcadia, PRETORIA	Tel: (012)301 1054 Fax: (012)326 1019	
Rand Water	PO Box 1127, JOHANNESBURG, 2000 Street: 522 Impala Road, Glen Vista JOHANNESBURG	Tel: (011) 682 0966 Fax: (011)682 06631 E-mail: slushaba@randwater.co.za Website: www.randwater.co.za	
South African Local Government Association (SALGA)	PO Box 2094, PRETORIA, 0001 Street: HSRC Building, 6 th Floor, 134 Pretorius Street, PRETORIA	Tel: (012)338 6700 Fax: (012)338 6747 Website: www.salga.org.za	
Council For Scientific and Industrial Research (CSIR)	PO Box 395, PRETORIA, 0001 Street: Meiring Naude Road, Brummeria, PRETORIA	Tel: (012)841 2911 Fax: (012)349 1153 e-mail: jchawapi@csir.co.za Website: www.csir.co.za	
Institute for Multi-party Democracy (IMPD)	PO Box 52036, Berea Road, DURBAN Street: 30 Davenport Avenue, Glenwood, DURBAN	Tel: (031)202 7520 Fax: (031)202 7342 E-mail: zondo@impd.org.za Website: www.impd.org.za	
Centre for Policy Studies (CPS)	PO Box 16488, DOORNFONTEIN, 2028 Street: Construction House, 130 Sivewright Avenue, new Doornfontein, JOHANNESBURG	Tel: (011)402 4308/9 Fax: (011)402 7755 E-mail: admin@cps.org.za Website: www.cps.org.za	
SWAZILAND			
Swaziland Environment Authority	Jameson. D. Vilakati PO Box 2652 Mbabane	+(268) 4046 420 +(268) 4046 438 sea@realnet.co.sz	

Swaziland Environmental Authority	Zola Hlathwayo Env. Information Officer PO Box 2652 Mbabane	+(268)404 6420 +(268)404 4241 sea@realnet.co.za	
Swaziland Environmental Justice	Sivumelwano Nyembe EEASA honorary Secretary PO Box 3195 Mbabane	+(268) 442 4241 +(268) 442 4241 staff@swazimus.org.sz	
Swaziland National Trust Commission	S.L. Mamba National EE Programme PO Box 100 Lobamba H107	+(268) 416 1481 +(268) 416 1875	
Yonge Nawe Env. Action Group	Brillinace T. Makama Conventary Crescent Street Industrial Site PO Box 2061 Mbabane	+(268) 404 1394/7701 +(268) 404 1394 Cell: (+268) 602 0981 yonawe@realnet.co.sz btmakama@yongenawe.org.sz www.yongenawe.com	
The AIDS Information Support Centre (TASC)	Thandi Nhlengethwa P.O. Box 1279 Manzini, First Floor Emcozini Blgd, Ngwane Street, Manzini	Tel: (+268) 505 4790 Fax: (+268) 505 4752 tasc@realnet.co.sz www.tasc.org.sz	
JTK Associates	John King P.O. Box 2778 Mbabane Corner Hill and Shield Streets	Tel: (+268) 404 3947 Fax: (+268) 404 3972 Email: jtk@swazi.net	
Environmental & Social Consultants	Julian Mlangeni P.O. Box 714 Matsapa 406 Jacaranda Avenue Coates Valley, Manzini	Tel: (+268) 505 7235 Fax: (+268) 505 7235 Email: esms@africaonline.co.sz	
Environmental Consulting Services	Rex Brown P.O. Box B25 Mbabane	Tel: (+268) 404 4118 Fax: (+268) 404 0629 Email: rbrown@ecs.co.sz www.ecs.co.sz	
National environmental Education Programme	Mr. Bheki Thusie Swaziland National Trust Commission , PO Box 100 Lobamba	Tel. 4161481/0 Fax. 4161875	
MOAC – Forestry and fisheries Department Forestry Section	Mr. Solomon Gamedze, MOAC Headquarters, Milo Street, Mbabane P.O. Box 162, Mbabane	Tel. 404 2731 Fax. 404 1733	
MOAC – Land Use Planning Section	Mr. Bongani Masuku. MOAC Headquarters Milo Street, Mbabane.P.O. Box 162 Mbabane	Tel. 404 2731/6361 Fax. 404 3858	
MOAC – Department of Veterinary and Livestock Services, Livestock Section	Dr.Twala. MOAC Headquarters Milo Street, Mbabane P.O. Box 162 Mbabane	Tel. 505 2272 Fax. 505 6443	
TANZANIA			
Department of Natural Resources & Environment	Elladory Felix PO Box 2 Namnyere Rukwa		
Directorate of Research, EE and Documentation	James Ngeleja PO Box 63154 Dar Es Salaam		
ENVITECH	Bernard Bakobi PO Box 46185 Temeke Dar Es Salaam	+(255) 744 27 8345 +(255)(0) 811 33 5406 dreed@nemctz.org	
NEMC – National Environment Management Council	Anna Maembe Senior EE Officer	+(255) 51 13 4603 +(255) 51 13 4603	

	PO Box 63154 Dar Es Salaam	maembe@ud.co.tz or dred@nemctz.org	
Nyegezi Freshwater Fisheries Training Institute	Tharcisse Higirot PO Box 1213 Mwanza		
Regional Natural Resource & Environment Office	Agnely Andrian Lishela PO Box 736 Morogoro		
University of Dar Es Salaam	B.M Mwenda PO Box 35084 Dar Es Salaam	reference@lib.udsm.ac.tz	
WWF-Programme for Tanzania	Mary Shuma PO Box 63117 Dar Es Salaam		
UGANDA			
East African Wildlife Society: Uganda	David Mutekanga PO Box 7422 Kampala		
Makerere University (IACE)	Daniel Babikwa Lecturer PO Box 7062 Kampala	+(256) 41 54 3251 +(256) 41 53 1896 torch@chdc.uu.imul.com or avumuk@imul.com	
National Env. Man. Auth.	Beatrice Adimola PO Box 22255 Kampala		
Uganda Wildlife Society	Moses Isooba Executive Secretary PO Box 7422 Kampala	+(256) 41 34 8448 +(256) 41 34 2298 uws@imul.com	
Wildlife Authority	Rosette Tushemereirwe Lake Mburo National Park PO Box 880 Mbarara	+(256) 41 24 4510 +(256) 41 25 7945 awfccuwa@imul.com	
ZAMBIA			
Environmental Conservation Association of Zambia	Lovemore Simwanda PO Box 30395 Lusaka	+(260) 1 25 2649 +(260) 1 25 2648	
Environmental Council of Zambia	Justin Mukosa Education Officer PO Box 35131 Lusaka	+(260) 1 254 1301 +(260) 1 254 164 necz@zamnet.org.zm	
Ministry of Environment and Natural Resources	P.L. Mwamfuli PO Box 630090 Choma	+(260) 1 25 4067 +(260) 1 25 2952 menr@zamnet.zm	
National Resources Development	Joyce Musiwa College Lecturer P Box 310099 Lusaka	+(260) 1 283 698 +(260) 796 750 682 joycemusiwa@yahoo.com	
Wildlife Conservancy	Arthur Nkonde Private Bag 4 Chillanga –CH 10101 Lusaka	+(260) 1 27 8231 +(260) 1 25 0134	
Wildlife Conservation Society of Zambia Non Governmental Organization	Godfrey Kayukwa PO Box 30255 Lusaka		National NGO with branches across Zambia addressing the use of illegal settlements in forest reserves, indigenous tree nurseries.
WWF-Zambia	George Muwowo PO Box 50551 Lusaka	+(260) 1 250 805/253 749 +(260) 1 250 404/250 805 wwfam@zamnet.zm	
ZIMBABWE			
Association of Zimbabwe	Cosmos Gonese Private Bag MP 91 Masvingo	+(263)9 64 424 +(260) 9 65 012	
Department of National Parks and Wildlife	Maxwell Chinembiri PO Box 2283		

	Bulawayo		
Department of Natural Resources	Daniel Manzou PO Box 585 Mutare	+(263) 20 62 509 dnratr@est.co.zw	
Environment 2000	Charlene Hewat PO Box A639 Avondale Harare	+(263) 4 302 276 +(263) 4 302 276 e2000@icon.co.zw	
Environmental Liaison Forum Environmental Non Governmental Organization	Kudzaishe Senguarayi Administration PO Box CR689 Craborne Harare	+(263) 4 747 859 +(263) 4 747 174 elf@action.co.zw	The mission of the Environmental Liaison Forum is to provide a forum for Environmental Non governmental organizations to identify and debate matters of common interest, build consensus and influence people.
Regional Institutional Development	Carmel Mbizvo Programme Coordinator PO Box 745 Harare	+(263) 4 72 8266/7 or 705714 +(263) 4 720738	Involved in IK network - SARNIKS
Southern Alliance for Indigenous Resources (SAFIRE)	Manasa Sibanda PO Box BG 398 Belvedere Harare		
Southern Africa Research and Documentation Centre (SARDC) Non-Governmental Organization	Sabello Mapasure Chief Documentalist 13 Bath Road/Second Street Belgravia PO Box 5690 Harare	+(263) 4 738 694/5 +(263) 4 738 693 sardc@samara.co.zw www.sardc.org.zw	Knowledge base of information on economic political, cultural and social development by makers, NGOs, regional and international organizations, development age.
University of Zimbabwe	Calvin Nhira Centre for Applied Social Sciences PO Box MP 167 Mount Pleasant Harare	+(263) 4 30 7134 +(263) 4 793123 fungaimuzawazi@hotmail.com	
Wildlife in Sustainable Development of Mankind	Graham Child 11a Old Carlton Road Mount Pleasant Harare	+(263) 4 30 4387 +(263) 4 30 8569	
Wildlife Society of Zimbabwe	Thomas Kempf Env. Education Dev. Officer Mukuvisi Woodlands Po Box HG996 Highlands Harare	+(263) 4 747500 +(263) 4 747174 zimwild@harare.iafrica.com	
Zimbabwe Institute of Religious Research and Ecological	Rev. S. Zvanaka PO Box 652 Masvingo	+(263) 1 396 4524 +(263) 1 396 4484	Also known as ZIRCON
Zimbabwe National Environment Trust	J.C. Tasosa PO Box CY 358 Causeway Harare	+(263) 4 496105 +(263) 4 795150	Also known as ZIMTRUST

Name	Address	Mission/Objective
Association of Zimbabwean Traditional Environment Conservations (AZTREC)	P/Bag 9286 Masvigo Tel: 039-64484 Email: aztrec@mweb.co.zw	To promote conservation of natural resources using traditional and scientific methods. Works with rural communities to achieve the conservation and sustainable management of natural resources through reviving the traditional role of knowledge in integrated and applied with western scientific approaches in community based environmental conservation activities / projects.
CAMPFIRE Association (communities Areas Management Programme for Indigenous Resources)	Mukuvisi Environment Centre Po Box 661	To see rural communities in Zimbabwe freed from the vagaries of poverty and enjoying the benefits of sustainable use of their natural resources.

	Harare Tel: 04 – 747 422 e-mail: campfire@ecoweb.co.zw	Promotion of sustainable utilization of natural resources through local participation. Communities should realize and appreciate the benefits of natural resource management.
Chipangali Wildlife Trust	Gwanda Road Bulawayo Po Box 1057 Bulawayo Tel: 09 – 229646, 22 96 39	Chipangali is a wildlife orphanage.
Elephant Hills Conservation Club	Parkway Lane Victoria Falls Po Box 300 Victoria Falls Tel: 013 – 4793/7	Enhancing networking among NGOs based on transparency and honesty of purpose. Work towards sustainable development, through community involvement and networking with other environmental organizations.
Girl Guide Association Zimbabwe	151 Harare Street Po Box 312 Tel: 777085 < ggaz@ecoweb.co.zw >	Development of the girls and young women to their full potential to become citizens.
Heifer Project International	Po Box 1744	To enable resource people to develop and use technologies and methods, which give them more control and contribute to sustainable development.
Legal Production Foundation	Po Box ST 918 Southerton, Harare Tel: 04 – 251-170-4 e-mail: lrf@mweb.co.zw	
Malilangwe Conservation Trust	Private Bag 7085 Chiredzi	Private Conservancy (NGO) Dedicated to two goals: <ul style="list-style-type: none"> • Wildlife and environment conservation. • Rural development.
Manicaland Development Association	128 Herbet Chitepo Street Mutare Po Box 976 Mutare Tel: 020 – 600 13	To be the best recognized NGO implementation of developmental projects and conservation of natural resources to attain sustainable livelihoods. Assisting grassroots communities to help themselves and to be responsible to their environment.
ELF (environment Liaison Forum)	Mukuvisi Environment Center Po Box CR 689 Craborne, Harare Tel: 04 – 747 274	To create an enabling environment for ENGOs to share information and co-ordinate activities. To build consensus and influence policy and implementation strategies.
Environment Africa	3 Durham Road Avondale Box A 639 Tel: 339691 e-mail: E2000mb@africaonline.co.zw	Awareness and education of the environment and all sectors of the community. To work together for a better environment.
ENDA Environment and Development Zimbabwe	1 Waterfield Road Mt Pleasant Road Harare Po Box 3492 Tel: 04 – 301 227	To work with marginalized people in Zimbabwe, the main focus is on people's improved livelihoods and sustainable natural resource management through wealth generation using participatory means by which the people we work with may help. To be the leading non-governmental organization in facilitating developing opportunities, wealth creation and improved livelihoods for marginalized people through sustainable use of their environment and capacity development of the human and

		institutional resources.
Environmental Forum of Zimbabwe	Po Box BW 294 Borrowdale, Harare	The EFZ represents a commitment towards achieving greater harmony between business development and sustainable development needs, whilst ensuring the long term quality and viability of the environment. The EFZ encourages pro-active and continuous improvement of co-operate environmental, social and components leading to sustainable development activities. The EFZ gives emphasis to capacity building through knowledge sharing and liaison with national and international private and public sector organizations.
Fambidzanal Permaculture Center	Dovedale Rd. Stapleford, Mt Hampden Tel: 336151	Train communal farmers and people from the rural areas in permaculture techniques. This is done with by using a participatory, hands-on approach.
Farm Community Trust Zimbabwe	45 Glengary Road Highlands, Harare Po Box Hg 690 Highlands Tel: 04 – 498 332	Promote a national climate that will lead to a better life in the commercial communities n Zimbabwe. To empower the farm worker communities to mainstream workers into national development.
Organization of Rural Association for Progress (ORAP)	16 Boone Richmond, Bulawayo Po Box 877 Bulawayo Tel: 09 – 68 53 88	To fight all forms of poverty, principally among rural communities.
Rhodes/ Speciss Participatory Course in Environmental Education	Speciss Training Services Herbert Chipeto Avenue Po Box 312 Harare Tel: 708494	Teachers training in industry and NGO personnel, agriculture extension officers and artists interested in writing environmental plays.
RIFA Conservation Camp, Zimbabwe Hunters Association	Po Box HG 548 Highlands Tel: 04 – 707 306 e-mail: zha@mweb.co.zw	Offer education on environment and wildlife. Promote the sensible and sustainable use of the natural resources of Zimbabwe. Provide comprehensive and diverse educational experiences for students and to ensure that students from both privileged and under-privileged backgrounds have access to the learning situation that Rifa offers.
Rural Unity for Development Organization (RUDO)	13 Hofmeyer St. Masvingo Po Box 1329 Masvingo Tel: 039 639 03	To enhance food and economic security of the marginalized.
Self-help Development Foundation	17 Nirvana Road Hatfield Po Box 4576 Tel: 527 993	Membership based organization. Member training in character building through management skills and empowerment through loan programme. In the environmental programme try to combine measures to improve the environment in income generating activities organization still exists.
The Schools and Colleges Permaculture project (SCOPE)	Curriculum Development Unit Po Box CY 301 Causeway Tel: 334481 e-mail scope@africaonline.co.zw	To assist schools and colleges to adopt sustainable land use management practices. To facilitate participatory and sustainable land use management in schools and college communities and to develop and integrate permaculture principles into the curriculum.
Marvell Zimbabwe Trust (MTZ)	Dambar Field Station Abercrombie Road Worrrington	Non-profit wildlife conservation trust. Rhino, large and antelope conservation and management.

	<p>Po Box 3863, Bulawayo</p> <p>Tel: 09 280029/30 011 608 893</p> <p>e-mail: dambari@mweb.co.zw vbowman@mweb.co.zw</p>	
<p>Mukuvusi Woodland Association</p> <p>Mukuvusi Environment Centre</p>	<p>Muvukisi Woodlanad Glenara Corner Hillside Rd.</p> <p>Po Box GD 851 Greendale</p> <p>Tel: 747083</p> <p>e-mail: muvukisi@internet.co.zw</p>	<p>As the custodian of the Muvukisi Woodland, the association will use this strategically placed area to promote and support the conservation and management of the natural habitats and so foster environmental conservation in urban areas.</p> <p>Turning the center into a training institute for youths and community members offering relevant courses to enhance sustainable environmental management including appropriate technology.</p>
Mwenezi Development Centre	<p>Std. 117 Neshuo Township</p> <p>Po Box 39 Neshuro, Mashvingo</p> <p>Tel: 039 208</p>	<p>A district where all will have enough water, food, employment and adequate social and sustainable environment.</p> <p>To enable the people in Mmwenezi to achieve social and economic development through the provision of practical and organizational skills for self reliance.</p>
Natural Farming Network	<p>8 Elsworth Road Belgravia, Harare</p> <p>Po BOX cy 301 Causeway</p> <p>Tel: 04 – 726 538</p>	<p>The Natural Farming Network seeks to strengthen and link up the efforts of members in the promotion of sustainable agriculture through operating a competent secretariat to assist its members in information gathering and dissemination, institutional capacity building and advocacy of natural farming practices and principles.</p> <p>To promote and evaluate farming activities of members by bringing together individual and organizations engaged in sustainable agriculture. To lobby natural farming principles among other development NGOs and relevant government agencies. To encourage natural farming efforts for the benefit of Zimbabwe's rural communities.</p>
Student's Partnership World-wide	<p>1 Waterfield Road Mt Pleasant, Harare</p> <p>Po Box 3492 Harare</p> <p>Tel: 04 – 309 582</p>	<p>SPW is a youth-focused educational and environmental clarity committed to giving young people an active role in the development process.</p> <p>SPW programme work to address youth issues ensuring that the young people recognize themselves as central to the development process.</p>
The Zambezi Society	<p>Mukuvusi Environment Center</p> <p>Po box HG 774 Highlands Harare</p> <p>e-mail Zambezi@mweb.co.zw</p>	<p>To promote the conservation and environmentally sound use of the Zambezi Basin for the benefit of its biological and human communities.</p> <p>To maintain the Zambezi basin's biodiversity (its variety and abundance of species and ecosystem).</p> <p>To conserve Zambezi basin incorporated into planning for the Zambezi basin as a whole.</p> <p>To encourage people to find ways of using the natural resources without destroying them.</p>
Tree Society of Zimbabwe	<p>Po Box 2428 Harare</p>	
Wildlife and Environment Zimbabwe	<p>Mukuvusi Environment Center</p> <p>Po Box HG 996 Highlands, Harare</p> <p>Tel: 747500 e-mail zimwild@harare.iafrica.com</p>	<p>To encourage and assist all people Zimbabwe to understand the importance of our wildlife being of current and future generations and to ensure that the utilization of natural resources is fair and sustainable.</p>
Youth Conservation Club Association	<p>228 Samora Machel Avenue</p> <p>Po Box CY 94 Causeway</p>	<p>Environmental education, character development and responsible citizen.</p> <p>Provide recreation and pre-vocational training for youth, to help</p>

	Tel: 776145	them to become capable and self reliant emerge and the communities into which they would emerge and be responsible and informed citizens of the country. Established in 1950.
Zimbabwe Environmental Law Association (ZELA)		Promotion of awareness on the general population of environmental law. To look at how the communities can mobilize the law to safeguard the environment. Campaign for the promulgation of feasible and effective environmental laws which have the principle of public participation as an integral part. To strive towards effective legal protection of the environment and natural resources.
ZIRRCO	Po Box 652 Masvigo Tel: 039 - 52880	Emphasizes the role of traditional conservation practices and religious beliefs in community based environmental conservation efforts.
Zimbabwe Institute of Permaculture	Box CY 301 Harare	Umbrella trust up to initiate and facilitate the establishment of programmes to promote sustainable land use.
Zimbabwe Farmers Union (ZFU)	PO Box 3755 Harare Tel: 04 – 703406	Member of ship organization for small farmers. Supports and represents the communal, resettled and small scale farmers and city boarder farmers.
Zimbabwe Falconers Club		Awareness raising for the protection of wildlife, especially birds.
Zimbabwe Hunters Association	Po Box HG 548 Highlands Tel: 04 – 707 306	To improve the environment especially biodiversity. To promote and administer hunting for Zimbabweans, and to educate future generations in Environmental and wilderness management. To improve the wise use of natural resources. To provide diverse educational experiences for Zambezi Valley ecosystem to provide enviro-education for youth.
Zimbabwe Indigenous Commercial Farmers Association	Po Box 195 Banket	
Zimbabwe National Environment Trust (ZIMNET)	18 Mitchell Road Greendale, Harare Po Box CY 358 Causeway Tel: 04 – 486 105	ZIMNET's wish is to realize sustainable use of natural resources in Zimbabwe through public education programmes that will increase the environment awareness of the public and ensure that they will participate in the maintenance of balanced ecological systems, genetic resources and species diversity. The specific target groups of ZIMNET are the rural communities, primary and secondary schools and youth organizations. To promote the education of all people to become aware of and appreciate the value of the natural resources of Zimbabwe and any thing associated either directly or indirectly with the environment.
Zimbabwe Orchid society	Po Box 4027 Harare	Alleviation of poverty through sustainable use and control over natural resources.
Zimbabwe Trust (ZIMTRUST)	4 Lanark Road Belgravia, Harare Po Box 4027 Harare Tel: 04 – 730 543 Po Box CY 550 Causeway Tel 04 – 725 313 e-mail: srgh@mweb.co.zw	Relief poverty and improve quality of life for Zimbabwean people experiencing hardships. Development of representative, community-based institutions of an economic nature. Managing the preserved and living collections. Main ex-situ plant conservation center in Zimbabwe. Set up an education and interpretative Center in 1995 and an education officer was employed to coordinate the Environmental Education Programme.
University of Zimbabwe Leadership for transformation and organizational Change in African Agriculture	University of Zimbabwe Po Box MP 1292 Mount Pleasant	

	Tel: 303211 e-mail: leader@africaonline.co.zw	
Intermediate Technology Development Group	Po Box GD 851 Greendale, Harare Tel: 04 – 750 880	To built the technical skills of poor people in the developing to enable them to improve their lives and that of future generations. To enable resource poor people to develop and use technologies and methods, which give them more control and contribute to sustainable development.
Plan International	P/Bag 7232 Harare Tel: 04 – 708 383	
UNEP		
UNED		
UNDP	Po Box 4775 Harare Tel: 792681	
UNICEF	No 6 Fairbridge Ave Belgravia Harare	
UNESCO	8 Kenilworth Road Newlands, Highlands Harare	
World Bank	Po Box 2960 Harare Tel: 729611-3	
World Vision international	Po box 2420, 3576 Harare	
WWF Southern Africa Regional Programme Office	10 Lanka Road, Belgravia, Harare Po Box CY 1409 Causeway Harare Tel: 04 – 703 902 e-mail: wwfsarpo@wwf.org.zw	Developed the Multispecies Animal Production Systems office (MAPS) was opened in 1988 and functions partly a as projects and partly as an WWF institution. In 1994 an effective am properly structured programme office was opened. Objectives are: ⇒ To provide administrative, logistical and technical support to existing WWF projects in Zimbabwe. ⇒ To provide so-ordination and projects development services to SAST. ⇒ To establish further support of the protection of black rhinos in intensive conservation zones in Zimbabwe. ⇒ To maintain effective working relations with WWF conservation partners, both governmental and non-governmental, by promoting co-ordination and co-operation between the various organizations in Zimbabwe. ⇒ To provide assistance to WWF International Africa/ Madagascar Programme in fundraising and communications.
Agritex	Block 2 Makombe Building Herbet Chipeto Avenue Box CY 639 Causeway Tel: 707311	Extension Service in the communal lands
Agricultural Research Council	Po Box MP 1140 Mount Pleasant 79 Harare Drive Marlborough Tel: 309574/6 e-mail: mharapa@mango.zw www.arc.co.org.zw	
Better Environment Science Teaching (BEST)	Curriculum Development Unit Ministry of Education, Sport and Culture	Improve the teaching and learning of Environmental Science in primary schools.

	Mt. Pleasant	
Department of Natural Resources	Head office Block 1 Makombe Building H. Chipeto Ave. Box CY 385 Causeway Tel: 705661	Inspection and supervising the state of the natural resources.
Department of national Parks and Wildlife Management (DNPWM)	Head Office, Botanical Gardens PO Box CY 140 Causeway, Harare Tel: 04 – 707 624	
Forestry Commission	Forestry Extension Service 1 Orange Grove Dr. Highlands Box HG 139	Production of Wood for the industrial market. Establishment of a governmental authority for the areas of research, social matters, and resource conservation.
National Herbarium and Botanical Garden	Downie Avenue Alexandra park	To increase knowledge and appreciation of Zimbabwean plants, their identity. Distribution,, uses, conservation, and cultivation through displaying and
SAFIRE (Southern Alliance for Indigenous Resources)	10 Lawson Ave Milton Park, Harare Po Box BE 398 Tel: 04 – 795 461	SAFIRE is a regional leader and service producer of first choice in benefit-driven sustainable resource management by rural communities SAFIRE facilitates the development and application of innovative approaches to diversity and improve rural livelihoods, based on the utilization, commercialization and sustainable management of natural resources.
Southern Centre for energy and Environmental	Po Box 5725 Harare Tel: 04 – 739341	
SADC Southern African Development Community		
ZERO (Zimbabwe Regional Environmental Organization)	158 Fife Avenue Greenwood Park, Harare Po Box 5338 Tel: 04 – 791 333	To be a leading organization in advancing a peaceful and prosperous Southern Africa built upon management of land based resources. Promote people driven sustainable development in Southern Africa. To make a meaningful contribution towards the management of land base resources for the benefit of the disadvantaged rural communities.
Zimbabwe Women's Bureau	43 Hillside Road Cranborne Harare Tel: 04 – 734295	
Africa Resources Trust (ART)	3 Allan Wilson Avenue Belgravia, Harare Po Box A860 Avondale, Harare Tel: 04 – 732 625/732 254	ART is dedicated to supporting the rights and aspirations of Africa's communities to achieve maximum benefits from their natural resources by promoting a favourable global environment. Active throughout SADC in the promotion of community based natural resource management. Was established as a response to the demand by Community BASED natural Resource Management programmes of Southern Africa to promote their interests at regional and international forums.
EEASA	6 Lanark Road Belgravia Tel: 706261 e-mail: josephine@iucnrosaorg.zw	

IUCN-ROSA (The World Conservation Union, Regional Office for Southern Africa)		IUCN Commission of Education and Communication is a global network of voluntary professional in environmental communication and education who work in NGO, government and international organizations, professional networks and academic institutions. IUCN-ROSA want to strengthen an integrated approach to natural resource management and biological diversity. Mediation processes in environmental conflicts. Sustainable land use and environmental management. Development and implementation of system for collecting, analyzing and distributing information. Worldwide 70 member, 22 in Zimbabwe.
PELUMA Association	PO Box MP 1059 Mt. Pleasant Harare Tel: 04 – 744 509 e-mail: pelum@internet.co.zw	Network of civil society organizations operating in east and southern Africa, networking and advocacy in sustainable agriculture natural resource management and household food security, so as to achieve community development among small holder families in the region.
Africa 2000 Network (UNDP)	60 Selous Avenue Harare Po BOX 4775 Harare Tel: 700926	Preserve the environmental and promote development. Promote and support activities at the village level which combat environmental degradation. Want to see the communities to monitor and manage the environment by themselves. Also manage the GEF fund in Zimbabwe.
CCD United Nations Convention to Combat Desertification	National Action Programme Po Box CY 385 Causeway, Harare Tel: 04 – 705661 – 4 e-mail: dnrnatr@est.co.zw	
Food and Agriculture Organization	Po Box 3730 Harare Tel: 04 – 724 985	
ICRAF	Southern Africa Regional Programme PO Box MP 163 Mount Pleasant Tel: 334202 e-mail: tkwesiga@africaonline.co.zw	Through agro-forestry, 80 million poor people will have more options for improved livelihoods, and the global environmental will be more sustainable. To conduct innovative research and development on agroforestry strengthen the capacity of our partners, enhance worldwide recognition of the human and environmental benefits of agroforestry, and provide scientific leadership in the field of integrated natural resource management.

ANNEX 8

LIST OF PERSONS INTERVIEWED

LESOTHO	
Participant	Organisation
Mrs L.M. Sekhamane (Mantoeli) Ms N.J. Malephane	National Environment Secretariat (NES), Ministry of Tourism, Environment and Culture
Mrs Mats'eliso Mphale	National University of Lesotho (NUL)
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ANNEX 9

TERMS OF REFERENCE

Literature Review and Situation Assessment with Respect to Participation of Civil Society in Decision-Making in Southern Africa

BACKGROUND

The Southern African Institute for Environmental Assessment (SAIEA), through support provided by the World Bank, is undertaking a 2-year project to develop a process to enhance participation in decision-making in Southern Africa. How civil society is engaged by a respective government with respect to decision-making is one measure of how a government is reforming its governance and democratic reform processes. Environmental Assessment is one window through which the public has the opportunity to engage a government in decision-making.

Governance in its simplest forms describes the relationship among institutions, processes and ideas. It is about the exercise of power, accountability and relationships in pursuit of an organization's mission or a nation's goals. However, in Africa, achievement of a country's goals are severely challenged due to such issues as resource degradation, HIV/AIDS, water scarcity and conflict.

Environmental Assessment (EA) of projects and Strategic Environmental Assessment (SEA) of policies plans and programmes, are evolving rapidly to address wider sustainability objectives beyond biophysical concerns. The evolution of these planning tools is recognizing that the public has a significant role to play in the EA or SEA process to assist a government to achieve its objectives, while at the same time advancing democratic reform and good governance practices.

Although elections have become a regular and widely accepted practice in Africa, it has become increasingly evident that true democracy requires more than democratically managed elections, well-crafted and widely inclusive constitutions and transparent institutions. Democracy is essentially a social practice – a way of life and working for both government and society at large.

Furthermore, while democracy has been widely embraced by many African governments, regional bodies and international gatherings, it is difficult to assess the extent to which democratic practices have genuinely taken root. Indeed, opinion is often sharply divided over whether or not democratic consolidation is taking place across the globe. Some document evidence of democratic distortions and aberrations, or highlight regression and corruption, while others point to signs - albeit often painfully fragile ones - of progress. One fact is clear though - citizens rather than outsiders are best placed to undertake a comprehensive and critical identification of the challenges confronting their country on the path of democracy development and consolidation. And their participation in decision-making is key to democratic reform.

Citizen engagement, or Public Participation is a process, through which the public can influence and share control over development initiatives and the decisions and resources which affect them.

External specialists made early EA reports usually without inputs from the affected local communities. As a result, their predictions and evaluations of the effects of development proposals were often in error. An international conference in 1983 on "Public Involvement and

Social Impact Assessment" provided evidence of the role which public participation can play in impact assessment. Since that time, stakeholder consultation has been an essential tool in the process of impact assessment. Community consultation and participation (a more intensive form of community involvement) contribute to impact assessment in the following ways:

- a. Those directly affected by development decisions are afforded an opportunity to express their concerns or preferences.
- b. Some baseline data can be provided by local residents on, for example, climate (temperature, rainfall and sunlight) and seasonal cycles (flood levels), seasonal activities and use of resources.
- c. Some social data needed to assess impacts is only available from local people.
- d. More effective and creative options to manage the effects of a new proposed policy; program or project can be identified and developed by local people and community organizations, (including indigenous groups) through their specialist knowledge.
- e. A sound community involvement process will increase a community's sense of ownership, commitment or support to a policy or project. Conversely, if those affected are excluded from the process they may become involved in a negative way.

The development of trust and shared responsibility between the proponent and the affected communities are powerful contributions for managing the effects of a proposal, through the planning, construction and operation phase - i.e., the focus of community involvement should be wider than just preparing an EA report. Citizens, informed and active about impact assessment, can act as advocates for its use in decision-making processes affecting their lives to their political leaders who will then require it of regulatory bodies.

Sustainable development can hardly be achieved without stakeholder involvement in the impact assessment process. The World Bank recognizes the importance of "community-driven development" for sustainable development and democratic reform. Environmental assessment with public consultation is an essential part of the process and system needed to make sustainable development happen.

In order for SAIEA to develop the strategy and tools to advance citizen participation in the EA/SEA process in the southern Africa Region, a Situation Assessment must first be conducted.

PROJECT ASSUMPTIONS

- Democratic reform and good governance allows and respects civil society participation in decision-making
- Serious development challenges in Africa warrant accelerated involvement of civil society
- EA/SEA are strategic planning tools to advance democratic reform and good governance
- Initiatives in the HIV/AIDS, Water, and Community Based Natural Resource Management "sectors" could provide key lessons that will assist SAIEA in developing a strategy to improve the role of civil society in decision making processes, using EA/SEA as a vehicle
- Communities currently lack the ability to properly assess environmental effects of projects or to effectively engage government and private sector proponents in decision-making that affects them.

OBJECTIVE

The key objective of the work:

- Identify a suitable African name for the 2 year initiative which captures the spirit of the project
- Provide SAIEA with a concise situation assessment analysis with respect to current status of civil society participation in decision-making in the Southern Africa Development Committee (SADC) region.
- Ensure that the report provides SAIEA with suitable situation analysis and recommendations to allow it to progress to the next phase of the of the project which will be to develop and operationalise a civil society participation strategy.

WORK DESCRIPTION

To successfully respect the objectives of the work, the consultant shall:

- Identify a suitable African name for the SAIEA Civil Society/Governance project;
- Collect and analyse respective EA systems of the SADC region to determine how and if SADC countries have a process to allow civil society participation in EA;
- Determine the position of SADC (including review of SADC policies and protocols) with respect to civil society participation in decision-making and the environment;
- Review NEPAD, WSSD and related documents to determine what opportunities exist to advance democratic reform through public involvement in decision-making (with particular focus on opportunities provided by EA or SEA);
- Assess current role of civil society in development planning in southern Africa using case study analysis, questionnaire and targeted consultations with representatives of government and civil society. Key objective of the questionnaire and consultations will be to determine attitudes amongst various categories of decision-makers towards civil society participation;
- Literature research and analysis on current and best practice of public participation methods, used internationally, but with focus on Africa;
- Analyse how public participation is used in Africa on projects related to Community Based Natural Resource Management (CBNRM), water management and HIV/AIDS;
- Develop concise case studies, complete with Lessons Learned, on best public participation projects in the African CBNRM, water management and HIV/AIDS sectors (one case study per sector);
- Identify which public participation methods used internationally (such as Participatory Rural Appraisal, Appreciative Inquiry, Appreciative Participatory Planning and Action) are best suited to southern Africa;
- Identify and contact key SADC and African stakeholders who should be involved throughout the 2 year+ life of the project including, but not limited to: government agencies, development banks, institutes, private sector, communities, NGO's, universities, consultants who represent the EA, democratic reform, governance, public participation, water management, HIV/AIDS and CBNRM sectors;
- Identify and contact key representatives of these sectors who could be part of a cross-sectoral SAIEA project advisory team;

- Identify and review best web sites devoted to public participation and environmental assessment;
- Identify and review best existing handbooks, guidelines and training courses devoted to public participation;
- Identify and review key professional associations devoted to public participation (e.g. IAP2);
- Identify and review best existing web sites and institutions, particularly in Africa, devoted to democratic reform and good governance;
- As far as practically possible, compile all information, data sets and analyses in a format which would compliment web protocols for inclusion on the SAIEA web site.

Based on the findings of the Situation Analysis, it is critical that the final report also provide SAIEA with recommendations and a suggested Plan of Action and Schedule which would best permit SAIEA to meet overall project objectives.