

The Priority Training Needs for the Lubombo TFCA



Draft Report



Prepared by:
Clive E. Poultney
River End Consultants
4 Cikes Place
Douglasdale
Johannesburg
South Africa
+27-11-7044386
+27 82 8500079
clivepou@gmail.com

Table of Contents

Tables	3
List of Annexes	4
Abbreviations	5
1. EXECUTIVE SUMMARY	6
2. INTRODUCTION	7
2.1 The Context of the Project	7
2.2 Objective of the study	7
2.3 Target group and beneficiaries of the study	7
2.4 Reflection on particularity of TFCAs as compared to conservation areas.....	8
3. SITUATIONAL ANALYSIS	8
3.1 The Study area	8
3.2 Framework conditions for TFCA Training.....	10
4. CAPACITY BUILDING APPROACH	12
5. TRAINING NEEDS	14
6. BUDGET.....	16
Annex 1: List of Contact Group Members.....	17
Annex 2: Total Training Needs for Lubombo TFCA.....	17

Tables

Table 1: Lubombo TFCA Priority Training Needs

List of Annexes

Annexure 1 – List of people contacted during the study

Annexure 2 – Lubombo TFCA Training needs

Abbreviations

CA	Conservation Area
CBNRM	Community-based natural resource management
GiZ	German Society for International Cooperation
HR	Human Resources
HRD	Human Resource Development
HRM	Human Resource Management
IUCN	International Union for the Conservation of Nature
KfW	Kreditanstalt für Wiederaufbau
MOU	Memorandum of Understanding
NGO	Non-governmental organization
NP	National Park
NRM	Natural Resource Management
PA	Protected Area
SADC	Southern Africa Development Community
SANP	South African National Parks
TBNRM	Transboundary Natural Resource Management
TFCA	Trans-frontier Conservation Area
TFP	Trans-frontier Park
TORs	Terms of Reference
WWF	Worldwide Fund for Nature
DEA	Department of Environmental Affairs
NPO	Non-Profit Organisation
NQF	National Qualifications Framework
SAQA	South African Qualifications Authority
QCTO	Quality Council on Trades and Occupations
JF	Jobs Fund
GF	Green Fund
DBSA	Development Bank of Southern Africa
SETA	Sector Education and Training Authority
CATHSSETA	Culture Arts and Sports Education and Training Authority
SSETA	Services SETA
CHE	Council on Higher Education
QMS	Quality Management System
BSP	Biodiversity Support Program
SOPs	Standard Operating Procedures

1. EXECUTIVE SUMMARY

The Lubombo TFCA is an area that spans Swaziland, Mozambique and South Africa. The TFCA consists of 5 mini-TFCAs, i.e. Ndumu-Tembe-Futi TFCA is between Mozambique and South Africa (SA); Ponto do Ouro-Kosi Bay Marine and Coastal TFCA is between Mozambique and SA; Nsubane-Pongola TFCA is between SA and Swaziland; Lubombo Conservancy-Goba TFCA is between Mozambique and Swaziland; and Songimvelo-Malolotja TFCA is between SA and Swaziland (recently incorporated into Lubombo TFCA).

The development of the TFCA and enabling it to achieve full potential in the future relies heavily on the human capital within the area. Human Capital Development (HCD) is a key pillar of success in the Lubombo TFCA. Why? Developing capacity at different levels in the TFCA will contribute to the impact the TFCA can make on Biodiversity Conservation within the TFCA and also the impact the TFCA can have on livelihoods. For example:

- i. Vocational training (technical skills) like project management, tourism management, field ranger skills and maintaining area integrity, will improve current management of conservation areas as well as provide capacity for the management of newly established conservation areas (e.g. community conservation areas and the MPMR). In addition, new jobs will be better competed for by people living within the TFCA if they are given the occupational skills to do so.
- ii. CBNRM and related training will improve understanding and ability from conservation managers and communities sides to better co-manage areas and/or how best to consolidate efforts to manage conservation better and with due sensitivity to all components within the TFCA.

Capacity building in a holistic and integrated manner as is contemplated in the Training Plan in the Lubombo TFCA will provide a sound platform for developing and maintaining a good practice model for HCD in TFCAs.

2. INTRODUCTION

2.1 The Context of the Project

In consultation with the role-players and stakeholders of the Lubombo TFCA it was agreed that there are significant capacity building needs within civil society in the TFCA. Addressing these needs would enhance the capacity of civil society to contribute to the improved development and management of the TFCA, whilst simultaneously making a contribution to the socio-economic development of the TFCA.

Further discussion was held with the CEPF management in South Africa about the most suited process to follow to formulate an approach to addressing the capacity needs of civil society. The SAWC was advised to use a 2 step process, i.e. submit a small planning grant which could be used to bring the stakeholders together and determine the training needs and how best to address the capacity-building needs to optimize the impact on civil society on the Lubombo TFCA. This should be followed by the second step, a larger grant application to implement the needs identified.

Therefore, a letter of inquiry was prepared, requesting a small planning grant that would enable the role-players and stakeholders of the TFCA to consolidate their information through a structured process. This was proposed to be a Training Needs Identification Workshop, to be hosted and managed by the Southern African Wildlife College (SAWC). The findings of the workshop will be developed into a larger application to CEPF requesting funding to address the training needs.

The intended approach would be to contact all the key stakeholders and TFCA representatives directly involved within the 3 countries of the Lubombo TFCA (Mozambique, Swaziland and South Africa) and request that they attend a 3 day needs analysis workshop at the SAWC.

One of the outcomes of the workshop was a Training Needs Analysis (TNA) report for the Lubombo TFCA which will be used as the basis for the submission of a larger planning grant to address these skills needs. A second outcome was a better awareness amongst all stakeholders of what the needs are and how best they can be addressed, i.e. where the training can be accessed and using what methodologies to be employed.

2.2 Objective of the study

To conduct a detailed TNA was conducted within a workshop environment by representatives of the 5 mini-TFCAs within the Lubombo TFCA. Thereafter to develop a Training Plan (TP) that reflects the priorities for addressing capacity building within the TFCA over the next 3 years.

2.3 Target group and beneficiaries of the study

The target group includes CBOs, community members, community owned businesses, conservation staff and unemployed youth to be employed in the TFCA in the future.

2.4 Reflection on particularity of TFCAs as compared to conservation areas

TFCAs are unique in many respects and, therefore, require a unique approach to their management, if they are to be successful and make the intended impact. It takes a very clear understanding of the mandate / purpose and legal frameworks of TFCAs by managers to create the right management context. Hence a working knowledge of international laws that apply to these transboundary areas is vitally important. Transboundary co-operation between conservation agencies requires strong people skills and the ability to develop and maintain such working relationships in the face of frustrations due to bureaucracy. The establishment and maintenance of cross-border working relationships between the partner country conservation agencies is foremost in the management of the wildlife resources. In addition, relationships need to be developed and maintained between community leadership structures, conservation agencies, NGOs and funders within the context of the TFCAs. Setting up good communication networks and having regular information sharing meetings in TFCAs provides the platform for sound planning, conflict resolution, and in the case of communities – the information needed when considering how people living in the TFCAs might be included in the value chain of the industries that exist within the TFCAs, e.g. nature-based tourism; conservation management activities; hunting; etc.

Furthermore, to lessen the ever-increasing pressure on natural resources within the TFCAs there is the need to give attention to developing skills sets in alternative livelihoods for communities. This makes it possible for community members to engage with the tourism and conservation value chains, either through improved employment prospects and / or providing services to the core and private conservation areas (e.g. clearing of alien invasive species, clearing bush encroachment, infrastructure maintenance services, etc.).

3. SITUATIONAL ANALYSIS

3.1 The Study area

Lubombo Transfrontier Conservation and Resource Area:

4,195 km² in extent, of which 317 km² (8%) is in Swaziland, 2,783 km² (66%) is in Mozambique, and 1,095 km² (26%) is in South Africa.

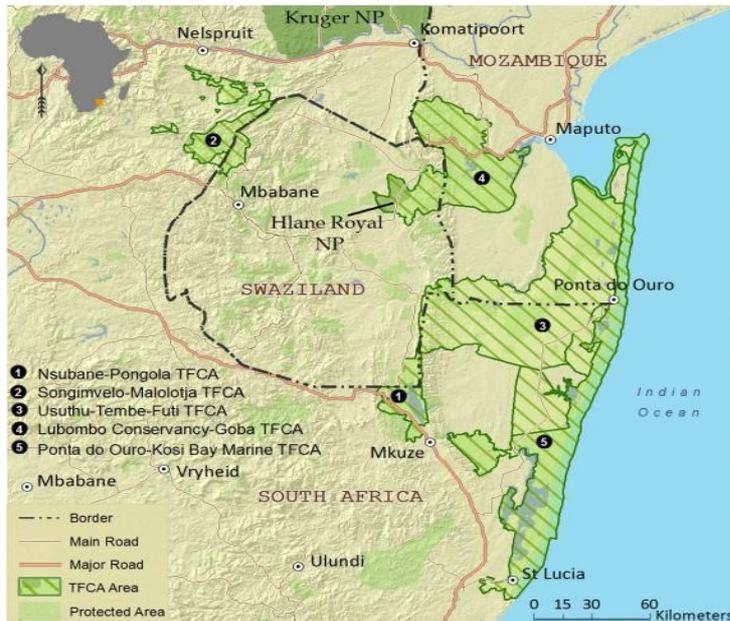


Fig.5. Lubombo Transfrontier Conservation and Resource Area (Source www.peaceparks.org)

Background

The Lubombo TFCA is a unique and complex TFCA, consisting of five mini TFCAs. The Lubombo Transfrontier Conservation and Resource Area (TFCA) Protocol was signed between the Governments of Mozambique, South Africa and Swaziland on 22 June 2000 . These mini TFCAs are as follows:

- Ndumu-Tembe-Futi TFCA is between Mozambique and South Africa (SA)
- Ponta do Ouro-Kosi Bay Marine and Coastal TFCA is between Mozambique and SA
- Nsubane-Pongola TFCA is between SA and Swaziland
- Lubombo Conservancy-Goba TFCA is between Mozambique and Swaziland
- Songimvelo-Malotja TFCA is between SA and Swaziland (recently incorporated into Lubombo TFCA)

Ndumo-Tembe-Futi TFCA will link the Maputo Elephant Reserve, through the Futi corridor, with the Ndumo Game Reserve and Tembe Elephant Park in South Africa . Other community conservation areas within this region will be incorporated into this TFCA.

Ponta do Ouro-Kosi Bay Marine and Coastal TFCA will link the Greater St Lucia Wetlands World Heritage Site with the coastline of Mozambique.

Nsubane-Pongola TFCA would encompass the Jozini region in SA and the Lavumisa region in Swaziland

Lubombo Conservancy-Goba TFCA will encompass the Royal Hlane National Park and Mlawula Game Reserve in Swaziland and the Changalane region in Mozambique

Songimvelo Malotja TFCA will include the Songimvelo Nature Reserve in SA and the Malotja Nature Reserve in Swaziland.

Major features

Significant biodiversity resources exist in the area, some of which are listed below:

- The area represents a substantial proportion of the core area of the IUCN designated Maputoland Centre of plant endemism
- There is an unusually high level of endemism from all high level taxonomic groupings e.g. aves, amphibians, reptilians.
- A diverse landscape which is intact in this geomorphical, hydrological, aquatic, terrestrial and ecological functioning.
- Several established protected areas, namely, Ndumo Game Reserve, Tembe Elephant Park, Maputo Elephant Reserve and Sileza Nature Reserve.
- Ndumo Game Reserve, listed as a Wetland of International importance in terms of UNESCO's Ramsar Convention.
- The Futi Delta is a unique wetland.
- The region has the potential for reestablishment of the natural movement range for elephant and other species.
- Many tropical biota and unique vegetation communities such as sand forests and woody grasslands exist in the area.
- The bird species are also prevalent.
- The World Heritage Site, Greater St Lucia Wetlands Park's significant features include:
 - Coral reefs which include soft corals
 - 800 species of marine fish
 - Humpback whales pass close to the shore in route to east Africa
 - Ragged tooth shark aggregations are popular attractions for SCUBA divers
 - Whale sharks and manta rays are sighted frequently.

Cultural importance

The rich sociological, cultural and historical resources of the areas are as follows:

- The communities practice the unique form of traditional fishing and fishery management (fonya).
- There are several ancestral and sacred sites and important cultural associations with certain species of animals.
- The area has a rich history with past linkages with Arab traders, Portuguese and British colonisation.
- There is considerable movement and tribal affiliation of people across the international boundaries.
- Traditional craft markets allow the communities to market their goods.

3.2 Framework conditions for TFCA Training

The TFCA countries differ widely in their natural, social and economic conditions, they do, however, share a number of joint characteristics.

Most countries face challenges in terms of:

- Insufficient financial and human resources
- Lack of coordination among involved institutions
- Non-harmonised policies and laws in cross-border related areas
- Weak involvement of local communities and benefit sharing
- Little exchange with the SADC Secretariat

The form and intensity of these challenges differ depending on the socio-economic situation, the phases of the TFCA development process and the amount of support through international cooperating partners.

What are the main challenges and potentials in relation to addressing the training needs?

Capacity building is a priority for all TFCA countries. A capacity building programme can enhance the existing expertise in the region, by facilitating the exchange of experiences and knowledge between TFCAs and by addressing issues beyond the scope of individual TFCAs. TFCA staff have different levels of training/expertise/experience. Requirements for professional graduation are different and existing capacity is reduced by the loss of trained personnel due to staff changes. This is true for all sectors involved in TFCAs, e.g. park staff, customs, security, tourism, etc. In addition, community members most of whom have not been exposed to formal wildlife management practices, tourism and hospitality, and small business / enterprise management come off a very low skills base, and will require focused vocational programmes to make them employable.

Training and capacity building in TFCAs is of utmost importance, at various levels, e.g.

- management of resources/biodiversity;
- coordination of development across borders between countries and harmonising of management/customs practices;
- development and/or expansion of complementary tourism products / routes within and between TFCAs;
- the development of community leadership capacity to be able to co-manage areas where this is relevant (/Ais-/Ais Richtersveld); and
- the development of relevant occupational and business management skills in communities that are part of the TFCAs in order to make them more employable, thereby building the local TFCA-based wildlife economies.

Therefore, isolated training cannot provide solutions. A well structured, integrated and holistic programme of capacity building is necessary. When planning such a programme, cognisance should be taken of the wildlife / nature based tourism economy or tourism economy potential, in order that the programme addresses the full range of training areas needed to contribute to the improved sustainability of the TFCA. There is a view that if one secures the people, you secure the natural resources. In other words, the full range of training areas would include:

- Wildlife management / biodiversity management
- TFCA management
- Co-management of wildlife areas
- Nature based tourism
- Hospitality (lodge focused)

- Small enterprise development (those that will fit into the tourism value chain)

Furthermore, the development of management and leadership skills are critical, this should be undertaken within the context of TFCA management.

Developing skills for employability is a key component of such a training programme. This means that training courses should occupationally / vocationally-focused, producing the relevant sets of integrated competencies required for a job, e.g. field ranger/game guard/guarda; gate guard; section ranger; housekeeper; tourist guide; etc. To achieve competence and ensure internalization of that competence in candidates, the training courses should include on site coaching and/or mentoring by experienced individuals over a sustained period of time.

Wherever possible, countries should collaborate in accessing training programmes and training expertise, and make use of regional training provider capacity and expertise (if necessary) to augment the national training that is taking place. This will enhance the harmonisation of training content at the TFCA level, the regional level and contribute to standardizing wildlife management practice. Training of Trainers (ToT) programmes that prepares trainers to correctly develop and/or use training materials should be strongly considered.

In many instances, regional training providers may have access to complementary sources of funding that can be applied regionally, and/or they could collaborate with national providers to prepare and submit funding proposals to address national needs.

4. CAPACITY BUILDING APPROACH

The Southern African Wildlife College would be the project implementer and lead training provider. SAWC will sub-contract other training providers where appropriate and expedient, e.g. EKZNW Training Centre at Midmar Dam, or the Mananga Institute of Management Development.

The approach to developing capacity within the Lubombo TFCA should address several key elements to optimise the impact of implementing such a TP:

- 4.1 *Sustainability* – the training approach should include the development of coaches, mentors and workplace assessors to support learners when they return to the workplaces and /or businesses / community projects. This would strengthen the long term impact of any training as well as the capacity of supervisors and managers to grow their staff through on-the-job coaching and mentoring.
- 4.2 *Relevance* – the training programmes, both full qualifications and short courses have been reviewed for relevance to the Lubombo TFCA situation. It is the opinion of the TNA work group that this be reviewed during the planning and preparation, prior to implementing any training, to make sure that case studies and exercises are relevant to the beneficiary area.
- 4.3 *Certification and Accreditation* – wherever possible and appropriate accredited training will be provided, so as to ensure high quality training is provided, which will provide learning credits towards a learner's education.

- 4.4 *Occupationally-Focused* – where appropriate, training programmes that develop learners for jobs (vocations).
- 4.5 *Dual Locations* – training would be split between an institution and on-site (in situ) training at identified training venues in the TFCA depending on which programmes are being presented, the numbers of learners and the target group, e.g. it is more appropriate and cost effective to raise community awareness on TFCA or present an Introduction to Community Conservation in the communities rather than transport large numbers of community members to the SAWC.

5. TRAINING NEEDS

The total training needs for the Lubombo TFCA are much larger than indicated in table 1 and for the purposes of the Training Plan the representatives from the TFCA and the various coordinating units agreed that it would be prudent to prioritise them. The outcome of the complete needs is appended as Annex 1. The needs also indicate consolidated needs for the 5 mini-TFCAs, i.e. during the planning for implementation of training courses decisions would be made in terms of location, cost and venue based on a number of factors that would include, for example:

- optimising the impact of training;
- learner numbers in a mini-TFCA;
- cost efficiency;
- availability of local venues; and
- making future training more sustainable – creating local capacity to train and support learners in the workplace.

TABLE ONE: PRIORITY TRAINING NEEDS FOR LUBOMBO TFCA						
Training Area	Project Period			Total per Training Area	Location	
	Yr 1	Yr 2	Yr 3		Institution	On site
Field Ranger Training (basic)	59	51	62	172		X
Trans Frontier Conservation Areas Management (TFCA)	116	109	112	337	X	X
Community Based Natural Resource Management (CBNRM)	128	114	109	351		X
National Certificate: Nature Conservation: NQF level 2	22	7	15	44	X	
National Certificate: Natural Resource Management: Terrestrial NQF level 5	10	12	13	35	X	
Resource Economics	85	60	61	206		X

Project Management	107	82	81	270	X	
Tourism Management	75	48	48	171	X	
New Venture Creation	69	63	65	197		X
Assessor Course	41	44	45	130	X	
	712	590	611	1913		
Higher Certificate in Nature Conservation: Conservation Implementation and Leadership **please refer to course modules at the end of table, modules can be done individually**	21	26	25	72	X	
Advanced Certificate in Nature Conservation: Trans-Frontier Conservation Management **please refer to course modules at the end of table, modules can be done individually**	26	19	26	71	X	
Introduction to GIS application for Wildlife Management	39	54	36	129		X
Climate Change Mitigation for Protected Area Managers	80	59	50	189	X	
Environmental Education	102	92	96	290		X
Introduction to Community Development and Conservation	128	102	69	299		X
Ecosystem Area Integrity	62	63	53	178		X
TOTAL PER ANNUM	458	415	355	1228		
TOTAL PROJECT PRIORITY NEED OVER 3 YEARS				3141		

6. BUDGET

Annex 1: List of Contact Group Members

Name	email	Position/Role
Clive Poultney	clivepou@gmail.com	Workshop Facilitator
Theresa Sowry	tsowry@wildlifecollege.org.za	CEO SAWC
Barry Revell	oictembe@kznwildlife.com	OIC Tembe Elephant reserve
Custodia Banze	custodiabanze@gmail.com	Park Manager – Maputo Special Reserve
Leseho Sello	Leseho.Sello@up.ac.za	International TFCA Coordinator - PPF
Seth Maphalala	tfca@sntc.org.sz	TFCA Coordinator - Swaziland
Thembanani Mzulwini	mzulwint@kznwildlife.com	EKZNW
Miguel gonçaves	chifununo@yahoo.com	Park Manager – Maputo Partial Marine Reserve
Roelie Kloppers	roeliek@wildlands.co.za	
Nomsa Mabila	nomsa.shewulacamp@yahoo.com	Shewula Community Conservation Area
Rod de Vletter	rod@swazi.net	Mpoponyane Falls Lodge
Jeremiah Machavi	jmachavi@sawc.org.za	Head – Community Engagement
Simon Shoba	bshoba3@gmail.com	MTPA – Coordinator Songimvelo/Malolotja TFCA
James Kunene	leo@sntc.org.sz	Chair – Lubombo Conservancy
Thimothy Buthelezi		Chair – Mambane Community Conservation Area

Annex 2: Total Training Needs for Lubombo TFCA

The spreadsheets will be provided separately in soft copy.