



STRATEGIC PLAN 2008-2012

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STRATEGIC PLAN 2008-2012

SECTION 1

1. BACKGROUND

1.1 Introduction to the Strategic Plan

This Strategy for 2008-2012 aims to outline where ResourceAfrica seeks to be in 4 years time and why. Based on the Mission of ResourceAfrica it identifies 5 specific areas which the organisation will target to achieve results in by the end of 2012 ('Key Result Areas'); and the objectives it will aim for and activities it will carry out in order to do so.

The Strategy is developed to pursue a '**single programme**' approach for ResourceAfrica in the work of its 2 legal entities of ResourceAfrica South Africa (RA-SA) and ResourceAfrica United Kingdom (RA-UK). The Strategy is in development with ResourceAfrica's partners at different scales and aims to be a public document.

The Strategy is supported by a Business Plan. This is a separate and internal document that deals with how to resource the Strategy and with whom ResourceAfrica will work to consolidate the funding, staffing and the organisational and institutional systems required to deliver on its strategy and programme.

1.2 Past RA Strategies

The most recent organisational-programme strategy for ResourceAfrica (largely focused on RA-SA) was developed between late 2005 and early 2006. This emphasised organisational aspects of RA-SA through recommendations for reforms and the development of a core programmatic emphasis on 3 areas.

1. Economic Development (assisting communities in their efforts to tap into local economic development opportunities, within their context; in support of their aspirations to rise above poverty).
2. CBNRM (strengthening CBNRM approaches to natural resource management by assisting involved communities in building representative and accountable local level institutions).
3. Government support (bridging the gap that exists between communities and government in environmental policy development processes and providing technical expertise to government institutions in order for them to engage effectively in addressing poverty alleviation in the context of CBNRM).

Three points can be drawn in hindsight from the process – that the organisational reforms proposed for RA-SA were difficult to implement in the context of a declining funding base, that the thematic areas (government, community, economic development) represented 2 actors and a development focus that were both conventional and increasingly complex, and thirdly that an emphasis on projects to deliver ResourceAfrica's programmatic and mission ends was based on an assumption that was hard to meet. This was particularly so as the supporting provision of project opportunities to RA-SA via RA-UK was to decline as staff and other changes occurred during 2006.

In February 2007 an internal review by RA staff of RA situation, challenges and opportunities concluded that:

- ❖ The 'threats' to CBNRM in the early 21st century have expanded/evolved from those that RA had dealt with in the 1990's relating to sustainable use policy and legislation challenges and focus on CITES, CBD and the international context of EU and USA..
- ❖ The two new additional 'threats' identified were the impacts and implications of climate change and HIV/AIDS.
- ❖ There was a need for RA to integrate these new impacts into its work, partnerships and programme approach, while retaining its emphasis on supporting the development of institutions in which people can manage the natural resource base.
- ❖ That there was a need to re-establish RA-UK in the UK with an office that could serve as a focal point for supporting RA-SA initiatives in CBNRM in southern Africa in the face of these new 'threats' and mobilise resources for this.
- ❖ That an emphasis needed to be put on developing funding/project proposals reflecting this review.

In November 2007 a RA-UK Position Paper noted that the main emphasis had been on developing a set of project proposals/concepts and identifying funding sources related to climate change, the commissioning of a southern African review of the impacts of climate change on the region with recommendations for future RA programming (*'Climate Change, Natural Resources and Adaptation in Southern Africa'*) and establishing new relationships with UNEP and with Chinese private sector and government entities. The situation of financing for both RA-UK and RA-SA remained (and remains) critical during this transitional period from past emphasis, programme focus and projects to new programme suited to current priorities and needs. A new Director RA-UK was recruited in February 2008 with the specified tasks to support this transitional process, work with RA-SA in developing a RA Strategy and Business Plan 2008-2012 and provide capacity support to RA programme development and coordination.

Some conclusions from the above outline are that:

- ❖ the transition process for RA has been underway since 2007,
- ❖ a 4 year Strategy and Business Plan is critical to guide this process and ensure partners support and
- ❖ that sustaining this transition into consolidation requires significant investment which is unlikely to be adequately resolved by a project based approach to resourcing of RA's programme (as in the past phase of mid 1990s to 2005).

This reinforces the need not only for the Strategic Plan to deal with thematic programmatic issues but also with RA capacity to achieve innovative partnerships for resourcing and the development of a specific Business Plan.

2. Situation Analysis

2.1 Overall

- Changes in development and environment issues and institutions and related narratives – such as the CBNRM donor narrative declining influence, shifts to more biodiversity preservation and Protected Area approaches.
- A changing context of climate change, HIV/AIDS, globalisation, democratic transitions, global shifts in governance and economic centres of influence.
- Changes in ways of thinking about environment-development-governance issues – such as a better understanding of complex adaptive cycles of change, and resilience of socio-ecological systems
- Shifting focus (and generally decreasing) of donor aid funding for NGOs and CBOs with increasing roles for private sector (business and biodiversity, corporate environment and social responsibility) and foundation investment.

2.2 Southern Africa

- Development and democratisation reforms to land tenure, resource tenure and locally accountable institutions in governance shifts – trends of re-centralisation evident in many countries in region.
- Impacts of both climate change and HIV/AIDS probably most significant in the world will be impacts on southern Africa. Importance of addressing above trends (tenure, governance etc) to maximise resilience and adaptability at local community level.
- What influence – SADC, NEPAD, AU?

2.3 Global-Africa

- New market interests and trade relations with new countries (China, India, Brazil etc) and new political and policy implications. RA potential to support process or institutions in influencing new actors and outcomes of new trends.
- New relations with old partners (such as EU, USA etc) – security, natural resource access, democratisation transition support. Influence on their policy a critical aspect for RA support

3. Institutional Analysis

3.1 ResourceAfrica

ResourceAfrica is a partnership of two autonomous not-for-profit institutions that share a common Mission statement, one based in South Africa and the other in the European Union. The organisation consists of 2 main legal entities – South Africa (RA-SA) and UK (RA-UK) and is related to Zimbabwe Trust, Africa Resources Trust and Action Magazine through institutional evolutions since 1991.

A number of mechanisms have been employed to encourage and facilitate a joint programme between the two parts of the organisation, including a formal Memorandum of Understanding supported by strategic exchange at Board level. It is for the purpose of

coordination that the Executive Director of *ResourceAfrica* in South Africa is numbered amongst the Trustees of RA-UK.

The primary distinction between the two is that RA-SA provides the programmatic lead for work on the ground. RA-UK focus has been as an information and issues hub (information and expertise channelled from UK to southern Africa; issues, information channelled from southern Africa through UK to global decision-makers) and secondly in mobilising skills and funds for ResourceAfrica's work and its Mission related to Africa.

Single strapline/logo needed ??? – currently both entities have quite different logos on their letterhead. One suggestion is below and other thoughts very welcome.

'Supporting communities in Africa to build resilience and adaptation for change'

RA-SA

In South Africa, ResourceAfrica is a Section 21 company registered under the Companies Act 1973 of South Africa (No. 1996/004810/08) as a not-for-gain Association.

RA-SA has an active and extensive network of Civil Society Organisations (CSOs) and NGOs that it works with in the areas of training in land and resource tenure and institutional development, local livelihoods and private investment, the marketing of natural products, Fair Trade Tourism, national and regional collaborative fora with government agencies, CSOs and NGOs and is piloting initiatives for rain water harvesting at the community level. RA-SA is based in Pretoria, South Africa and has a close association with regional, international and national environment and development agencies.

RA-SA currently has a staff of 5 – an Executive Director, Finance Manager, Finance and Administration Assistant, Projects Officer and Admin Assistant.

RA-UK

ResourceAfrica (the Trust), was established in May 1991 as the Africa Resources Trust. The Trust is registered with the Charity Commission (Registered Charity Number 1003530). Its name was changed in 2002. The charity is governed by a Deed of Trust.

RA-UK main role over the past 5 years has been mobilising resources for ResourceAfrica's programme, and a focus on channelling technical and policy input to international fora such as the Convention on Biological Diversity, Convention on International Trade in Endangered Species CITES and the IUCN Sustainable Use Specialist Group from the African perspective.

RA-UK currently has a staff of 1 – a Director – with additional support of staff time in policy and financial management skills through the partnership with FFI.

3.2 Partner Organisations

RA seeks to act as catalyst for new programmes and initiatives relying on implementation capacity of its extensive partners, rather than on the development of significant internal implementation capacity. This enables it to have extensive programmes, influence and outreach but maintain small operating overheads.

Almost all the main partners from international to national level have expressed interest in reviving/increasing their support or joint work with RA and have promoted that a clear

Strategy, programme of work and Business Plan from RA is the basis on which this can happen.

<p style="text-align: center;">NGOs and Community Based Organisations</p>	<ul style="list-style-type: none"> • International level. <p>FFI, IUCN, IIED are main + others</p> <p>IUCN Sustainable Use Specialist Group (SUSG) and other SSC Commissions. IUCN Commission on National Parks and Protected Areas (CNPPA)</p> <ul style="list-style-type: none"> • Regional level. <p>WWF – SARPO; IUCN Eastern and Southern Africa Regional Office (ESARO); Sand County Foundation, AWF etc IUCN Southern Africa Sustainable Use Specialist Group</p> <ul style="list-style-type: none"> • National level. <p>South Africa – Fair Trade Tourism South Africa, AWF etc etc; Zimbabwe – Zimbabwe Trust, Africa Resource Trust, Action Magazine, CAMPFIRE Association, Masoka Development Trust etc Mozambique – IUCN, WWF, FORUM, Terra-Viva, SGDRN, GTA Angola – JEA, ADRA Namibia – IRDNC, NASCO etc Botswana – KCS + (?) Malawi – Wildlife Conservation Society Zambia - SEKA</p> <ul style="list-style-type: none"> • CBOs/CSOs. <p>Various in relevant countries in region (plus in Kenya and Tanzania). Current most active relationship with CBOs in South Africa in Mpumalanga/Limpopo Provinces and Masoka Development Trust. Considerable opportunities to establish/re-establish in Zimbabwe, Mozambique, Namibia, Angola. Good networks with regional and national CBNRM forums/networks of CBOs.</p>
<p style="text-align: center;">Donors + Multilaterals</p>	<ul style="list-style-type: none"> • Donors – EuropeAid, NORAD, DfID, UNDP, USAID, Darwin Initiative etc • Chinese Ministry of Commerce, Chinese Ministry of Science and Technology • Multilaterals and UN and Convention Secretariats – UNEP, CITES, CBD
<p style="text-align: center;">Government</p>	<ul style="list-style-type: none"> • Regional – SADC • South Africa – national DEAT etc but strongest is Provincial • Mozambique – DNAC + DNTF + Niassa Provincial • Zimbabwe – DNPWM + ? • Namibia – MET • Botswana - DNPWM • Angola – MINUA, MINADER • Malawi - DNPWM

Private Sector + /Foundations	<ul style="list-style-type: none"> • Regional - Ford Foundation, Kellogg, Rockefeller • Mozambique – SGDRN, Carr Foundation • South Africa - Spur + ?? • 2 Private Donors under negotiation
Academic and Research	<ul style="list-style-type: none"> • Zimbabwe – University of Zimbabwe, CASS • South Africa – University of Western Cape, PLAAS • UK – University of Canterbury DICE; • University of Cambridge Dept of Geography (now something different under Prof Bill?)

A further observation from the identification main partners noted above is that the current and past emphasis has been with environmental and CBNRM partnerships organisations. With new strategic directions along climate change, HIV/AIDS, livelihoods/markets etc a diversification to additional related partner organisations will be needed.

This also applies to sustained resourcing for RA programme – partnerships with Foundations, national private or international donor agencies will need to shift from project specific funding to broader investment in RA based on shared objectives and visions (skilled staff exchange in for example business skills, communication, marketing etc, access to technology and networks as well as core institutional funding).

4. **ResourceAfrica Niche in Region and Global**

- ❖ Small focused organisation with long track record in the region.
- ❖ Support capacity for key areas of land and resource tenure and locally representative governance institutions with regional track record with CBOs and network of partners, expertise and associates. A regional and national niche increasingly opening and demand for services rising.
- ❖ Trusted government partner (eg Provincial Governments in South Africa and Mozambique, National Governments in Namibia, Zimbabwe, Botswana) and link CBOs to NGOs to Governments.
- ❖ Has a track record of legitimately representing southern African perspectives at international fora.
- ❖ Skills pool and regional experience in Staff, Associates and Trustees in range of conservation and development areas able to provide support and advisory services to partners.
- ❖ Able to flexibly make use of both its southern African entity and EU based entity to optimise resources, information and skill flows.
- ❖ Ability to play a key role to catalyse appropriate initiatives and programmes but relying on extensive networks and partnerships to carry out activities and implementation.

SECTION II

5. Vision and Mission

Vision

ResourceAfrica's vision is:

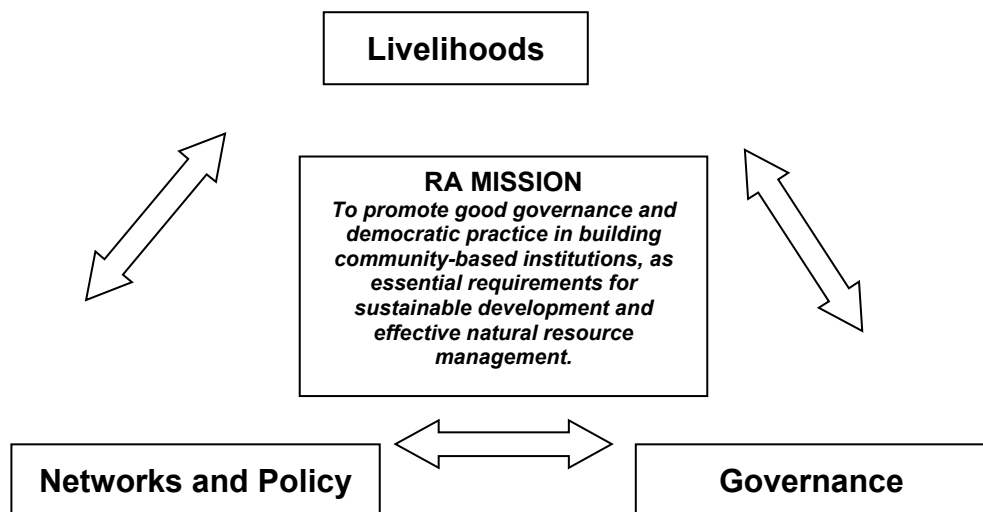
A sustained improvement in the quality of life of marginalised communities in Africa.

Mission

ResourceAfrica's mission is:

'To promote good governance and democratic practice in building community based institutions as essential requirements for sustainable development and effective natural resource based management'

The mission of ResourceAfrica is also reflected in the 3 core inter-related issues in which it has been and continues to be concerned with¹. These 3 are: A/ Networks and Policy, B/ Livelihoods and C/ Governance (in particular relating to local tenure over land and natural resources and the local representative institutional arrangements). This relationship between ResourceAfrica's mission and its core issues is shown below.



6. Key Result Areas

From the RA vision, mission and core areas of competence and concern; 4 Key Result Areas have been identified for the ResourceAfrica 2008-2012 Strategy.

¹ This is adapted from the 3 programme components of the 2006 strategy – which were 1/ Economic Development, 2/ Government Support and 3/ CBNRM and were programmatic themes.

These 4 Key Result Areas are essentially those things that RA is committed to achieving results in over the next four years and provide a focus for programming, planning, resourcing of the organisation and a basic set of references for what ResourceAfrica does (and as importantly does not) do.

KEY RESULT AREAS FOR RESOURCEAFRICA 2008-2012

KRA 1. Resilience, Livelihoods and Adaptation for Change

Change agents - climate change, reforms to land and NR tenure, HIV-AIDS, democratic governance trends, new markets and livelihood options in this change context . This is main over-arching result area - focus being local capacity support with linkages upwards to national, regional and international. Immediate focus is Climate Change - supporting the building of resilience.

KRA 2. Local Governance and Land-Natural Resource Tenure and Management

Focus CBOs/CSOs support and to innovative field initiatives of local governance institutions and land and NR tenure.

KRA 3. Policy Support and Knowledge Generation

Ability to bring local voices into national, regional and international policy processes - again climate change, tenure, CSOs and RA capacity in global advocacy; also communication element - training manuals, videos, theatre, website etc

KRA 4. Effective delivery of RA Strategy and Programme

RA organisational, partnerships and funding capacity to effectively deliver on its programme

7. Programme 2008-20012

Objective 1 To promote resilience and adaptation for change by marginalised local communities in Africa.

Output 1.1 Targeted local communities and Civil Society Organisations (CSOs) in Southern Africa have increased knowledge on the likely impacts of climate change and HIV-AIDS on their livelihood options, land and natural resource management and related local governance institutions and are actively involved in inputs to national policy development.

Output 1.2 The constraints and opportunities of the Clean Development Mechanism and other voluntary 'carbon-credit' initiatives in terms of their use as instruments to promote local rural livelihoods and sustainable land and

resource management assessed and related pilot initiatives supported in the region

Output 1.3 Techniques and options for adaptively responding to climate change, HIV-AIDS and other change impacts assessed and implemented locally as pilot initiatives for local, national and regional learning and exchange.

Output 1.4 Innovative livelihood and sustainable use of natural resources marketing options are researched, promoted and implemented with RA partners (*eg new markets assessed, certification systems [Fair Trade or Pro-Poor], drought-wildlife resistant crops etc*)

Objective 2 To support partner local community institutions in the region in their self-identified priorities for local Governance of Land and Natural Resources

Output 2.1 CBO/CSO partners in identified sites in the region supported to address their self-identified local governance and land and natural resource tenure priorities (*focus on key CBO partners and site based support in land/NR tenure and local governance – possible examples Kruger 2Canyons, Masoka, NW Zim, Gorongosa, Niassa, Bawa-Tete, SE Angola?, Kenya pastoralists etc and through innovative tools such as 'local scenario planning'*).

Output 2.2 Lessons learnt from CBO/CSO and site based field work on local governance/tenure disseminated and relevance to resilience and adaptation to change emphasised (*link to Objectives 1, 4 and 3*)

Objective 3 To develop and consolidate networks and partnerships required for thematic and programme priorities

Output 3.1 Thematic networks – CBNRM, Climate Change, HGIV-AIDS, applied social-ecological research – are consolidated to optimise impact and links of RA programmes and mission.

Output 3.2 Partnerships with relevant institutions (eg FFI, IUCN, SASUSG, IIED, Foundations/private sector) key to the delivery of the RA programme developed and/or consolidated.

Objective 4 To ensure that the knowledge generated by RA programmes and partnerships are effectively communicated and contribute to policy fora.

Output 4.1 Innovative mechanisms (community theatre, forums, websites, local scenario plans, policy briefing papers) assessed, designed, implemented and monitored to ensure linkages between local

practice and national, regional and international policy development and contributing to North-South policy dialogue.

Output 4.2 RA inputs to international policy making fora (CBD, Climate Change, IUCN Commissions etc) are developed and consolidated

Objective 5 To ensure that ResourceAfrica's 2012 key result areas are delivered on through securing adequate resourcing, and implementing efficient management and planning systems.

Output 5.1 The RA organisational and financial systems required to deliver its Mission and Objectives reviewed, established and efficiently functioning

Output 5.2 The RA programme management system effectively coordinates the implementation of thematic and project activities and a monitoring and evaluation process designed and operational.

Output 5.3 Adequate resources (funds, staff, skills) for the RA programme 2008-12 to achieve its results are secured through core funding, skill sharing, diversified partnerships.

An outline of the relationship between these Key Result Areas, Programme Objectives/Outputs and the existing projects or proposed projects/concepts of ResourceAfrica as of February 2008 is shown in Annex 1.

Note that these objectives and outputs are for a 'One Programme RA approach' and the distinction or focus of specific activities between each entity remains the same as in the 'Institutional Analysis of RA' noted above. Viz – RA-UK role in delivery on Objectives/Outputs through its policy and national-international links and skills provision; RA-SA through its region and field based focus.

Annex 1 Links Between Existing (as of February 2008) Concepts/Proposals and the draft KRAs/Programme Objectives 2008-2012

	Key Result Areas 2008-2012						
	1. Resilience, Livelihoods and Adaptation for change 2. Local Governance and Land-Natural Resource Tenure and Management 3. Policy Support and Knowledge Generation 4. Effective delivery of RA Strategy and Programme						
Objectives/ Programme	Climate Change	HIV/AIDs	Local Governance of Land and NR	Networks and partnerships	Livelihoods and Markets	Knowledge, Communicatio n and Policy	ResourceAfrica Delivery Capacity
Existing Projects and KRA focus							
Empowering Emerging Farmers. KRA 1		X	X		XXX	X	X
CBNRM Guidelines and Toolkit DEAT-SA KRA 2			X	X	X	XXX	X
Rainwater Harvesting Kruger-Canyon Biosphere KRA 1	XXX			X		X	X
Sustainable Hunting IUCN SASUSG KRA 1???			X	X	X	X	X
Human Elephant Conflict KRA 2 & 1			XX	X	X	X	X
Submitted Proposals/Concepts and KRA focus							
Climate Change concept to EU (EUR 650,000) KRA: 1 & 3	XXX		X	X	X	XX	X
Concept Africa-China Fair Trade, Natural Products and Markets KRA 1	X		X	X	XXX	X	X
Community Toolbox - Hunting Concessions KRA 2			XX		X	X	X
Under preparation Concepts/proposals and KRA focus							
GEF PDF + AWF + S&P SA	XXX		X	X	X	X	XX

