Conservancy Management Framework

1. PURPOSE/VISION?

2. WHAT MUST THE CONSERVANCY COMMITTEE MANAGE? (KEY MANAGEMENT COMPONENTS)

Wildlife  Natural resources  Tourism  Finances & Assets  HIV/AIDS  Comms & decision making  Staff  Legal issues

3. WHY?

4. FUTURE STATE?

5. KEY ELEMENTS?

Organogram
Zonation Map
Guiding Principles

1. Community Game Guards
2. Effective monitoring system
3. Wildlife Management plan
4. Supportive members
5. Zonation Map

Development and Annual Plan
Quarterly Plans
Monitoring and evaluation
**Conservancy A: Management Plan Framework**

<table>
<thead>
<tr>
<th>INFO</th>
<th>Region: Kunene</th>
<th>Languages: Damara - nama; Otjiherero</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Name: “Conservancy A”</td>
<td>Rainfall: &lt;150mm/yr</td>
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<tr>
<td></td>
<td>Area: 2,591 km²</td>
<td>Address: Box 000 Khorixas</td>
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<tr>
<td></td>
<td>Registered: July 2003</td>
<td>Tel: 065 123456</td>
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<tr>
<td></td>
<td>Population: ± 2,000</td>
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**PURPOSE AND MANAGEMENT COMPONENTS:**

To conserve and manage wildlife and natural resources in a sustainable way to gain benefits and to ensure a better quality of life for our members and future generations.

**COMPONENTS THAT THE CC MUST MANAGE TO ACHIEVE THE PURPOSE**

- **WILDLIFE**
- **NATURAL RESOURCES**
- **TOURISM**
- **FINANCES**
- **ASSETS**
- **LEGAL ISSUES**
- **HIV/AIDS**
- **COMMS**
- **STAFF**
Why will your purpose fail if you do not manage this item?

1. **Wildlife**
   Why will your purpose fail if you don’t manage your wildlife? The purpose will fail because wildlife is the cornerstone of the conservancy. If it is not managed properly the benefits that come from wildlife will be lost.

2. **Natural resources**
   Why will your purpose fail if you don’t manage natural resources? The purpose will fail because if natural resources are not managed, the environment will become degraded which will impact on livelihoods such as cropping, livestock and wildlife. Fewer tourists will visit and as a result the quality of life of members will decrease.

3. **Tourism**
   Why will your purpose fail if you don’t manage tourism? The purpose will fail because the means of making money for the conservancy will be removed or reduced as well as a major reason for members to protect wildlife.

4. **Finances**
   Why will your purpose fail if you don’t manage finances? The purpose will fail because the money generated will be wasted so there will not be enough to pay for the running costs of the conservancy and/or give benefits to the members.

5. **HIV/AIDS**
   Why will your purpose fail if you don’t manage HIV/AIDS? The purpose will fail because the conservancy will not achieve its purpose because the capacity of the CC, members and staff will be reduced due to illnesses and deaths.

6. **Staff**
   Why will the purpose fail if staff is not managed? The purpose will fail because the activities of the conservancy will not be carried out effectively.

7. **Assets**
   Why will your purpose fail if you don’t manage assets? The purpose will fail because running costs will increase and benefits to members will be minimised.

8. **Communication/decision making and organisational structure**
   Why will the purpose fail if communication/decision making and your organisational structure are not managed well? The purpose will fail because members and other stakeholders will not be involved in the management of the conservancy. This will result in a decline in support for the continuation of the conservancy.

9. **Legal issues**
   Why will your purpose fail if you do not manage legal issues? The purpose will fail because if no-one adheres to the rules, MET will remove its support from the conservancy, donors will no longer fund it, members will not receive benefits, and wildlife and natural resources will be reduced.
THE REQUIRED STATE FOR EACH MANAGEMENT COMPONENT (HOW THEY MUST BE TO WORK WELL)

**ENVIRONMENTAL:**

**Wildlife**
A system where wildlife is managed by the conservancy in a way that allows numbers to increase to optimum levels and ensures that benefits to members are maximised.

**Natural resources**
Natural resources that are being used sustainably and are improving towards optimal levels; that are managed by those directly engaged with them and are supported by the conservancy where appropriate.

**ECONOMIC:**

**Tourism**
Tourism which is well-planned and managed, takes local land use into account and optimises benefits to members.

**ORGANISATIONAL/SOCIAL:**

**Finances**
Funds generated by the conservancy that are managed in a precise, accountable, wise and transparent way to cover conservancy running costs and maximise benefits to members.

**HIV/AIDS**
The number of people being infected by the HIV virus is reduced and those affected or infected by the disease are helped as far as possible.

**Staff**
Satisfied, highly capable and well-motivated employees who ensure the conservancy is managed efficiently and effectively so that it is able to achieve its purpose.

**Assets**
Well-managed assets that last a long time, serve to bring about the conservancy’s purpose and therefore allow maximum benefits to members.

**Communication and Decision making**

*Internal* (CC - Members, Area reps and TA)
A CC that carries out mandated decisions/actions and consults members and others when required and informs members of progress.

*External* (CC to MET/Parks/MLRR/Gov. etc.)
A CC that builds relations with key outside stakeholders, consults when needed and lobbies for the improvement of the conservancy’s purpose.

**Legal issues**
A conservancy which follows the laws of Namibia, as well as its contract and constitution, to prevent deregistration and legal battles and to ensure that it operates as a sound legal body.
Conservancy A
Internal Organogram

Members from five villages (AGMs, GMs)

Village 1 │ Village 2 │ Village 3 │ Village 4 │ Village 5

2 Village 1 reps ─── 2 Village 2 reps ─── 2 Village 3 reps ─── 2 Village 4 reps ─── 2 Village 5 reps

10 reps from 5 villages, 1 TA rep, Chairman and Vice

Conservancy Committee

Manager

Employed Treasurer and Secretary

Enterprise Committee

Chief Game Guard, Game Guards, Camp site staff, Cleaner

TA
Conservancy A
External Organogram

Government departments - particularly:
MET, MLRR (Land Board)
MRLH, MHSS
Forestry

CONSERVANCY A
(members, CC, TA and staff)

NGOs: IRDNC, WWF, NNF, LAC, NACOBTA

Locally:
water point committee, regional committee,
CDC, youth group

Local government
regional council

Business/enterprises
trophy hunters, NAPHA,
private investors,
lodge operators
(Wilderness Safaris),

Locally:
## A ENVIRONMENTAL COMPONENTS:

<table>
<thead>
<tr>
<th>When?</th>
<th>Who is responsible?</th>
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1. **WILDLIFE**

1.1. An appropriate monitoring system to monitor wildlife trends over time
   - x Fabien Bava, Dave, Greg, Met

1.1.1.1 Add 5 CBN (depending on funding)
   - x x Luwepeni (Chairman) IRDNC, WWF

2. **Legal policy and procedures guidance (addressing treatments, testing, counseling etc.)**
   - x Luwepeni and Benety IRDNC, WWF-Ronne, Colm

3. **An appropriate internal organogram (with clearly defined roles, responsibilities + rights for each)**
   - x x CC IRDNC, WWF

4. **A reward and recognition procedure**
   - x Luwepeni IRDNC, WWF-Ronne, Colm

5. **A staff leave procedure**
   - x Luwepeni IRDNC, WWF-Ronne, Colm

6. **A policy document for assets management**
   - x Benety IRDNC, WWF-Ronne, Colm

7. **An information management system**
   - x x Luwepeni IRDNC, WWF-Ronne, Colm

8. **A management plan for those natural resources that are not directly managed by the CC:**
   - x Luwepeni Siman

9. **A community resource monitors system**
   - x Brightness/Likuvela Janet

10. **A wildlife utilisation plan that is sustainable and a procedure to apply for quotas**
    - x x Luwepeni and Benety NFP, Simon, IRDNC

11. **A consent that is understood and can be communicated (standards & guidelines)**
    - x x Sensa, IRDNC

12. **A management plan for those natural resources that are directly managed by the CC:**
    - x Brightness/Likuvela Janet

13. **A wildlife education centre (leverage, w. book, l. school, etc.)**
    - x Luwepeni and Benety IRDNC

## B NATURAL RESOURCES

<table>
<thead>
<tr>
<th>When?</th>
<th>Who is responsible?</th>
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</tbody>
</table>

1. A locally developed programme in keeping with cultural traditions
   - x Benety IRDNC, WWF-Ronne, Colm

2. **A management plan for those natural resources that are directly managed by the CC:**
   - x Luwepeni Siman

3. **A policy document for the management of conservancy finances**
   - x Benety and Treasurer IRDNC, WWF-Ronne, Colm

4. **A reward and recognition procedure**
   - x Luwepeni IRDNC, WWF-Ronne, Colm

5. **A policy document for assets management**
   - x Benety IRDNC, WWF-Ronne, Colm

6. **An appropriate monitoring system to monitor wildlife trends over time**
   - x Fabien Bava, Dave, Greg, Met

7. **A map of potential and existing tourism sites that feeds into the overall zonation map - revise**
   - x x Luwepeni IRDNC, WWF

8. **A procedure for management of key partner relations**
   - x Luwepeni and Benety IRDNC, WWF-Ronne, Colm

9. **A professional plan for areas zoned for different land-use options (based on 3 maps above) - revise**
   - x x CC IRDNC, WWF-Ronne, Colm

## C ORGANISATIONAL/ SOCIAL COMPONENTS

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</tbody>
</table>

1. **A policy document for assets management**
   - x Benety IRDNC, WWF-Ronne, Colm

2. **A management plan for those natural resources that are directly managed by the CC:**
   - x Luwepeni Siman

3. **A recruitment and selection procedure**
   - x Benety and Treasurer IRDNC, WWF-Ronne, Colm

4. **A community resource monitors system**
   - x Brightness/Likuvela Janet

5. **A map of potential and existing tourism sites that feeds into the overall zonation map - revise**
   - x x Luwepeni IRDNC, WWF

6. **A policy document for the management of conservancy finances**
   - x Benety and Treasurer IRDNC, WWF-Ronne, Colm

7. **An information management system**
   - x x Luwepeni IRDNC, WWF-Ronne, Colm

8. **A management plan for those natural resources that are directly managed by the CC:**
   - x Luwepeni Siman

9. **An appropriate monitoring system to monitor wildlife trends over time**
   - x Fabien Bava, Dave, Greg, Met

10. **A map of potential and existing tourism sites that feeds into the overall zonation map - revise**
    - x x Luwepeni IRDNC, WWF

11. **A policy document for assets management**
    - x Benety IRDNC, WWF-Ronne, Colm

12. **An appropriate internal organogram (with clearly defined roles, responsibilities + rights for each)**
    - x x CC IRDNC, WWF
### ENVIRONMENTAL COMPONENTS

<table>
<thead>
<tr>
<th>MONTH</th>
<th>Activity</th>
<th>Responsible persons</th>
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</thead>
<tbody>
<tr>
<td>Jan</td>
<td>Audit event book and last year's forms</td>
<td>Snr Ranger</td>
</tr>
<tr>
<td>Apr</td>
<td>Complete annual natural resources summary report</td>
<td>Snr Ranger</td>
</tr>
<tr>
<td>May</td>
<td>Undertake cybertrack counts</td>
<td>Snr Ranger</td>
</tr>
<tr>
<td>Sep</td>
<td>Conduct fixed monthly foot patrols</td>
<td>Snr Ranger</td>
</tr>
<tr>
<td>Oct</td>
<td>Event book reporting at monthly planning meetings</td>
<td>Snr Ranger</td>
</tr>
<tr>
<td>Nov</td>
<td>Event book reporting at quarterly planning meetings</td>
<td>Snr Ranger</td>
</tr>
<tr>
<td>Dec</td>
<td>Review natural resource management activities (monitoring and management) for directly managed resources</td>
<td>Snr Ranger</td>
</tr>
<tr>
<td>Jan</td>
<td>Review natural resource management activities (monitoring and management) for indirectly managed resources</td>
<td>Snr Ranger</td>
</tr>
</tbody>
</table>

### COMMUNICATION & DECISION-MAKING - Meetings

<table>
<thead>
<tr>
<th>MONTH</th>
<th>Activity</th>
<th>Responsible persons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apr</td>
<td>Prepare annual financial report</td>
<td>CMC + Treasurer</td>
</tr>
<tr>
<td>May</td>
<td>Present previous year's audit and coming year's budget to CC and members</td>
<td>Chair - Treasurers</td>
</tr>
<tr>
<td>Jul</td>
<td>Present annual financial report and budget at AGM</td>
<td>Treasurer</td>
</tr>
<tr>
<td>Sep</td>
<td>Send books to bookkeeper</td>
<td>Treasurer</td>
</tr>
<tr>
<td>Oct</td>
<td>Prepare and submit quota request</td>
<td>Treasurer</td>
</tr>
<tr>
<td>Nov</td>
<td>Review staff policies</td>
<td>Chair, Manager, Staff</td>
</tr>
<tr>
<td>Dec</td>
<td>Complete staff appraisal process (including bonuses where appropriate)</td>
<td>Chair, Manager, Staff</td>
</tr>
<tr>
<td>Jan</td>
<td>Salary reviews</td>
<td>Chair, Manager, Staff</td>
</tr>
<tr>
<td>Mar</td>
<td>Staff performance review meetings</td>
<td>Chair, Manager, Staff</td>
</tr>
<tr>
<td>Apr</td>
<td>Pay staff salaries</td>
<td>Chair, Manager, Staff</td>
</tr>
<tr>
<td>May</td>
<td>Returns to social security</td>
<td>Chairman</td>
</tr>
<tr>
<td>Jun</td>
<td>Returns to PAYE</td>
<td>Manager</td>
</tr>
<tr>
<td>Jul</td>
<td>PAYE reconciliation</td>
<td>Manager</td>
</tr>
<tr>
<td>Aug</td>
<td>Payment to ECF</td>
<td>Manager</td>
</tr>
<tr>
<td>Sep</td>
<td>Update fixed assets register</td>
<td>Secretary</td>
</tr>
<tr>
<td>Oct</td>
<td>Assets for employees' compensation fund</td>
<td>Secretary</td>
</tr>
<tr>
<td>Nov</td>
<td>Review constitution and if necessary update for members' approval</td>
<td>Chairman</td>
</tr>
<tr>
<td>Dec</td>
<td>Review policies and if necessary update for members' approval</td>
<td>Chairman</td>
</tr>
</tbody>
</table>