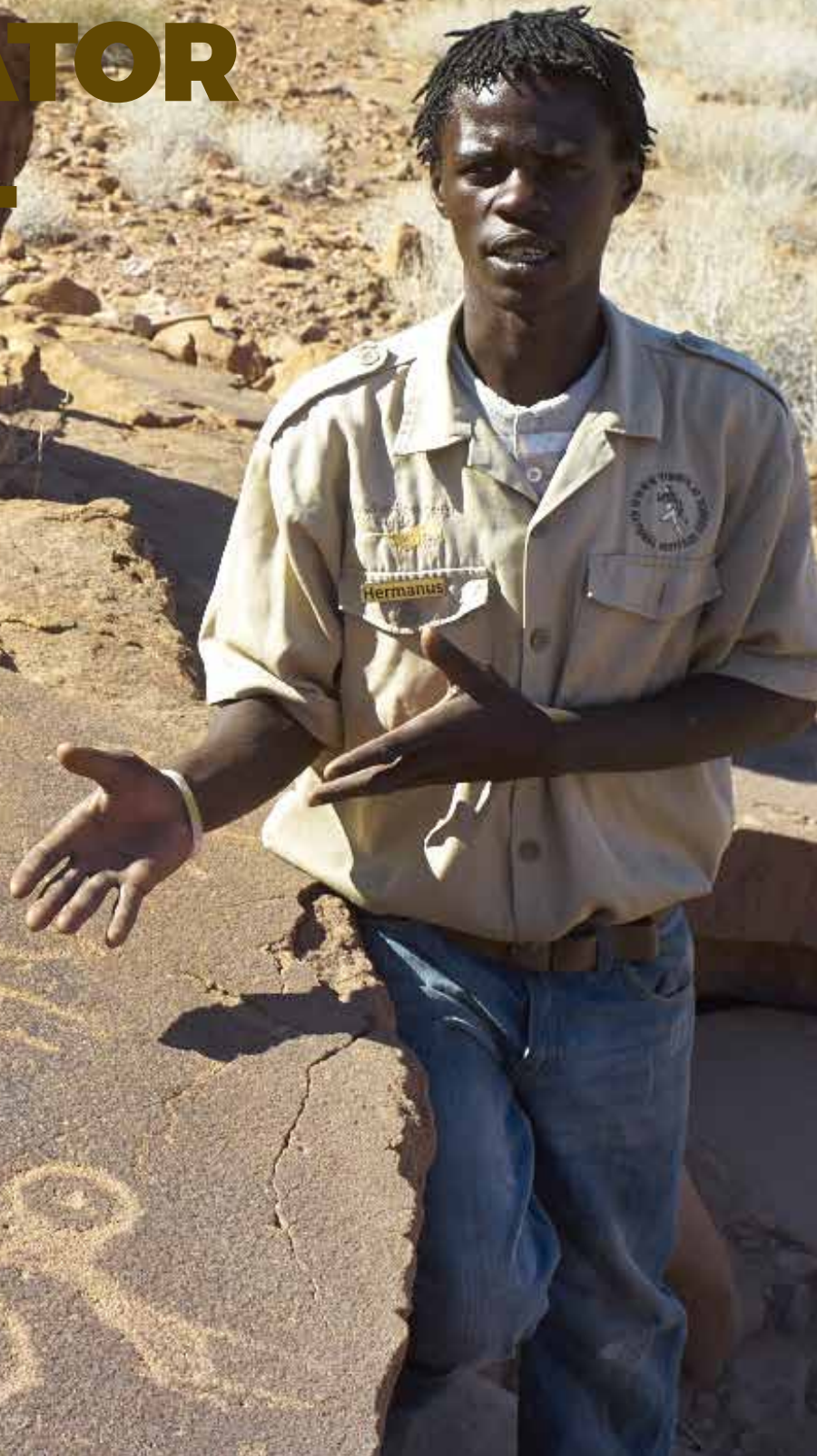


Increasing Benefits for Conservancy Members

FACILITATOR MANUAL



CONTENTS

ACRONYMS AND KEYWORDS	3
ACKNOWLEDGEMENTS	3
GENERAL TRAINING TIPS	4
NOTE TO TRAINERS/FACILITATORS	5
ABOUT THIS MANUAL: INCREASING BENEFITS FOR CONSERVANCY MEMBERS	6
TRAINING PROGRAMME	8
INTRODUCTION TO THE WORKSHOP	8
SESSION 1: INTRODUCTION TO INCREASING BENEFITS FOR CONSERVANCY MEMBERS	11
SESSION 2: SUSTAINABLE BUSINESS AND FINANCIAL PLANNING	20
SESSION 3: BENEFIT DISTRIBUTION PLANNING	24
SESSION 4: DEVELOPING ACTION PLANS	33
CLOSE THE WORKSHOP	37
LIST OF HAND-OUTS AND APPENDIX	38

ACRONYMS AND KEYWORDS

BDP	Benefit Distribution Plan
CBNRM	Community-based Natural Resource Management
CC	Conservancy Committee
JV	Joint Venture
NACSO	Namibian Association of CBNRM Support Organisations
SBFP	Sustainable Business and Financial Plan

Compliance Ensures that a person, or an organisation, follows the rules put in place by government law or any other appropriate authority.

Conflict of Interest A situation in which a person is in a position to gain personal benefit from actions or decisions made in their official capacity, or for those who are closely associated.

Financial Sustainability Plan A five-year plan on how to manage the conservancy's finances (money), which enables the conservancy to exist for the long term.

ACKNOWLEDGEMENTS

The materials used to develop this training manual were developed and compiled by a number of individuals and organisations over the past fifteen years as part of the CBNRM Programme. Acknowledgement is thus given to all contributing NACSO members, NACSO's international development support partners, and the individual and collective experiences of NACSO members and partners who made the production of this manual possible.

The recent supplementary development of this training manual, developed as part of the Sustainable Communities Partnership, was funded by the Morby Family Charitable Foundation through WWF in Namibia.

The cover-, back cover- and spread photo courtesy of NACSO Photo Library

GENERAL TRAINING TIPS



PREPARATION

- Prepare each session in advance.
Ensure that all necessary materials and visual aids are available.
Use visual aids wherever possible to enhance your training.
- Be aware of local customs.
Remember to open and close the training day with a prayer, and give due recognition to any traditional leaders present.
- Provide translation services when necessary.
This will need to be arranged in advance. It may not be appropriate to ask a participant to translate.



GENERAL TRAINING AND PRESENTATION

- Use good time management to ensure every aspect of your training is completed.
- Take into account the possible need for translation, and, if necessary, be prepared to slow down to ensure that all participants understand.
- Maintain good eye contact with the participants.
- Speak clearly.
- Keep your training language simple and appropriate for the participants.
- Bridge one topic to the next.
- Provide clear instructions for activities, and check to see if your instructions have been understood.
- Keep a separate sheet of flipchart paper available to 'park' any issues that need to be revisited at the end of the day.
- Where appropriate, summarise.
- Avoid reading directly from this manual.



VISUAL PRESENTATION

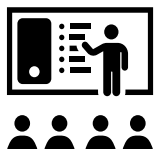
- Write clearly and boldly when using flipchart paper.
- Keep your visual aids visible.
Avoid standing in the way of your visual aids and blocking the participants' view.

INVOLVE THE PARTICIPANTS



- Encourage questions and participation.
- Ask questions to get participants thinking about the topic and the key issues.
- Keep the group focused on the task, but take breaks if participants are tired and begin to lose concentration.
Pay attention to participants' body language for any signs of fatigue.

- The subject matter in this training manual could generate a lot of debate. The process of debate is very valuable, provided you are able to maintain control of the group, and can prevent the discussion from veering off the subject. It is useful to capture any key points during these debates.
- Be patient and courteous with all participants.
- Talk to your participants and not to the flipchart.
- Acknowledge all comments and feedback from participants.



INTRODUCE THE WORKSHOP

Introducing the workshop could include all or some of the following procedures:

- Prayer (at the beginning and end of each training day)
- Welcoming remarks
- An activity to introduce participants and to help them remember names
- Objectives of the workshop
- Participants' expectations and/or concerns regarding the workshop
- Ground rules (e.g. switch cell phones either off or to silent, respect other participants' opinions, one person speaks at a time, every question is a good question, respect appointed time schedules, etc.)
- Housekeeping (e.g. restroom facilities, break times, meal times, etc.)



NOTE TO TRAINERS / FACILITATORS

This manual is a guide for you to deliver training on how conservancy staff members and leaders can increase benefits for their conservancy members. The participants will learn how to use several tools: Sustainable Business and Financial Plans, annual budgets, a Benefit Distribution Plan, and an Action Plan to prioritise their next steps.

This manual (Increasing Benefits for Conservancy Members) provides a step by step approach for you to deliver training in each session. The training approach includes a combination of information delivery and participatory activities. The topic has been divided into four sessions with allocated time durations. These time durations are only a guide, which you may need to adapt as you deliver the training content of this manual.

Note: Participants must be informed prior to the workshop that they need to bring copies of their most recent Sustainable Business and Financial Plan (SBFP), Benefit Distribution Plan (BDP), and Conservancy Constitution to the workshop.

ABOUT THIS MANUAL

FINANCIAL MANAGEMENT

AND GOVERNANCE

OBJECTIVES

People who receive training in this workshop will gain knowledge on:

- how to increase benefits for members;
- how to develop a Sustainable Business and Financial Plan for their conservancy;
- how to identify what members really want in terms of benefits;
- how to develop a Benefit Distribution Plan;
- how to implement benefit distribution;
- how to recognise challenges and mitigate them; and
- how to develop Action Plans in order to implement policies, processes, procedures and tools for the conservancy.

COMPETENCIES

People who receive training in this workshop will be able to:

- consult conservancy members regarding their wants and needs;
- develop plans (i.e. an SBFP and a BDP);
- actively and effectively implement these plans in order to meet their members' requirements;
- review and adapt plans and processes, when necessary;
- monitor and communicate actions and outcomes with stakeholders; and
- develop a 'members first' mind-set.

This manual is intended for:

- conservancy managers and selected staff.

The duration of this workshop is:

- usually 3.5 days.



FOR THIS WORKSHOP, YOU WILL NEED THE FOLLOWING MATERIALS:

- ☐ 2 Flipchart stands, 2 rolls of flipchart paper, and different coloured marker pens ('kokies')
- ☐ Hand-outs #1-11

Note:

1. You need to print eight copies of Hand-out #4 (Seven Principles of Financial Management), as one copy will be used during the activity in Session 2.
2. Each conservancy present needs at least four copies of Hand-out #10 (Members' Benefits Action Plan); be sure to print enough.

- ☐ Prepared Flipchart Sheets #1 – 5 (if you prefer to prepare them beforehand)
- ☐ Writing paper/notebooks, pens, pencils and erasers for the participants (make sure there is enough for everyone)
- ☐ Small lined index cards, sticky notes, and Prestik

- ☐ Stapler + staples
- ☐ Paper punch
- ☐ Drawing pins

ADDITIONAL RESOURCES:

- Appendix 1:
Example of a Community Wellbeing Survey (the Marienfluss Conservancy)
(1 copy for your own reference)

The training content of this workshop should generally adhere to the following programme:



INTRODUCTION TO THE WORKSHOP

- Introducing each other and the workshop (approx. 1 hour, 45 minutes)



SESSION 1

- Introduction to Increasing Benefits for Conservancy Members
(approx. 4 hours, 30 minutes)



SESSION 2

- Sustainable Business and Financial Planning (approx. 3 hours)



SESSION 3

- Benefit Distribution Planning (approx. 7 hours, 45 minutes)



SESSION 4

- Developing Action Plans (approx. 4 hours)



CLOSE THE WORKSHOP

- Review and Evaluation (1 hour)

TRAINING PROGRAMME

DAY 1

INTRODUCTION TO THE WORKSHOP

(1 hour, 45 minutes)

OPENING ACTIVITIES

(45 minutes)

TAKE NOTE:

- Open with a prayer.
- Introduce yourself.
- Welcome the participants to the workshop.
- Present the housekeeping and ground rules (see General Training Tips); write these up on a sheet of flipchart paper and display them for the duration of the workshop.
- To open the workshop, conduct the following introduction and expectations activities with the participants.



INTRODUCTION ACTIVITY

Introducing your pair-partner

- Ask the participants to find a partner, and to get together as pairs.
- In their pairs, ask the participants to introduce themselves to each other by sharing the following information:
 - Their names
 - The conservancy they work for
 - Their role in the conservancy
 - What they enjoy most about working for their conservancy
- Now, ask each participant to introduce their pair-partner (not themselves) to the whole group.
- Keep the process going until everyone has been introduced.



ACTIVITY

WORKSHOP EXPECTATIONS

(30 minutes)

- Prepare a sheet of flipchart paper with the following heading:
Workshop Expectations.
- Provide each participant with 6 sticky notes.
- Ask the participants to write down two/three things they would like to happen at the workshop, and two/three things

they might be concerned about.

- Once complete, ask the participants to share their expectations and concerns and to stick them on the flipchart paper.
- Cluster their expectations and concerns into related groups, and discuss them briefly.
- Display this flipchart sheet for the duration of the workshop.

WORKSHOP OBJECTIVES

(15 minutes)

LIST

Either display the already prepared Flipchart Sheet #1 or write the **objectives** (see box below) of this training workshop on a sheet of flipchart paper.

Flipchart Sheet #1



Objectives of this Training Workshop

You will gain knowledge on:

- how to increase benefits for members;
- how to develop a Sustainable Business and Financial Plan for your conservancy;
- how to identify what members really want in terms of benefits;
- how to develop a Benefit Distribution Plan;
- how to implement benefit distribution;
- how to recognise challenges and mitigate them; and
- how to develop Action Plans in order to implement policies, processes, procedures and tools for the conservancy.

EXPLAIN

Explain the objectives to the participants.

COMPETENCIES

(15 minutes)

LIST

Either display the already prepared Flipchart Sheet #2 or write the **competencies** (see box below) on a sheet of flipchart paper.

Flipchart Sheet #2



Competencies of this Training Workshop

People who receive training in this workshop will be able to:

- consult conservancy members regarding their wants and needs;
- develop plans (i.e. an SBFP and a BDP);



- actively and effectively implement these plans in order to meet their members' requirements;
- review and adapt plans and processes, when necessary;
- monitor and communicate actions and outcomes with stakeholders; and
- develop a 'members first' mind-set.

EXPLAIN

Explain the competencies to the participants.

TAKE NOTE:

- Check that each attending conservancy has brought their most recent Sustainable Business and Financial Plan (SBFP), Benefit Distribution Plan (BDP), and Conservancy Constitution.



SESSION 1

INTRODUCTION TO INCREASING BENEFITS FOR CONSERVANCY MEMBERS

LESSON 1

Expectations and needs of conservancy members

(approx. 3 hours)

1

ASK

→ Ask the participants the following questions:

- What are the key purposes of your conservancy?
- With regard to your conservancy's achievements, what are you most proud of?
- What could you do better?
- What is hindering your being able to improve?

CAPTURE

→ For each question, conduct a group discussion regarding their answers and explore their issues.

TAKE NOTE:

→ The two most important purposes of conservancies are:

- ↳ Conserving wildlife
- ↳ Creating and ensuring benefits for the members

2

EXPLAIN

It is very important that conservancies manage their finances.

Conservancies need to manage their finances so that they can put sufficient money aside as benefits for the members (e.g. 25-50% each year, depending on income and natural resource management responsibilities).

DISTRIBUTE HAND-OUTS

→ Provide the participants with Hand-outs #1, #2, #3, and explain the difference between unsustainably and sustainably run conservancies and what needs to be considered when planning.

ASK

→ Ask the participants the following question: **"Why is it necessary to stipulate how much money will be set aside for members' benefits at the beginning of the budgeting process?"**

CAPTURE

→ Record the participants' responses on the flipchart, and discuss them.

EXPLAIN

The money that is set aside must remain UNTOUCHED.

Should you need more money, you must take it from your unplanned activities budget and recalculate the line expenditure.

3

ASK

- Ask the participants the following question: **“What do the members think they gain from their conservancy?”**

CAPTURE

- Record the participants' responses on the flipchart.
- If any of the criteria below have not been mentioned, add them to the flipchart and explain.

What the members think they gain could include the following ‘wellbeing’ criteria:

- Economic resources
- Action and participation
- Social connections
- Close relationships
- Competence and self-worth
- Physical and mental health
- Values and meaning

TAKE NOTE:

- Use examples from the Marienfluss Conservancy print-out (Appendix 1) to assist in your explanation of wellbeing.

EXPLAIN

What does ‘wellbeing’ mean?

The definition of wellbeing is as follows: “Wellbeing is experienced when people have what they need for life to be good. This places subjectivity at the centre, linking together experience, resources, needs and evaluation. It is phrased in collective terms, but is also open to individual interpretation. It seems to recognise connections between the experience of wellbeing and the external conditions in which people live their lives.” (White et al 2012:9)

For conservancies to have an impact on their members' sense of wellbeing (their quality of life), they need to understand their members' needs and/or wants and they need to be able to meet them. In order for conservancies to understand and meet their members' needs and/or wants, they must increase their responsibility and control with regard to how they manage their plans and budgets. Without this, neither their plans nor their budgets can operate effectively.

This workshop provides the necessary tools, processes and procedures to help you achieve this.

4

ASK

- Ask the participants the following question: **“Your goal is to increase the amount of money the conservancy allocates for member benefits. What challenges do you face in order to achieve this?”**

CAPTURE

- Record the participants' responses on the flipchart.
- If any of the points below have not been mentioned and are relevant, add them to the flipchart and discuss.

Challenges could include the following:

- Increasing membership
- Decreasing income
- Management of costs
- Members not really understanding the benefits they receive



ACTIVITY

- Divide the participants into 3 groups.
- Ask the groups to discuss each challenge captured on the flipchart, and to devise potential solutions for them (i.e. how to address them).
(Allow 30 minutes for this activity.)
- Once complete, ask each group to present their potential solutions.
- During each presentation, encourage the participants to support or challenge the suggested solutions, and to add new ideas.

TAKE NOTE:

- Inform the participants to record in their notebooks the solutions they would like to include in their Action Plans, which will be developed in Session 4.

SUMMARISE

Are there any questions before we move on to the next lesson?

LESSON 2

Key principles required for managing members' benefits (approx. 45 minutes)

1

ASK

- Ask the participants to consider the following question: **"What are the key principles required for managing conservancy benefits?"**

CAPTURE

- Ask a few participants to share their suggestions.
- Then, explain and discuss the following principles with the participants.

EXPLAIN

The key principles for managing conservancy benefits include the following:

① The First Principle: Community participation

- As many conservancy members as possible should participate in the development of a Benefit Distribution Plan.

This degree of participation is important because it ensures that the developed plan is fair (equitable). Think of all the different groups of people within a conservancy. There are groups such as the youth, the elders, men, women, the rich, the poor, cattle owners, people who have no cattle, people who have large fields, and many other kinds of groups.

Will the Benefit Distribution Plan be appropriate and fair if only one or two groups of people are involved in the development (i.e. planning and decision making) of the plan?

② The Second Principle: Recognising those who bear the most costs from living with wildlife

- Those who bear the greatest costs from living with wildlife should receive the greatest benefit.

This is one of the most important principles of CBNRM in southern Africa and the reason why government has given rights over wildlife to local communities through conservancies. Instead of taking the money from trophy hunting and tourism and spreading it around the whole country, the government recognises that the people who live with wildlife should directly benefit from wildlife because they bear the costs associated with living with wildlife.

This principle can also be applied to the distribution of benefits within conservancies. Those community members who bear the greatest costs from human-wildlife conflict should be given priority with regard to receiving conservancy benefits.

③ The Third Principle: Different people perceive benefits in different ways

- Different types of benefits affect different people in different ways.

Consider the following situation: The conservancy decides that supporting the local school will be the only benefit given.

Firstly, unlike the straightforward distribution of benefits such as meat or cash, supporting the local school is a benefit that is not easy to 'distribute'.

Secondly, it is important to consider the following question: Will the people who do not have children at the school also benefit?

It could be that there are some people who think that they do benefit, even though they do not have children at the school. Their benefit could be a sense of satisfaction because it is good for the community to have educated youngsters. For these people, supporting the school is an **indirect** benefit. For the people who have children at the school, supporting the school is a **direct** benefit.

However, it could also be that some of the people who do not have children at the school feel that they receive no benefit through the school being supported.

It is therefore clear that this single benefit can be perceived in two different ways by different conservancy members in different circumstances.

④ The Fourth Principle: Flexibility

- *Benefit Distribution Plans should be, and remain, flexible.*

A Benefit Distribution Plan needs to be flexible because circumstances can change from year to year, and the community needs this flexibility to be able to adjust to these changes.

The Masoka community in the Zambezi Valley in Zimbabwe is a good example of flexible benefit distribution. In years of good rainfall and high crop yields, the community used their income from wildlife for projects. In years of drought and failed crops, the community used their income from wildlife as cash payments for households, which enabled people to buy food.

⑤ The Fifth Principle: Ethics

- *Conservancy staff and committee members should see their role as serving the members and maximising every opportunity to increase benefits for the members.*

It is vitally important that conservancy staff and community members do not accept any opportunity to benefit themselves at the expense of the members.

ASK

- ➔ Ask the participants the following question: “**Are you aware of any examples of staff and committee members abusing the finance system for their own gain?**”

CAPTURE

- Ask the participants to share their examples and discuss them with the group.
- (Examples could include: claiming allowances before they are due or demanding salary and allowance increases.)

⑥ The Sixth Principle: No Discrimination

During the distribution of benefits, no-one may be discriminated against on the basis of ethnicity, gender, political affiliation or tribe. Even if the Benefit Distribution Plan changes from time to time, this principle must remain throughout.

SUMMARISE

Are there any questions before we move on to the next lesson?

LESSON 3

Useful management tools to aid decisions regarding members' benefits

(approx. 45 minutes)

1

ASK

- Ask the participants the following question: “What key tools do you need in order to make decisions about conservancy benefits?”

CAPTURE

- Record the participants' responses on the flipchart, and discuss them together.

2

Sustainable Business and Financial Plan (SBFP)

ASK

- Ask the participants the following question: “What is an SBFP and how do we use it?”

EXPLAIN

The Sustainable Business and Financial Plan (SBFP) and Benefit Distribution Plan (BDP) are rough estimates based on long term planning and consideration. They estimate and project the conservancy's plans and priorities for how income will be used over a five-year period.

It is important to remind ourselves that there are four key components of conservancy expenditure:

- **Member benefits** (e.g. cash payments to members, supporting the local school, drilling a borehole, etc.).
- **Maintaining conservancy activities** (e.g. maintaining the wildlife and other natural resources, joint ventures and other enterprises, etc.).
- **Operational costs** (e.g. salaries, vehicle running costs, office running costs, communication, financial management, etc.).
- **Reserves and investments** (i.e. setting aside some income as a reserve for emergencies and as investments to provide an ongoing income for the future).



ACTIVITY

- Ask each conservancy to briefly consider the percentage of income they would like to see going out to members (most conservancies opt for 25% - 50%).
- Based on this, ask them to consider how they currently use their income.
- Discuss what is required to reach their target.

EXPLAIN

The activity we have just completed together gives us a basic idea of what developing an SBFP involves; however, the formal process of developing an SBFP requires the careful assessment of past income and the projection of future income.

The targeted estimate of available amounts for distribution is agreed upon during the development of the SBFP, and this estimate is then used in the BDP.

Planning for benefits requires long-term planning (3 to 5 years). It is important to note that planning for benefits does not take place at the same time as the budget is developed, which is annually. The annual conservancy

budget is short term; it only covers the income and expenditure that is planned for one year. The amount of benefits that should be budgeted for in the annual budget is based on the SBFP.

Planning for how the benefits will be used takes place during the development of the BDP. During the course of the year, it is important that the income and expenditure is monitored to ensure that the benefit distribution target is being met.

When it comes to specific project implementation, it is necessary to develop a budget for the project; however, the planning for the use of income for member benefits should be done during the SBFP and BDP processes, and not on an annual basis.

3

Benefit Distribution Plan (BDP)

ASK

- ➔ Ask the participants the following question: “What is a BDP and how do we use it?”

EXPLAIN

The BDP indicates who should receive benefits and what type of benefits they are, and it helps to guide the budget amount allocated to benefits.

The content of a BDP needs to be closely linked with other key aspects of conservancy governance.

It is therefore important to understand the links between benefit distribution plans and other aspects of conservancy governance, such as financial sustainability plans.

ASK

- ➔ Ask the participants to suggest links between financial sustainability plans and benefit distribution plans.

CAPTURE

- Record the participants' responses on the flipchart under the following heading: **Links between financial sustainability plans and benefit distribution plans.**
- If the following points have not been mentioned, summarise them and add them to the flipchart.

The links between financial sustainability plans and benefit distribution plans are as follows:

- The Sustainable Business and Financial Plan (SBFP) creates a financial and business vision for the future development of the conservancy.
- The SBFP creates an estimate of future income and expenditure over the next few years (3 to 5 years) so that the conservancy can plan ahead.
- The SBFP is revised each year, where the actual income and expenditure for the past year is recorded and evaluated against what was projected at the beginning of the year.
- Reviewing planned income versus actual income and planned expenses versus actual expenses provides a clear picture of what has happened during the year.
If there have been increases or decreases in income or expenditure, these can be investigated further and used for better planning for the upcoming year.
- In order to assess potential future expenditure, the conservancy must consider what income they anticipate will be available. They must then decide what their target (percentage of their income) is to be set aside for benefits and for other conservancy costs, and they must estimate how much to spend

on benefits for the members.

- The SBFP is the first step, and then the BDP follows.
 - The **SBFP determines the amount available for benefits**, and then
 - the **BDP outlines how the benefits will be used**, based on the priorities of the members.

SUMMARISE

We have considered the purpose, the principles, the tools, and the links between financial sustainability plans and benefit distribution.

Are there any questions before we close the workshop for the day?

TAKE NOTE:

- Ensuring that benefits are included in the annual budget (based on the SBFP and the BDP) is explored in the Financial Management workshop.

Close the day with a prayer.

TRAINING PROGRAMME

DAY 2

Open with a prayer.

REVIEW OF DAY 1

(APPROX. 40 MINUTES)

ASK

- ➔ Ask the participants to recall the key subjects that were covered the previous day.

CAPTURE

- Record the participants' input on the flipchart.

ASK

- ➔ Ask the participants to answer the following question:
“Of everything you learned yesterday, what was the most significant for you?”

CAPTURE

- Record the participants' input on the flipchart.



SESSION 2

SUSTAINABLE BUSINESS AND FINANCIAL PLANNING

(approx. 3 hours)

1

EXPLAIN

Before we begin the process of developing an SBFP, we need to explore the Seven Principles of Financial Management.

The Seven Principles of Financial Management for NGOs and CBOs provide a high-level guide for trustees, executive committees and senior managers. These principles help them to make sure that their organisation is using funds effectively and that staff members are working appropriately.



ACTIVITY

- Divide the participants into seven groups (or seven pairs).
- From your copy of Hand-out #4, cut the Seven Principles of Financial Management separately from one another, and provide each group with one principle.
- Ask each group to 1) read and understand their principle, 2) to create an explanation of it in their own words, and 3) to think of a conservancy-based example to illustrate what they mean.

(Allow 15 minutes for this activity.)

- Once the activity is completed, ask each group to present their explanation and example of their principle.

DISTRIBUTE HAND-OUT

- Provide the participants with Hand-out #4 (The Seven Principles of Financial Management), and discuss each principle briefly.

The Seven Principles of Financial Management for CBOs and NGOs include the following:

1) Stewardship

The organisation must take good care of the resources it is entrusted with, and it must make sure that these resources are used for their intended purposes. The board of trustees' chairperson has overall responsibility for this. In practice, managers achieve this through careful strategic planning, setting up appropriate controls, considering risks, and by setting up systems that work.

2) Accountability

The organisation must explain how it has used its resources and what it has achieved as a result to all stakeholders, including beneficiaries. All stakeholders have the right to know how their funds and authority have been used. CBOs and NGOs have an operational, moral and legal duty to explain their decisions and actions, and to submit their financial reports for scrutiny.

3) Transparency

The organisation must be open about its work, making information about its activities and plans available to relevant stakeholders. This includes preparing accurate, complete and timely financial reports and making them accessible to stakeholders, including beneficiaries. If an organisation is not transparent, then it may give the impression of having something to hide.

4) Integrity

On a personal level, individuals in the organisation must operate with honesty and propriety. For example, managers and trustees should lead by example in following procedures and by declaring any personal interests that might conflict with their official duties. The integrity of financial reports depends on the accuracy and completeness of financial records.

5) Viability

Expenditure must be kept in balance with incoming funds, at both operational and strategic levels. Viability is a measure of CBO's and NGO's financial continuity and security. The trustees and managers should prepare a financing strategy to show how the CBO/NGO will meet all of its financial obligations and how it will deliver its strategic plan.

6) Accounting standards

The system for keeping financial records and documentation must observe internationally accepted accounting standards and principles. Any accountant from anywhere around the world should be able to understand the organisation's system for keeping financial records.

7) Consistency

The organisation's financial policies and systems must be consistent over time. This promotes efficient operations and transparency, especially in financial reporting. While systems may need to be adapted to changing needs, unnecessary changes should be avoided. Inconsistent approaches to financial management can be a sign that the financial situation is being manipulated.

2

ASK

- Ask the participants the following question: **"What does a 'Sustainable Business and Financial Plan' mean?"**

CAPTURE

- Record the participants' input on the flipchart, and discuss their input throughout the capture.

ASK

- Ask the participants the following question: **"Why is it important for your conservancy to have such a plan in place?"**

CAPTURE

- Record the participants' input on the flipchart, and discuss their input throughout the capture.

EXPLAIN

Developing a Sustainable Business and Financial Plan is an extremely important process for your conservancy. It will help you to consider what strategic direction you want to take and to determine whether or not your 'conservancy business' is financially viable. The planning should assist your conservancy with aligning its long-term **business** vision, purpose and targets with that of the reality of income opportunities and expenditure needs (i.e. operational costs, capital costs, and benefit distribution).

TAKE NOTE:

→ Either display the already prepared Flipchart Sheet #3, or write the following five steps on the flipchart.

Flipchart Sheet #3



To assist with the process of developing an SBFP, there are number of logical steps that should be considered.

These include the following:

1. Confirm what the vision and purpose of your conservancy are.
2. Based on the above, consider what the ideal financial targets could be.
3. Then, determine what the suitable business opportunities are for your conservancy.
4. And then, identify conservancy-related actions that directly create an enabling environment for each of the businesses chosen by your conservancy.
5. Finally, work on a financial plan that aligns projected income and required expenditure together with the desired targets being set.

By following these steps, your conservancy will be better able to link its stated purpose with financial targets and plans. This process should help differentiate between business opportunities that are not core conservancy activities with those business opportunities that are suitable and appropriate for your conservancy to pursue (i.e. tourism and hunting).

Understanding your conservancy's purpose and targets is also useful when developing the financial plan, particularly in terms of keeping operational costs low and benefit distribution high.

ASK

- ➔ Ask the participants the following question: **"What sort of information would you expect to find in an SBFP?"**

CAPTURE

→ Record the participants' input on the flipchart, and discuss their input throughout the capture.

DISTRIBUTED HAND-OUT REVIEW

- Ask the participants to refer to Hand-outs #1 and #2 (Sustainable Business and Financial Plan Graphs, scenarios 1 and 2).
- Review the SBFP objectives and targets.

ASK

- ➔ Ask the participants the following questions:
"What do these graphs tell us?"
"What is the difference between them?"
"Why is the status described by the second graph desirable for a conservancy?"

CAPTURE

→ Record the participants' input on the flipchart, and discuss their input throughout the capture.

ASK

- ➔ Ask the participants the following question: **“When considering benefits to members, how is the SBFP used?”**

CAPTURE

- Record the participants' input on the flipchart, and discuss their input throughout the capture.
-

3

EXPLAIN

In order to gain an understanding of how the process works, we are now going to go through the guidelines for developing a Conservancy Sustainable Business and Financial Plan.

DISTRIBUTE HAND-OUT

- Provide the participants with Hand-out #5 (Guidelines for Developing a Conservancy Sustainable Business and Financial Plan).
- Work through the guidelines for developing a Conservancy Sustainable Business and Financial Plan with the participants.

SUMMARISE

During this session we revisited the Seven Principles of Financial Management, and we focused on gaining an understanding of how a Sustainable Business and Financial Plan for a conservancy is developed.

Are there any questions before we move on to the next session?



SESSION 3

BENEFIT DISTRIBUTION PLANNING

LESSON 1

Steps for developing a Benefit Distribution Plan (BDP)

(approx. 2 hours, 45 minutes)

TAKE NOTE:

- During this lesson, it is very important that you conduct yourself as a role model for facilitation skills because you will be asking the participants to do the same when holding their own village meetings.

1

EXPLAIN

In this session, we will look at how to develop a Benefit Distribution Plan that delivers what your members want and/or need. Many of you here today have already received training regarding this subject. But as this is such an important element of a conservancy's role, a review is valuable. For those for you who have not done this before, it is vital to understand the process of developing and implementing a BDP.

ASK

- Ask the participants the following question: **"How would you describe a Benefit Distribution Plan to the members of your conservancy?"**

CAPTURE

- Record the participants' input on the flipchart, and discuss their input throughout the capture.

EXPLAIN

It is important to know that a Benefit Plan and a Benefit Distribution Plan are two different things. A Benefit Plan is much broader and deals with not only the funds that have been set aside in the budget, but also includes employment, meat distribution, etc.; however, we will focus primarily on the process of developing a Benefit Distribution Plan.

First we will look at a six-step process for developing a Benefit Distribution Plan, and then we will practise several skills.

2

DISTRIBUTE HAND-OUT

- Provide the participants with hand-out #6 (Six-step Process for Developing a Benefit Distribution Plan), for them to refer to during your discussion of the process.

EXPLAIN

The six-step process for developing a Benefit Distribution Plan:



STEP1 - Preparation

The conservancy must have a completed SBFP and an agreed target for their social/benefits budget (e.g. this could be 50% of the overall budget).

TAKE NOTE:

- Remind the participants that their aim is to increase benefits and why.

**STEP 2 – Community consultation in conservancy areas / villages**

A facilitated consultation by committee members (and additional members, if desired), which is led by an experienced facilitator, is conducted at conservancy area or village level in order to:

- set the objectives for the BDP and to establish the guiding principles;
- identify the total range of intangible and tangible benefits that members currently experience or would like to see provided by the conservancy, such as wildlife for their children to see, jobs, meat, social projects, transport, etc. (this process is guided by the experienced facilitator);

TAKE NOTE:

- Use the benefits listed in point b) to create the benefits prioritisation in point c).

- prioritise the benefits through a ranking exercise that involves discussing the trade-offs between different types of benefits. For example, more jobs increase the operational budget and reduce the amount available for benefits; or wildlife could either be used for meat or to generate cash from shoot and sell (remember to take note of any guidance provided by your Conservancy Constitution); and

TAKE NOTE:

- Point d) – like points a) – c) above – will require strong facilitation and the aim is to conclude with a series of procedures for the actual distribution of the various benefits.
- In some cases these would be more like principles (e.g. ensuring that job opportunities are made available to each community within the organisation), and in others they would be procedures for decision making and the actual hand-over of benefits (e.g. cash, projects, etc.).

- re-visit and discuss the effectiveness and satisfaction of current distribution methods, and to establish the proposed processes for the future distribution of different types of benefits (e.g. meat, cash, projects, etc.).

EXPLAIN

Step 2 takes some effort and its outcome is a long-term plan (3 to 5 years). The conservancy area or village consultations only need to be done every 3 to 5 years, but it is useful to review the information each year in order to capture any significant changes (e.g. drought, floods, etc.) that have had an impact on the members.

**STEP 3 – Consolidating results of the consultations**

In a facilitated process, the Conservancy Committee consolidates the results of the conservancy area or village consultations through the clustering of issues, and further discussion of trade-offs in relation to the budget.

ASK

- Ask the participants the following question: “How would you facilitate this process with your Conservancy Committee?”

CAPTURE

- Record the participants' input on the flipchart, and discuss their input throughout the capture.



STEP 4 – Developing the Benefit Distribution Plan

The committee works to develop the draft BDP document which contains the objectives, principles, prioritised matrix of benefits, and the procedures or rules that guide the distribution of each type of benefit.

This developed BDP will serve as a framework for the detailed budgeting that needs to take place.



STEP 5 – Approving the Benefit Distribution Plan

Ideally, the BDP is taken back to each conservancy area or village, where it is explained and adapted if necessary, and approved. The BDP should then be tabled and officially approved at a general meeting or the AGM of the conservancy.



STEP 6 – Implementation and review

The committee uses the BDP to guide detailed budget decisions. For example, if you find that providing support to certain schools is a priority, the committee must first determine the needs of these schools. Then, based on the available funding, the committee must budget accordingly. Some conservancies will have separate operational and benefit accounts and these should be used accordingly.

There is no need to carry out this step annually. However, the BDP should be reviewed by the Conservancy Committee, as well as at the AGM, in order to monitor progress and to see whether there are any changes regarding the priorities that were approved by the members. As with the SBFP, regular review and evaluation of the BDP's implementation should be a calendar event, which should be institutionalised within the conservancy.

3

EXPLAIN

When facilitating a conservancy area or village meeting, such as in Step2 – Community consultation in conservancy areas / villages, it is vitally important that we are equipped with the necessary skills and approaches that will enable the conservancy members to discuss their own content in the most satisfactory and productive way possible.



ACTIVITY

- Ask the participants to suggest ideas for the following question: **“What do you think are the necessary skills and approaches required for facilitating a conservancy area or village meeting?”**

CAPTURE

- Record the participants' input on the flipchart.
- Make sure that the following points (General Tips for Community Facilitators) have been mentioned. Add the points that have not been mentioned to the flipchart list.

GENERAL TIPS FOR COMMUNITY FACILITATORS

The facilitator should:

- ☑ help people come to their own conclusions about what should be done;
- ☑ provide a structure for discussion and decision making;
- ☑ listen;
- ☑ ensure that every issue being discussed is finalised before moving on to the next issue;
- ☑ recognise when a proposal has been made, and ensure that everyone present has an opportunity to consider the proposal and decide whether to accept it or not;
- ☑ help the community to assess whether a proposal is appropriate and useful or not;
- ☑ ask a lot of questions in order to help community members think through an issue rather than simply saying that something is inappropriate;
- ☑ propose ideas;
- ☑ concentrate throughout the process;
- ☑ keep time and ensure that there are sufficient break-times to guard against fatigue; and
- ☑ ensure that as many people as possible participate during the meeting.

DISTRIBUTE HAND-OUT

- Provide the participants with Hand-out #7 (General Tips for Community Facilitators), and explain each tip for community facilitators in detail.

SUMMARISE

Are there any questions before we close the workshop for the day?

Close the day with a prayer.

TRAINING PROGRAMME

DAY 3

Open with a prayer.

REVIEW OF DAY 2 (APPROX. 40 MINUTES)

ASK

- ➔ Ask the participants to recall the key subjects that were covered the previous day.

CAPTURE

- Record the participants' input on the flipchart.

ASK

- ➔ Ask the participants to answer the following questions in their notebooks:
 - 1) What was **new** for you?
 - 2) What was **reinforced**?
 - 3) Do you have any **outstanding concerns**?

CAPTURE

- Ask the participants to share their findings
- Address the outstanding concerns.

LESSON 2

Practising the facilitation of a conservancy area or village meeting

(approx. 2 hours)

1

EXPLAIN

Before we begin practising the necessary skills and approaches needed for facilitating a conservancy area or village meeting, let us revisit the six-step process for developing a Benefit Distribution Plan.



ACTIVITY

- Divide the participants into pairs.
- Ask the pairs to work together and recall the six-step process for developing a Benefit Distribution Plan (which was covered in Lesson 1 of Session 3 the previous day).

(Allow 15 minutes for this activity.)

2

EXPLAIN

We are now going to practise applying the necessary skills and approaches needed for facilitating a conservancy area or village meeting.



ACTIVITY

- Divide the participants into groups (ensure that each group has enough participants to represent a facilitator, two observers and at least three conservancy members).
- Inform each group to decide who is going to enact the role of the facilitator and two observers. The remainder of the group will be the village conservancy members.
- Before the meetings begin, inform the observers that during the meeting they need to write a brief assessment of their facilitator based on Hand-out #7 (General Tips for Community Facilitators).
- Once each meeting is concluded, inform the observers that they must share their assessment feedback with their facilitator.
- Ask the facilitators of each group to now practise applying the skills and approaches needed for facilitating a participatory village meeting in order to best establish the members' wants and/or needs with regard to benefits (e.g. establish objectives, principles, types of benefits, and how to distribute them).

(Allow 45 minutes for this activity.)

- Once all the groups have completed the activity, ask each group to present their experiences and the observer feedback for comment and questions.

(Allow 30 minutes for this feedback session.)

TAKE NOTE:

- If you have sufficient extra time available (at least 60 minutes), you can repeat the activity where different people play the roles of facilitator and observers.

SUMMARISE

Are there any questions before we move on to the next lesson?

1

EXPLAIN

We are now going to practise laying out a BDP.

Once the BDP is ready and finalised, it needs to be approved by the committee and then the members.

DISTRIBUTE HAND-OUT

- Provide the participants with Hand-out #8 (Benefit Distribution Plan – blank layout), and explain the layout of a BDP.



ACTIVITY

①

- Divide the participants into conservancy groups.
- Using Hand-out #8's blank layout, ask each group to practise laying out a BDP for their conservancy.
- Inform the participants to draw on their knowledge and experience while working through this activity.
(Allow 30 minutes for this part of the activity.)

②

- Once the activity is completed, ask the participants to swop their BDP with another conservancy group.
- Ask the conservancy groups to critique the content of the BDP they have received in the swop.
(Allow 20 minutes for this part of the activity.)

③

- Once the critiques are completed, ask each group to present the BDP of their fellow conservancy.

TAKE NOTE:

FEEDBACK DISCUSSION

- After each BDP has been presented, conduct a feedback discussion.
- Address any questions that arise.

DISTRIBUTE HAND-OUT

- Provide the participants with Hand-out #9 (MET Notes and Guidelines for Developing an Appropriate Method for the Equitable Distribution of Benefits to Members of the Community).
- Read through the notes and guidelines, and explain.



ACTIVITY

①

- Divide the participants into pairs or groups of three people.
- Ask the pairs/groups to go for a walk.
- On their walk, they must discuss the following question:
 - With regard to increasing benefits for the members, what hinders you?

- And they must record the following in writing:
 - A list of challenges
 - Proposed solutions that can be implemented to overcome these challenges

(Allow 30 minutes for this activity.)

②

- Once the activity is completed, ask the pairs/groups to report their findings and solutions.
- Conduct a group discussion for each report.

SUMMARISE

We have studied the step by step process for developing a BDP. We have explored the necessary skills and approaches for facilitating a BDP meeting in order to be sure that we hear and understand the wants and needs of our members, and that they feel ownership of the final plan. We have practised how to draft a BDP for the approval of the committee and then the members, and we have looked at the MET's notes and guidelines regarding the development of an appropriate method for the distribution of benefits.

Are there any questions or concerns before we close the workshop for the day?

Close the day with a prayer.

TRAINING PROGRAMME

DAY 4

Open with a prayer.

REVIEW OF DAY 3 (APPROX. 40 MINUTES)

ASK

- ➔ Ask the participants to recall the key subjects that were covered the previous day.

CAPTURE

- Record the participants' input on the flipchart.

ASK

- ➔ Ask the participants the following question: **"Of everything you learned yesterday, what was the most significant for you?"**

CAPTURE

- Record the participants' input on the flipchart.



SESSION 4

DEVELOPING ACTION PLANS

(approx. 4 hours)

TAKE NOTE:

- As the participants come from a number of different conservancies, they must work together in their own conservancy groups to develop a Members' Benefit Action Plan for their particular conservancy.

1

WHAT IS IN PLACE IN YOUR CONSERVANCY?

TAKE NOTE:

- Either display the already prepared Flipchart Sheet #4, or draw the following table (What is in place in your conservancy?) on the flipchart.

Flipchart Sheet #4

What is in place in your conservancy?

Documents and Processes	Conservancy Names	✓	✗	Priority Rating
A written, approved and executed SBFP				
A process for developing a BDP This includes: <ul style="list-style-type: none">• a draft• approval• implementation				
An annual budget that includes the priorities outlined in the SBFP and BDP				

ASK

- Ask the participants the following question: **“Which of the listed documents and processes does your conservancy already have in place?”**

CAPTURE

- Record the participants’ responses on Flipchart Sheet #4 by adding a tick (✓) next to each document and process that each conservancy represented at the workshop **does** have in place.

ASK

- Ask the participants the following question: **“Which of the listed documents and processes does your conservancy not yet have in place?”**

CAPTURE

- Record the participants’ responses on Flipchart Sheet #4 by adding a cross (✗) next to each document and process that each conservancy represented at the workshop **does not** have in place.

ASK

- Ask the participants the following question: **“What priority would you give to the documents and/or processes that your conservancy does not yet have in place?”**

CAPTURE

- Record the participants’ responses by adding a priority rating number next to each document and/or process that each conservancy represented at the workshop does not have in place.
- For example, if a conservancy does not have a written, approved and executed SBFP in place and considers it to be of top priority, write a ‘1’ in the Priority Rating column next to the appropriate conservancy’s name on Flipchart Sheet #4.

2

A MEMBERS’ BENEFITS ACTION PLAN FOR THE IMAGINARY NAWA CONSERVANCY

EXPLAIN

Together, we are now going to look at how to convert the priorities of your conservancy with regard to increasing benefits to the members into a Members’ Benefits Action Plan.

But first, we are going to work through a practise activity for the imaginary Nawa Conservancy.

TAKE NOTE:

- Either display the already prepared Flipchart Sheet #5, or draw the following template (Members’ Benefits Action Plan) on the flipchart.

Members' Benefits Action Plan				
Conservancy: <u>Nawa Conservancy</u>				
Period: _____	Outcome # <u>1</u> : <u>Develop an improved BDP</u>			
Activity	Action Officer	Start Date	End Date	Comments



ACTIVITY

①

- The Nawa Conservancy has identified that the **development of an improved BDP** is a top priority issue.
- We will now work together to complete the details in the Nawa Conservancy's Members' Benefits Action Plan.

②

- ➔ Ask the participants the following question: **"What step by step specific activities need to happen in order for the Nawa Conservancy to be able to develop an improved BDP?"**

CAPTURE

- ➔ Allow the participants to voice their suggestions, but do not write these suggestions on the Flipchart Sheet #5 template yet.
- ➔ Once a number of activities have been suggested, ask the participants to suggest a logical order in which they should be carried out.
- ➔ Once a logical order has been achieved and agreed to, record it in the flipchart template.

③

- ➔ Ask the participants the following question: **"When should these activities be implemented, and who should be responsible for each activity?"**

CAPTURE

- ➔ Allow the participants to discuss timescales for the activities and who should be responsible for carrying them out.
- ➔ Once there is agreement regarding timescales and who should be responsible, record this information in the flipchart template.

A MEMBERS' BENEFITS ACTION PLAN FOR YOUR OWN CONSERVANCY

DISTRIBUTE HAND-OUT

- Provide the participants with Hand-out #10 (Members' Benefits Action Plan – template).
- Be sure to provide each conservancy group with enough copies of the template so that they can address each outcome they have stipulated in a new template.

ACTIVITY

1 Drafting a Members' Benefits Action Plan

- Divide the participants into their conservancy groups.
- Ask the groups to make sure that they identify the priority of each of the outcomes.
- Ask the groups to discuss and work out a list of necessary activities (in a logical sequence), and a timeframe and who will be responsible for each outcome.
- Then, inform the groups that once consensus has been reached, they must record the information in pencil in the appropriate templates.

TAKE NOTE:

- During this activity, visit the groups to check that they are developing their action plans correctly.
- Provide assistance when requested or when it is obviously necessary.

2 Finalising the draft Members' Benefits Action Plan

- Ask each group to share the contents of their draft Members' Benefit Action Plan templates with the other conservancy groups in order for them to gather ideas for potential improvements and additions.
- Once this has been done, the conservancy groups can focus on completing and finalising their action plan templates in pen.

TAKE NOTE:

- As this part of the activity is a collaborative exercise, and the resulting changes and improvements are important, it is essential to allow enough time for completion.

SUMMARISE

Remember, it is now vitally important that you take your developed Members' Benefits Action Plans back to your conservancies, where they need to be discussed, approved and implemented as promptly as possible. Are there any questions before we close the workshop?

CLOSE THE WORKSHOP

(1 hour)

REVIEW

EXPLAIN

We have now reached the end of the workshop, but before we close let us address any final questions, and review the workshop objectives and competencies.

ASK

- ➔ Ask the participants to voice any outstanding 'parked issues' and final questions that still need to be addressed.

ASK

Display Flipchart Sheet #1 (Workshop Objectives).

- ➔ Ask the participants the following question: **"Have we met the workshop's objectives?"**

Display Flipchart Sheet #2 (Competencies).

- ➔ Ask the participants the following question: **"Have we met the competencies of this workshop?"**

EVALUATE

ASK

- ➔ Provide the participants with Hand-out #11 (Workshop Evaluation Form), and ask them to complete it.

Close the workshop with your final remarks, and a prayer.

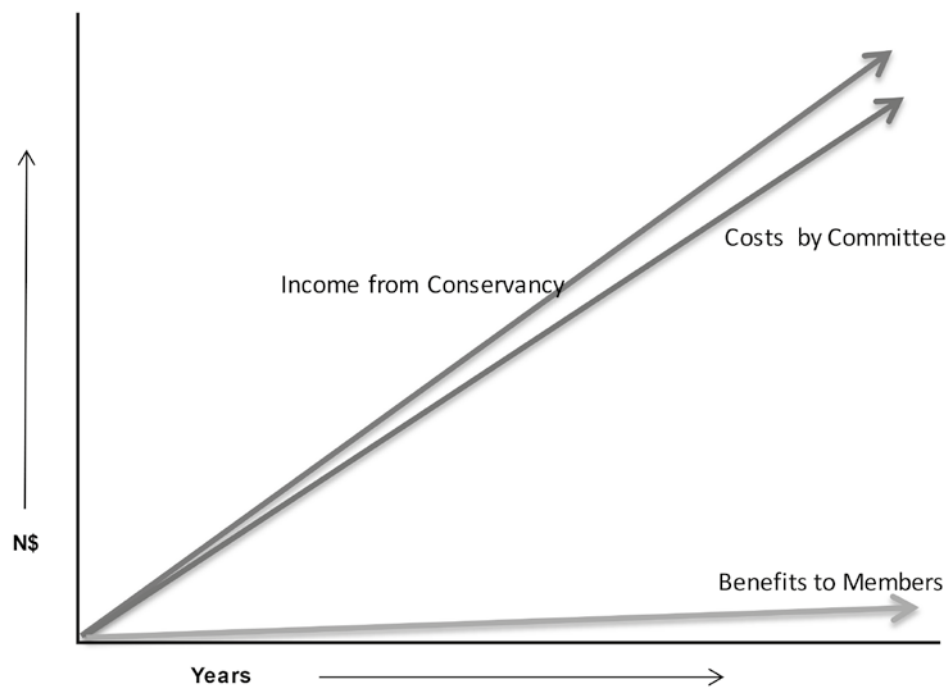
LIST OF HAND-OUTS and APPENDIX

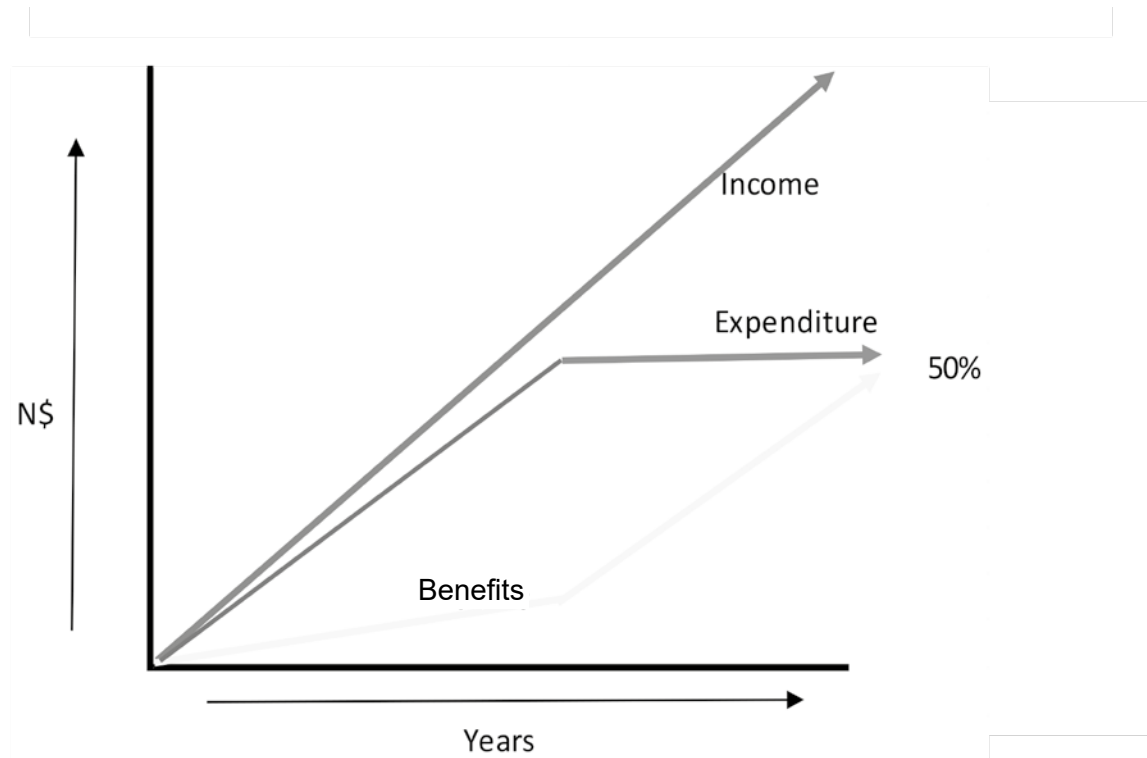
HAND-OUT #1:	Financially Not Sustainable Graph
HAND-OUT #2:	Financially Sustainable Graph
HAND-OUT #3:	Sustainable Business and Financial Plan Graph
HAND-OUT #4:	The Seven Principles of Financial Management
HAND-OUT #5:	Guidelines for Developing a Conservancy Sustainable Business and Financial Plan
HAND-OUT #6:	Six-step Process for Developing a Benefit Distribution Plan
HAND-OUT #7:	General Tips for Community Facilitators
HAND-OUT #8:	Benefit Distribution Plan – blank layout
HAND-OUT #9:	MET Notes and Guidelines for Developing an Appropriate Method for the Equitable Distribution of Benefits to Members of the Community
HAND-OUT #10:	Members' Benefits Action Plan – template
HAND-OUT #11:	Workshop Evaluation Form

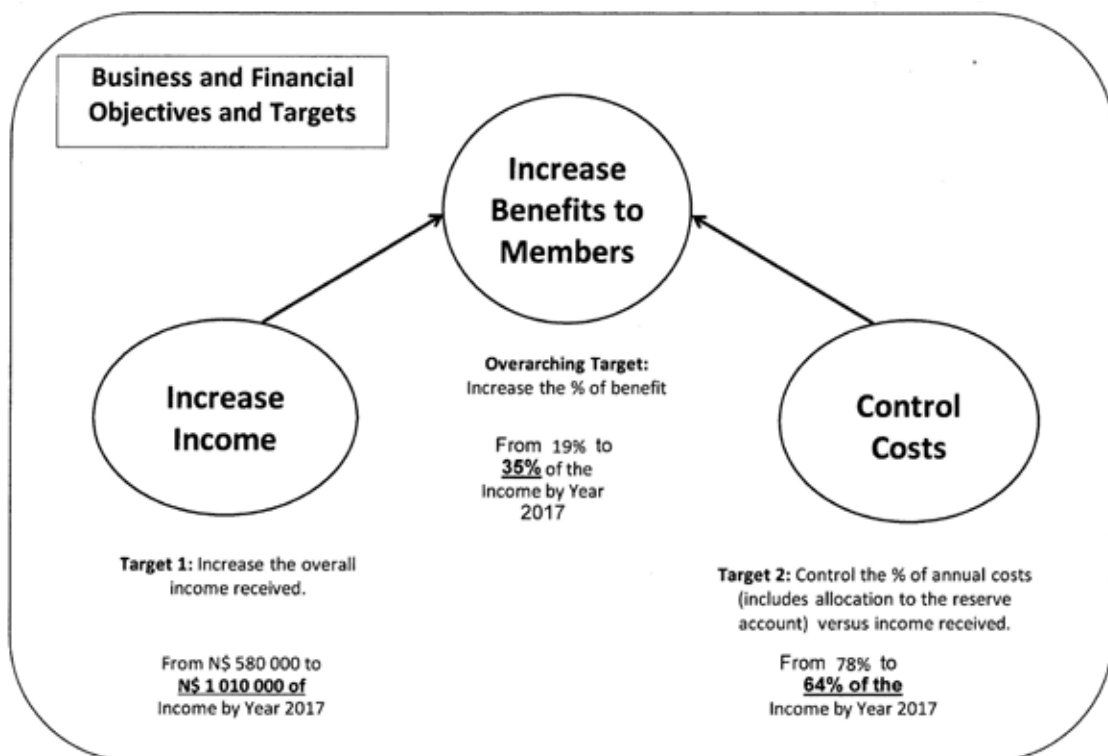
APPENDIX 1

Community Wellbeing Survey (the Marienfluss Conservancy)

SCENARIO 1: NOT SUSTAINABLE



SCENARIO 2: FINANCIALLY SUSTAINABLE

SUSTAINABLE BUSINESS AND FINANCIAL PLAN

The Seven Principles of Financial Management

There are seven principles of financial management for CBOs and NGOs.

They provide a high-level guide for trustees, executive committees and senior managers to help them make sure that their organisation is using the funds effectively and that their staff members are working appropriately.

1) Stewardship

The organisation must take good care of the resources it is entrusted with, and it must make sure that these resources are used for their intended purposes. The board of trustees' chairperson has overall responsibility for this. In practice, managers achieve this through careful strategic planning, setting up appropriate controls, considering risks, and by setting up systems that work.

2) Accountability

The organisation must explain how it has used its resources and what it has achieved as a result to all stakeholders, including beneficiaries. All stakeholders have the right to know how their funds and authority have been used. CBOs and NGOs have an operational, moral and legal duty to explain their decisions and actions, and to submit their financial reports for scrutiny.

3) Transparency

The organisation must be open about its work, making information about its activities and plans available to relevant stakeholders. This includes preparing accurate, complete and timely financial reports and making them accessible to stakeholders, including beneficiaries. If an organisation is not transparent, then it may give the impression of having something to hide.

4) Integrity

On a personal level, individuals in the organisation must operate with honesty and propriety. For example, managers and trustees should lead by example in following procedures and by declaring any personal interests that might conflict with their official duties. The integrity of financial reports depends on the accuracy and completeness of financial records.

5) Viability

Expenditure must be kept in balance with incoming funds, at both operational and strategic levels. Viability is a measure of CBO's and NGO's financial continuity and security. The trustees and managers should prepare a financing strategy to show how the CBO/NGO will meet all of its financial obligations and how it will deliver its strategic plan.

6) Accounting standards

The system for keeping financial records and documentation must observe internationally accepted accounting standards and principles. Any accountant from anywhere around the world should be able to understand the organisation's system for keeping financial records.

7) Consistency

The organisation's financial policies and systems must be consistent over time. This promotes efficient operations and transparency, especially in financial reporting. While systems may need to be adapted to changing needs, unnecessary changes should be avoided. Inconsistent approaches to financial management can be a sign that the financial situation is being manipulated.

GUIDELINES FOR DEVELOPING A CONSERVANCY SUSTAINABLE BUSINESS AND FINANCIAL PLAN

Introduction

Developing a Sustainable Business and Financial Plan is an extremely important process for a conservancy. It will help the conservancy to consider what strategic direction they want to take and to determine whether or not the 'conservancy business' is financially viable. The planning should assist the conservancy to align their long-term **business** vision, purpose and targets with that of the reality of income opportunities and expenditure needs (i.e. operational costs, capital costs and benefit distribution).

To assist with this process, there are number of logical steps that should be considered:

- 1: Confirm what the vision and purpose of the conservancy are.
- 2: Based on the above, consider what the ideal financial targets could be.
- 3: Then, determine what the suitable business opportunities are for the conservancy.
- 4: And then, identify conservancy-related actions that directly create an enabling environment for each of the businesses chosen by the conservancy.
- 5: Finally, work on a financial plan that aligns projected income and required expenditure together with the desired targets being set.

Helping the conservancy to reflect on these aspects will assist the decision makers to link their stated purpose with financial targets and plans. This process should help differentiate between business opportunities that are not core conservancy activities (i.e. taxi services or a trucking depot) with those business opportunities that are suitable and appropriate for the conservancy to pursue (i.e. tourism and hunting). Furthermore, understanding the conservancy's purpose and targets is extremely useful when developing the financial plan, particularly in terms of keeping operational costs low and benefit distribution high.

STEP 1: Confirm the Vision and Purpose

The **Vision** Statement describes an ideal future that all members can buy in to. It answers the following question: "What impact do we want to have?" The vision of a conservancy should convey a larger / higher sense of collective purpose, so that members and staff can clearly see themselves as working together for a common good. A useful example is of 'building a church' rather than 'laying stones'. It is meaningful enough in order to motivate people to work together towards a higher goal – building the church. The conservancy should already have a vision and it would be useful for the conservancy to remind itself about what their Vision Statement is before going into the details of planning.

The **Purpose** Statement (which many people also refer to as a Mission Statement) describes what a conservancy wants to achieve in terms of pursuing the ideal future described in the Vision Statement. There might already be a statement in the constitution that defines what the conservancy should do, for whom, and how and why the conservancy does it.

Ideally, a Purpose Statement should set boundaries on the types of activities that are most suitable. Reviewing the purpose can get the conservancy back to basics – particularly when a committee has started to skew the angles of their activities to meet the needs of other stakeholders over and above their members, or has moved into other less appropriate business activities.

Having clarity on each of these aspects should then provide a sound foundation to guide the conservancy on what the suitable business opportunities are, and what their responsibilities in ensuring an enabling environment for the business are. This step should also help to guide the conservancy in developing their long-term financial plans, specifically with respect to their expenditure plans and financial targets.

STEP 2: Establish Financial Targets

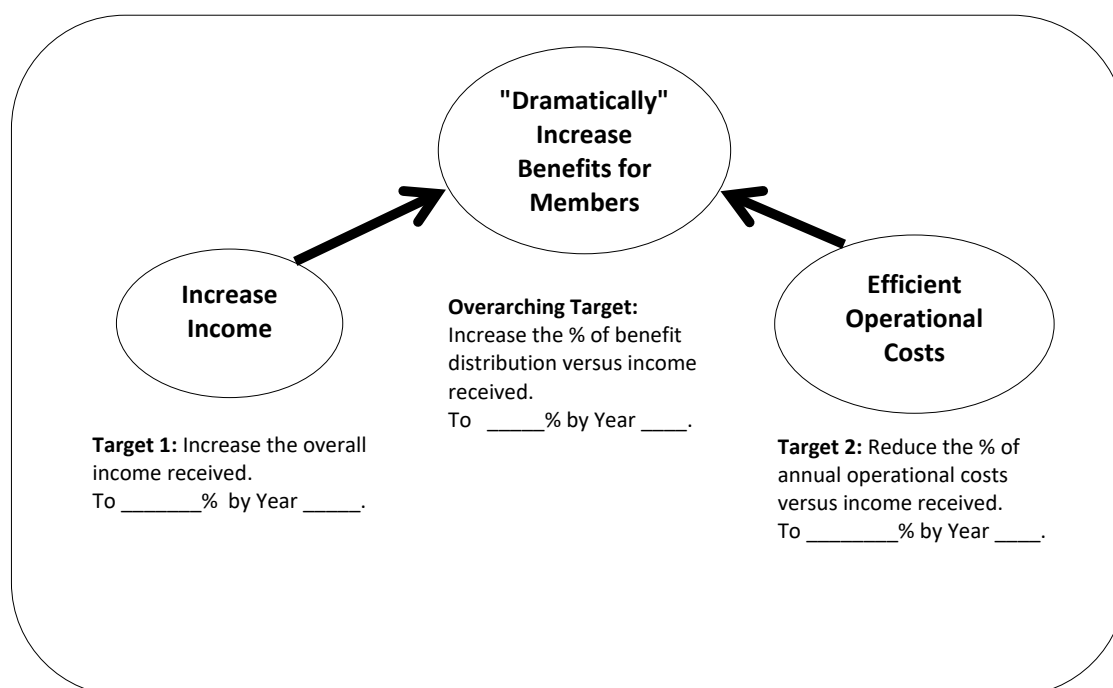
The next step is to focus on the business and financial objectives of the conservancy. For example, in the Purpose Statement the conservancy has in all probability identified that members should benefit from their natural resources. This step should add more clarity on what the conservancy exactly means by this (i.e. is it just about the **committee generating** more returns from hunting and tourism, or is it about their **members receiving** more financial benefits from the conservancy?) Hopefully it will be the latter, and that the decision makers agree that the overarching financial purpose of the conservancy is to increase benefits for their members.

Once this is established, the next step is to clearly define a set of indicative targets that can focus the conservancy towards achieving their purpose. For example, below is an example of Conservancy X's targets, which can be illustrated as per Figure 1:

- 1) **Overarching Target:** Increase benefit distribution to 50% in relation to the income being generated by Year 5.
- 2) **Target 1:** Increase income from core business activities by 50% by Year 5.
- 3) **Target 2:** Reduce operational costs to 50% in relation to the income generated by Year 5.

Figure 1: Defining the overarching financial purpose and targets

Establishing these targets, particularly the overarching target, is not going to be easy. The conservancy committee and staff must balance the desired targeted improvements with the realities of what can possibly be achieved.



An unrealistic target will cause false expectations and eventually irrelevance, particularly amongst members. An important test of feasibility is when the conservancy has worked through each of the two sub-objective targets, testing them on their own merits of whether they are achievable. If not, they might have to be lowered.

For example, the conservancy concludes that the overarching target (i.e. 50% of income is distributed) is not achievable and that the % will have to be revised (see below). The breakdown of all the targets to establish their feasibility will require several iterations, particularly when it comes to the financial planning process. However, even though it is not that easy, this process should be able to stimulate innovative thinking that could lead to performance levels being dramatically changed for the better.

To assist the conservancy with the breakdown and testing of the targets, the following table (Table 1) might be helpful. It is based on the scenario given in Figure 1, but has an added time-line. Having conducted the exercise, one can see that the two targets for operational costs and benefit distribution have had to be revised because 50% was

unrealistic. This would be the first iteration process – the second comes during the financial planning.

Table 1: Defining targets and time-line

Year	Increase Fees from the Business		Reduce Operational Costs		Increase Benefit Distribution	
	Target 1	Income	Target 2	Operational Costs	Overarching Target	Benefits
0	0%	200,000	80%	160,000	20%	40,000
1	10%	220,000	73%	160,000	25%	55,000
2	20%	240,000	67%	160,000	30%	72,000
3	30%	260,000	62%	160,000	35%	91,000
4	40%	280,000	57%	160,000	40%	112,000
5	50%	300,000	53%	160,000	45%	135,000
Target	50% Increase by Year 5		53% of Income by Year 5		45% of Income by Year 5	

The next step is to identify the most critical processes (i.e. business opportunities and enabling environment) that have the greatest impact on each of the two targets of increasing the income from business and reducing the operational costs. This process should then align the key decisions required for achieving the above targets. It is useful to keep in mind that from the perspective of maximising returns to members, seeking to **decrease** the operational cost wherever possible is as important as increasing the income from the various businesses.

STEP 3: Identify Business Opportunities and Enabling Environment

The conservancy should be asked to reflect on their current business activities, and then asked the following questions:

- Are there new business opportunities to explore and develop over the next 5 years?
- Are the current businesses (or business) running as smoothly as they should / could?

When considering the opportunities, it would be helpful for the conservancy to reflect on and be guided by their **purpose**. This should help the conservancy to focus on the opportunities that are **linked** to their core business (i.e. natural resources). The following table (Table 2) can be used to summarise the business opportunities open to the conservancy. Asking 'why' will also help the conservancy to articulate their choice of business and business structure.

Table 2: Conservancy Business Opportunities

Conservancy Name:				
Conservancy Purpose:				
Product Type	Existing Business		Potential Business	
	Why (choice of business and management structure)	Aligned with Purpose	Why (choice of business and management structure)	Aligned with Purpose
Hunting				
Lodges				
CBTE				
Natural products				

During the process of reflecting on existing business activities, or developing new business opportunities, the conservancy will need to consider how to optimise an enabling environment that encourages investment and promotes success for the respective businesses. The conservancy should consider what is required to support the business in order to ensure that it maximises the available opportunities and minimises the risk of failure.

A table similar to Table 2 can be used (i.e. Table 3), where the conservancy records what the most suitable enabling environment is for a particular business to operate under.

Table 3: Enabling Environment

Conservancy Name:				
Conservancy Purpose:				
Product Type	Existing Business		Potential Business	
	What needs to be done (enabling environment)	Aligned with Purpose	What needs to be done (enabling environment)	Aligned with Purpose
Hunting				
Lodges				
CBTE				
Natural products				

The following are some examples that could be included:

- Ensure that there is clear zonation for hunting and lodges, as well as other tourism activities.
- Ensure that each enterprise, whether in partnership or run by the conservancy, has a business plan.
- Ensure that there are regular meetings with JV partners.
- Monitor compliance (enterprise event card) and financials (financial dashboard).
- Ensure that new staff and committee members are properly briefed.

(This list can continue to grow with more suggestions.)

STEP 4: Develop a Financial Plan

A financial plan is an essential management tool for prioritising the types of operational costs and to track progress of the actual income versus expenditure (i.e. operational cost capital costs and benefit distribution). A financial plan is built on estimates and is, by nature, general. A financial plan performs a different function to a budget, which needs to be accurate and much more specific.

Developing a financial plan will help align the targets identified in the previous steps with the reality of the business opportunities and expenditure needs.

The financial plan can be distinguished by the following categories:

- Income
 - Operational Costs
 - Capital Costs
 - Benefit Distribution
- } Expenditure

When considering each of these categories, it is useful to reflect on the purpose and vision of the conservancy and the targets being set, as well as the thinking that went into the business opportunities and enabling environment. Once each of these aspects has been considered and clarified, it is easier and more logical to calculate the projected income and expenditure.

- a) **Projected Income** – For each business identified in Table 1, the conservancy should review the current status and then project the income using the existing plans, contracts, quotas, etc. It is important for the conservancy to check its historical data (see Annex 1, Conservancy Financial Poster) of the business being considered. Or, if it is new, use examples from other similar businesses elsewhere. If not known, then check with other conservancies or NGO ‘experts’. The results can then be compared with the targets that have been chosen (see Figure 2). This will start the inevitable iteration process of merging the desired target with the actual reality.
- b) **Operational Costs** – The conservancy should identify costs associated with the day to day running of the conservancy (i.e. staff, office costs, field costs, vehicle running costs, etc.). Include costs associated with managing the development and operations of the business, and refer to the Management Plan for other activities to ensure that nothing has been missed out. It might be advisable to build in a 10% annual increase to take inflation into account. Similarly to income, the conservancy should reflect on what they are currently spending, and use this as a baseline for projecting the costs. They can do this by referring to the previous year’s financial statement. The results then need to be compared against the chosen target. This will also start the iteration process of merging the desired target figure with the actual reality.
- c) **Capital Costs** – The conservancy should identify one-off activities such as the purchase of a vehicle, the construction of an office, or investment into a business. The conservancy should distinguish between financing the capital costs from their own generated revenue or from grant funding from third parties. If the financing is from their own income, then the conservancy should plan for a number of years by setting aside annual amounts into a savings account – preferably into a fixed-period investment account. The amounts to be set aside will have to be weighed up against the achievability of the indicative targets being set. If the ‘one-off’ purchase is to be funded by a grant, then the conservancy should include the amount as a grant under project income and plan to write a proposal.
- d) **Benefit Distribution** – As articulated in the above sections, the overarching target of the conservancy is to maximise the available funds for benefit distribution. Therefore, during the financial planning process it is important that the conservancy does not allocate all the income to operational and capital costs to the detriment of the members and the benefit distribution they are expecting. Instead, once the conservancy has calculated the operational and capital costs, they should determine whether the available amount left for benefit distribution is adequate in order to meet the indicative overarching target. This will start yet another iteration process of merging the desired target with the actual reality of operational and capital costs.

It is important to remind the conservancy of their purpose and targets so as to be modest in the allocation of the operational (and possibly capital) costs. It is not necessary to go into detail about the nature of the benefit distribution, as this should be left for the members to decide at the conservancy AGM.

Table 4 is a financial planning template for the conservancy to use when calculating and recording each of the above categories. The design allows the conservancy to track progress against a five-year plan.

The sections include the following:

- a) **Income:** Focus on core business activities (i.e. not interest).
- b) **Operating Costs:** Focus on broad categories without having to go into too much detail.
- c) **Benefit Distribution:** It is not necessary to allocate how the funds are to be spent, as this will be dependent on the AGM outcome.
- d) **Capital Costs**

Table 4: Financial Plan

CONSERVANCY NAME: _____

Income		ACTUAL					
		2009	%	2010	%	2011	2012
	Actual	882		914			
	Projected	848	100	420	100	842 479	1 487 236
				691			
				220	100		1 174 450
Hunting Fees	Actual	882		881			
	Projected	848	100	270	96	838 411	1 008 750
				691	100		939 450
V. Fulton - Hunting	Actual						129 010
	Projected						
	Actual						107 000
	Projected						
	Actual						11 000
	Projected						
	Actual						9 275
	Projected						
	Actual						6 055
	Projected						41 000
Plant Utilisation Fees	Actual				0	4 068	8 357
	Projected						15 000
Grants	Actual						
	Projected						
HWC Funds	Actual						135 000
	Projected						176 000
Other	Actual			33	4		72 789
				150			3
	Projected						000
Comments/Assumptions							

		ACTUAL					
		2009	%	2010	%	2011	%
Operating Costs	Actual						
	Projected						
Salaries and Wages	Actual			874 721	100	721 555	100
	Projected			638 880	100	-	100
Sitting Allowances	Actual			554 925	77	470 330	65
	Projected			481 680	75		
S & T/Per Diem	Actual					29 596	4
	Projected					9 800	1
Vehicle & Transport Costs	Actual			103 919	14	127 788	18
	Projected			105 800	17		
Field Costs (allowance & field equipment)	Actual			3 514	0	20 140	3
	Projected			9 400	1		
Meeting/ Workshop/ Training Costs	Actual			17 143	2	29 915	4
	Projected			17 000	3		
Office and	Actual			34 717	5	29 375	4
	Projected			14 500	2		
Bank Charges and Social Security	Actual			7 656	1	1 611	0
	Projected			7 500	1		
HWC	Actual			3 000	0		
	Projected						
Other Costs	Actual					3 000	0
	Projected						
Comments/Assumptions							
						000	0

		ACTUAL					
		2009	%	2010	%	2011	%
SME	Actual			- 2		-	
	Target			780 10		2 831	
SME Income	Actual			198 4			
	Target			000 10		9 968	
SME Costs	Actual			198 6			
	Target			780		12 799	
Comments/Assumptions							

		ACTUAL					
		2009	%	2010	%	2011	%
Benefit Distribution	Actual			36			
	Projected			000	100	47 000	100
Community Projects	Actual						
	Actual					288 640	80
Cash	Actual			28		4 670	1
	Actual			500	79	27 000	57
Distribution Traditional Authority	Actual			7			
	Actual			500	21	20 000	43
Comments/Assumptions							

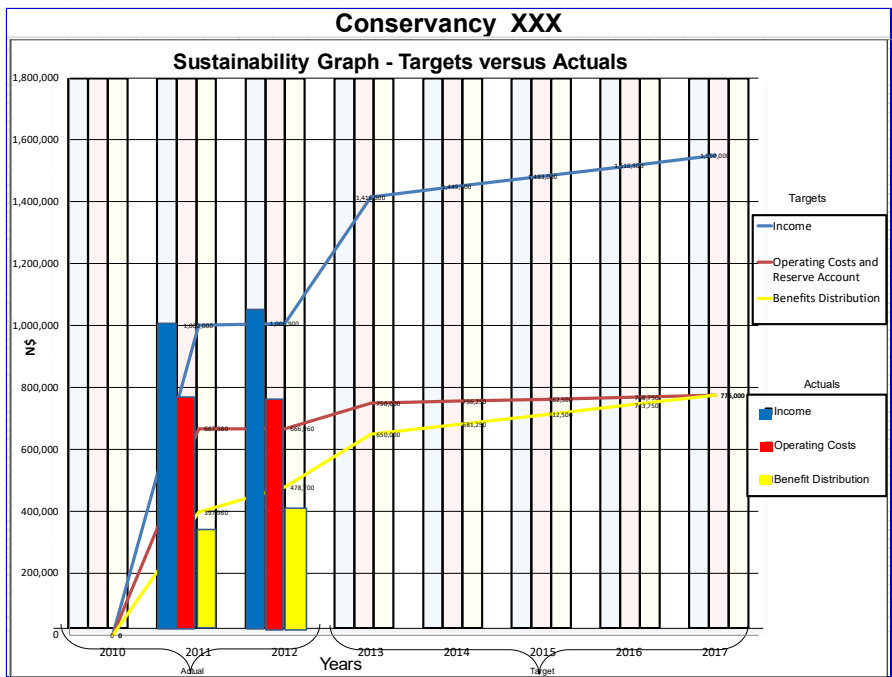
		ACTUAL					
		2009	%	2010	%	2011	%
Capital Costs	Actual						
	Projected			58	100	27 953	100
Office	Actual			800			
	Projected					9 291	33
Vehicle	Actual						
	Projected						
Equipment	Actual			58		18 662	67
	Projected			800	100		
Other	Actual						
	Projected					11 656	100
Comments/Assumptions						96 000	100

		ACTUAL					
		2009	%	2010	%	2011	%
Summary							
Income	Actual	882 848		914 420		842 479	
(% is on Growth of Income per 2012)	Target			691 220			
Operating Costs	Actual			721 874	79	721 555	86
(% is on Income)	Target						
Benefits Distributed	Actual			638 880	92	47 000	6
(% is on Income)	Target			36 000	4		
Capital Costs	Actual						
(no target)	Target			58 800	9	27 953	3
	Actual			1 672 294		1 638 987	
	Target	882 848		1 388 900			
Comments/Assumptions							

STEP 5: Develop a Sustainability Graph

The purpose of the Sustainability Graph (see Figure 2.1) is to clearly illustrate projected targets (i.e. income, operational costs, and benefit distribution) versus the actuals achieved (which are shown as bar charts for each year, for each category). Income and operational costs targets are the two upper lines on the graph, and, obviously, income should always be higher than operational cost. The lower line represents the benefit distribution target, and should clearly increase in line with the income target.

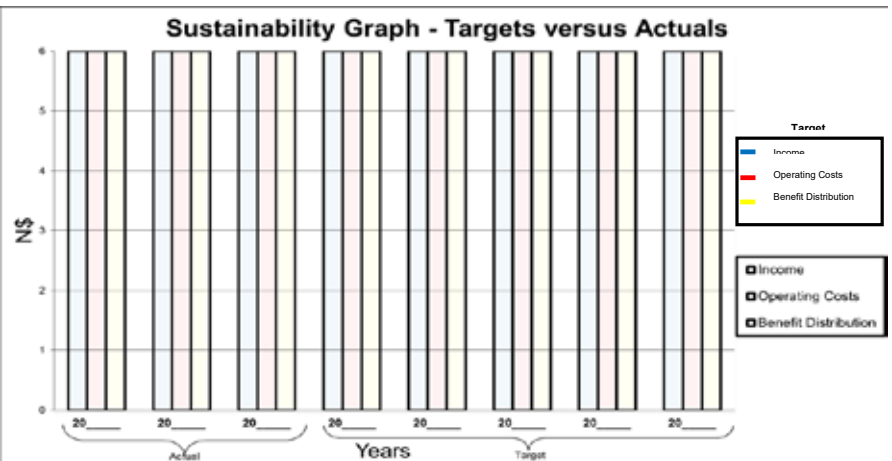
Figure 2.1: Sustainability Graph



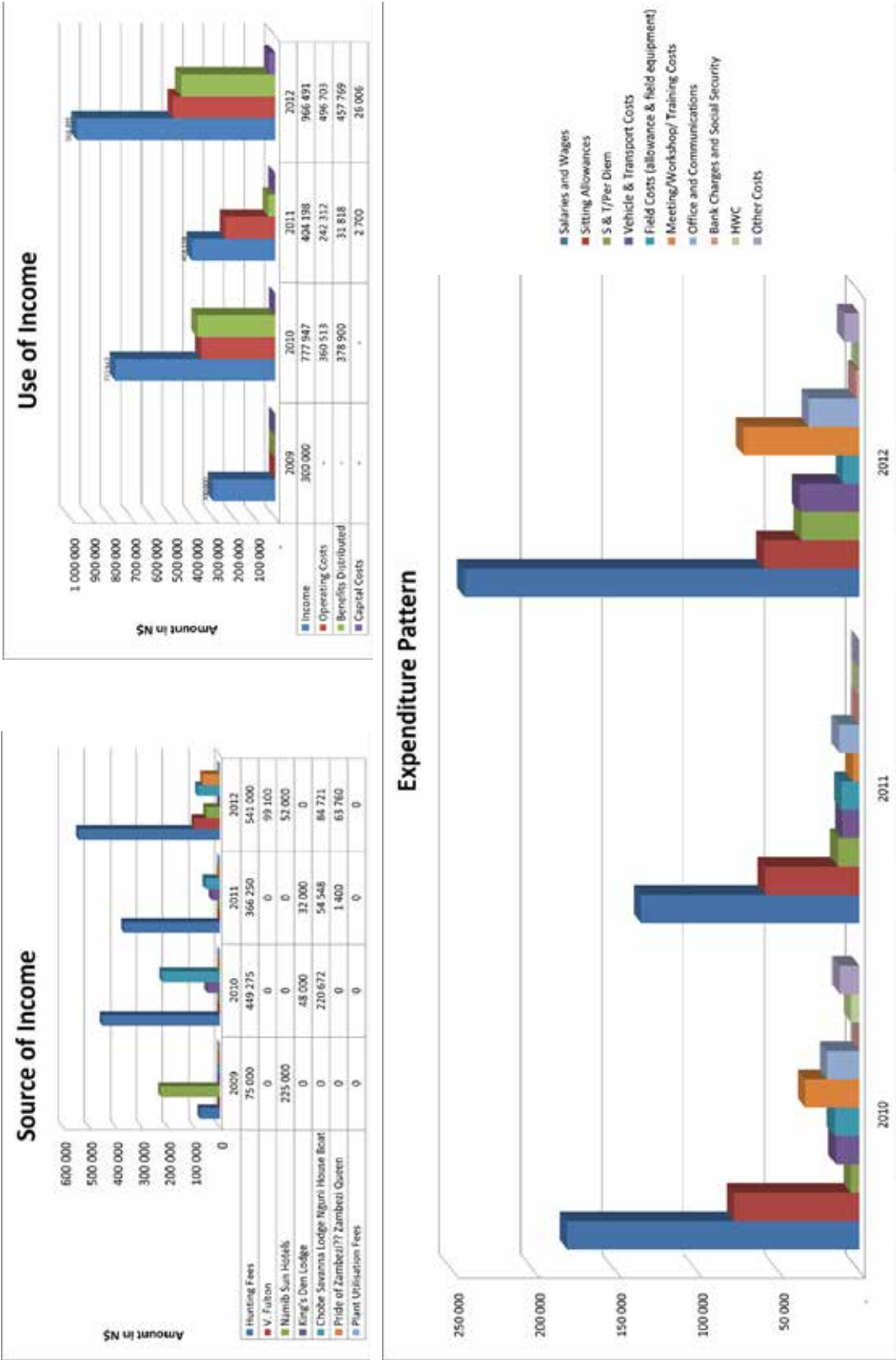
The following Sustainability Graph (Figure 2.2) can be adapted as a tool for the Conservancy Committee to use when managing and communicating their financial situation with the aim to:

- a) financially sustain themselves (i.e. income exceeds operating costs); and
- b) monitor their adherence to the targets being set.

Figure 2.2: Sustainability Graph



Sustainable Business Planning



THE SIX-STEP PROCESS FOR DEVELOPING A BENEFIT DISTRIBUTION PLAN

STEP 1 – Preparation

The conservancy must have a completed SBFP and an agreed target for their Social/Benefits Budget (i.e. 50% of the overall budget).

TAKE NOTE:

Remember, your aim is to increase benefits.

STEP 2 – Community consultation in conservancy areas / villages

A facilitated consultation by committee members (and additional members, if desired), which is led by an experienced facilitator, is conducted at conservancy area and/or village level in order to:

- a) set the objectives for the BDP and to establish the guiding principles;
- b) identify the total range of intangible and tangible benefits that members currently experience or would like to see provided by the conservancy, such as wildlife for their children to see, jobs, meat, social projects, transport, etc. (this process is guided by the experienced facilitator);

TAKE NOTE:

Use the benefits listed in point b) to create the benefits prioritisation in point c).

- c) prioritise the benefits through a ranking exercise that involves discussing the trade-offs between different types of benefits. For example, more jobs increase the operational budget and reduce the amount available for benefits; or wildlife could either be used for meat or to generate cash from shoot and sell (remember to take note of any guidance provided by your Conservancy Constitution); and

TAKE NOTE:

Point d), like points a) – c) above, aims is to conclude with a series of procedures for the actual distribution of the various benefits.

In some cases, these would be more like principles (e.g. ensuring that job opportunities are made available to each community within the organisation), and in others, they would be procedures for decision making and the actual hand-over of benefits (e.g. cash, projects, etc.).

- d) re-visit and discuss the effectiveness and/or satisfaction of current distribution methods, and to establish the proposed processes for the future distribution of different types of benefits (e.g. meat, cash, projects, etc.).

This step takes some effort and its outcome is a long-term plan (3 to 5 years). The village consultations only need to be done every 3 to 5 years, but it is useful to review the information each year in order to capture any significant changes (e.g. drought, floods, etc.) that have had an impact on the members.

STEP 3 – Consolidating results of the consultations

In a facilitated process, the Conservancy Committee consolidates the results of the conservancy area/village consultations through the clustering of issues, and further discussion of trade-offs in relation to the budget.

STEP 4 – Developing the Benefit Distribution Plan

The committee works to develop the draft BDP document which contains the objectives, principles, prioritised matrix of benefits, and the procedures or rules that guide the distribution of each type of benefit. This developed BDP will serve as a framework for the detailed budgeting that needs to take place.

STEP 5 – Approving the Benefit Distribution Plan

Ideally, the BDP is taken back to each conservancy area or village, where it is explained and adapted if necessary, and approved. The BDP should then be tabled and officially approved at a General Meeting or the AGM of the conservancy.

STEP 6 – Implementation and review

The committee uses the BDP to guide detailed budget decisions. For example, if you find that providing support to certain schools is a priority, the committee must first determine the needs of these schools. Then, based on the available funding, the committee must budget accordingly. Some conservancies will have separate operational and benefit accounts and these should be used accordingly.

There is no need to carry out this step annually. However, the BDP should be reviewed by the Conservancy Committee, as well as at the AGM, in order to monitor progress and to see whether there are any changes regarding the priorities that were approved by the members. As with the SBFP, regular review and evaluation of the BDP's implementation should be a calendar event, which should be institutionalised within the conservancy.

General Tips for Community Facilitators

The facilitator provides a process that helps conservancy members to discuss their own content in the most satisfactory and productive way possible.
The facilitator generally remains neutral.

The facilitator should:

- ➔ **help people come to their own conclusions about what should be done**
This means that you should not lecture the conservancy members about what you think should be done. The aim of a facilitator is to help the conservancy members to make a decision based on the best available information and on what they believe to be in their own interests.
- ➔ **provide a structure for discussion and decision making**
This leads to agreement on what should be done.
- ➔ **listen**
Listening to what the community members are saying and understanding the reasons for their contributions defines a good facilitator. If you do not think you have understood a point that has been made, you must ask for clarification.
- ➔ **ensure that every issue being discussed is finalised before moving on to the next issue**
If someone introduces a new issue before the one being discussed is finalised, either write it down on the flipchart or ask that person to hold the issue until you can come back to it.
- ➔ **recognise when a proposal has been made, and should ensure that everyone present has an opportunity to consider the proposal and decide whether to accept it or not**
If there are counter proposals, then these need to be clearly stated and discussed, and a decision needs to be made regarding which proposal to accept.
- ➔ **help the community to assess whether a proposal is appropriate and useful or not**
Your role is not to just accept whatever the community proposes; instead, it is to help the community to think through the potential consequences of each proposal.
This is extremely important. The Benefit Distribution Plan should **NOT** be just a wish list of everything the community would like to see. If social projects are proposed, they need to be viable and affordable. Remember, the Conservancy Committee needs to establish the viability and affordability before a project becomes part of the conservancy Benefit Distribution Plan.
- ➔ **ask a lot of questions to help community members think through an issue rather than simply saying that something is inappropriate**
These questions can include the following: Will this work in practice? Who will do it? Can you afford it? What if...? You need to use your own knowledge and experience to help the community realise by themselves that a course of action might not be advisable.

➔ **propose ideas**

You should only do this if you think it will make a positive contribution. However, be prepared for your idea to be rejected if people do not like it. Do not spend unnecessary time trying to persuade people to accept your proposed idea just because you thought of it – move on.

➔ **concentrate throughout the process**

You need to continuously listen and understand, ask good questions, capture proposals, and sometimes even try to resolve conflicting proposals or touchy, sensitive issues. This means that you have to be thinking all the time, analysing what you are hear, and then thinking ahead about how you will deal with each situation that arises.

➔ **keep time and ensure that there are sufficient break-times to guard against fatigue**

If it is necessary, use energisers to keep people interested and alert.

➔ **ensure that as many people as possible participate during the meeting**

Do not allow a few people to dominate the discussion. If it is necessary, hold separate sessions for men and women in order to promote women's involvement.

Benefit Distribution Plan

Conservancy: _____

Conservancy Purpose:

To strengthen the management and protection of wildlife and natural resources in order to ensure that current and future generations can enjoy the benefits from sustainable consumptive and non-consumptive use, thereby improving livelihoods.

Benefit Distribution Plan	Period	Amount	Comments / Plans
	Target (5 Years)		

These Guidelines were attached as Annex 2 to a Memorandum which was sent to all conservancies by the Minister of Environment and Tourism in 2008.

NOTES AND GUIDELINES FOR DEVELOPING AN APPROPRIATE METHOD FOR THE EQUITABLE DISTRIBUTION OF BENEFITS TO MEMBERS OF THE COMMUNITY

NOTES

- 1) Section 24A (2) (c) of the Nature Conservation Amendment Act (1996) requires that before the Minister can register the conservancy, he/she must be satisfied that a Conservancy Committee “has an appropriate method for the equitable distribution, to members of the community, of benefits derived from the consumptive and non-consumptive use of game in the conservancy.”
- 2) Section 155B (3) (g) of the Regulations accompanying the Act requires that the Conservancy Constitution must state “the procedure for members of the community to decide on the policy to be followed by the conservancy committee in the equitable distribution of benefits.”
- 3) The Ministry therefore requires that in order to be registered by the Minister, a conservancy must have a method for equitable benefit distribution as well as a procedure for taking decisions on benefit distribution in the future.
- 4) The regulations require that this procedure should be contained in the Conservancy Constitution. An example of such a procedure is that benefit distribution should be contained in the conservancy budget and should be approved by the members of the conservancy at the conservancy Annual General Meeting (AGM).
- 5) However, the method required by legislation needs to be described in Section 8 of the Conservancy Application Form. These guidelines focus on the development of the method for benefit distribution, which must be described in the application form.
- 6) Conservancy Committees and members developing a method for benefit distribution should be aware that the word ‘equitable’ that is used in the legislation and regulations does not mean ‘equal’; instead, it means ‘fair’.

GUIDELINES

- 1) The method for equitable distribution of benefits is intended to provide an initial guideline for the conservancy, and will most likely change once the conservancy actually starts to receive income. It should therefore be kept simple and it should provide a broad framework for benefit distribution.
- 2) The method should indicate the following:
 - a) The overall objective of benefit distribution within the conservancy.
 - b) Identification of any specific target groups for benefits (e.g. the sick and elderly, the traditional authority, people suffering from human wildlife conflict, etc.)
 - c) The means by which benefits will be distributed (e.g. through social projects such as building an extra classroom for the school, cash dividends to members, provision of jobs to members, or a combination of these, or any other means the conservancy identifies).

Members' Benefits Action Plan

Conservancy: _____

Period: _____	Outcome # ____: _____			
Activity	Action Officer	Start Date	End Date	Comments

Increasing Benefits for Conservancy Members

WORKSHOP EVALUATION FORM

Venue: _____ **Date:** _____

Facilitator/s: _____

Evaluation		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	The facilitator was knowledgeable about the workshop content.					
2.	The workshop content was well presented by the facilitator.					
3.	The workshop content was relevant.					
4.	The workshop content was easy to understand.					
5.	I gained new information.					
6.	I learnt new skills.					
7.	The allocated time for the workshop was sufficient.					
8.	The workshop met my expectations.					
9.	Workshop logistics:					
a)	Notice for the workshop was given on time.					
b)	The venue was appropriate.					
c)	Transport was well organised.					
d)	Meals and accommodation were satisfactory.					

ADDITIONAL QUESTIONS

1. Which aspect (or aspects) of the workshop did you find the most valuable, and why?

2. Do you have any other comments/suggestions that could help with improving future workshops?

3. Do you need any follow-up training, or training in other areas?
If so, please list them.

COMMUNITY WELLBEING SURVEY

APPENDIX 1

The Marienfluss Conservancy						
Community Perceptions of the Conservancy's Contribution to Community Wellbeing						
ASPECT OF WELLBEING						
1. Economic Resources						
1.1 Contribution to securing land and resource tenure	1.2 Contribution to overall community income	1.3 Contribution to providing jobs (conservancy & JVs)	1.4 Contribution to providing other livelihood opportunities (e.g. Devil's Claw harvesting, crafts, etc.)	1.5 Contribution to the availability of quality services (e.g. water provision and the provision of infrastructure such as boreholes)	1.6 Contribution to accessibility/ transport	1.7 Contribution to provision of game meat
						1.8 Contribution to HWC mitigation/ reduction

APPENDIX 1

In the past people just used to come in to settle, but now the conservancy provides a boundary for people that live together and includes the grazing and a control method for taking care of the resources in your area.	JV lodges: Wilderness Safaris Skeleton Coast Safaris Okhiorongo River Lodge	Conservancy staff = 15	<i>Commiphora</i> gum harvesting and sales.	Conservancy contributed to the construction of the local school.	Conservancy owns 2 vehicles which are used to transport sick people to hospital in Opuwo (a 7-hours' drive), or the closest clinics (a 3-4 hours' drive). Vehicles are also used for game monitoring patrols, to transport members to meetings, to take bodies of the deceased to Opuwo, and to bring members together for the annual Christmas community celebration.	Game meat is distributed once a year, where a springbok or oryx is provided per household.	HWC is not a major problem in the conservancy. The conservancy received N\$60 000 from MET for payments to offset HWC losses. Mostly the conservancy for the conservancy payments to members and has been used up. Conservancy sets aside N\$2 000 a month to build up an HWC payment fund again.
We have rights over wildlife. In the past people were just poaching, but now we can sell wildlife and get income.	Own camp site	Tourism lodges staff from conservancy = 11	Craft sales	Conservancy provided 2 water tanks and the engine for the water point at Okaheza, and a solar panel, tanks and an engine for the water point at Orumue in collaboration with Wilderness Safaris.	Conservancy provided 2 water tanks and the engine for the water point at Okaheza, and a solar panel, tanks and an engine for the water point at Orumue in collaboration with Wilderness Safaris.	Game meat is provided for participants at conservancy meetings and for Traditional Authority meetings.	
We have been given rights over tourism.	Trophy hunting and shoot and sell hunting.		Tourists pay for photos.	Conservancy paid \$28 000 to cover costs of water exploration.		An oryx is provided for funerals.	

The conservancy has applied to be registered as a community forest to give it legal rights over forest resources.			Making gardens at conservancy-funded water points.	Conservancy plans to get water provided away from the river so people and livestock don't have to use the river where there are crocodiles.		The school is provided with game meat (e.g. an oryx) after the annual game count and if it has problems with food.
Some people moved in from Orupembe Conservancy to the upper Marienfluss Valley and scared all the Springbok away. The community decided the people must go back to where they came from.				Conservancy paid for labour to construct the road to Orumue and has further plans for road construction.		Game meat can be bought by members at a discount when animals have been shot by trophy hunters.

RATING:

Young men: Average 4. Median 4.
 Older men: Average 4. Median 4.
 Young women: Average 4. Median 5.
 Older women: Average 4. Median 3.

Average Rating = 4. Overall Median = 4.

COMMENTS BY PARTICIPANTS:

Older man: The conservancy is like a person. If you ask a favour and I help you then I am good, but if I don't help you then I am bad. The principle of the conservancy is good, but it depends on people to implement it and people are flawed. Good things have been done, but there are some little things that need to be improved on. The conservancy aims to please everyone, but some will not get what they want.

Younger man: I rate 5 because we get good support from the conservancy income from wildlife.

Older woman: The support from the conservancy is very good. They assisted my child by covering her school costs in Grade 8, and the conservancy helped with the water point where we live and distributes meat.

Younger woman: The conservancy brought us rights over resources and we get income from jobs.

Problems identified by participants: The meat is not always distributed in time if vehicles are not available, so it has to be frozen and people have to walk very far to collect it. Not all areas have water points.

ASPECT OF WELLBEING				
2. Community Action and Participation				
2.1 <i>Contribution to Community acting on its own behalf (e.g. what actions by conservancy on behalf of the community)</i>	2.2 <i>Contribution to developing/improving community relationship with govt./NGOs/others</i>	2.3 <i>Contribution to community unity/trust/cooperation</i>	2.4 <i>Contribution to bringing together men & women, young & old</i>	2.5 <i>Contribution to the availability of information and communication</i>
Community takes decisions through the conservancy (e.g. decisions to equip boreholes to provide water, or for a school to be constructed).	The conservancy has a good relationship with MET. If there is a conflict in the community, MET and NGOs will help.	The community makes decisions together – including young and old and men and women.	The conservancy brings together men and women and young and old.	The conservancy is a channel for communication – it brings information from outside.
The conservancy requests many things from MET and the Regional Council (e.g. for a game water and a patrol base for the game guards, for a communication system to be installed, and for water points away from the river).	The Ministry of Health works through the conservancy to reach the community.	The Christmas celebration funded by the conservancy brings everyone together.	4 women are on the conservancy committee.	The conservancy brought information on HIV/AIDS.
		All groups, OvaHimba, OvaTjimba, and OvaZemba are brought together in community meetings and the conservancy works with the Himba Indigenous Peoples Organisation (HIPO).		The conservancy gives warning when predators are in the area.

<p>RATING: Young men: Average 5. Median 5. Older men: Average 5. Median 5. Young women: Average 5. Median 5. Older women: Average 3. Median 3. Average Rating = 5. Overall Median = 5.</p> <p>COMMENTS BY PARTICIPANTS:</p> <p>Older man: Very good! We are sitting together with gender equality and there is good communication from the conservancy to the community. Very old man: Before the conservancy we didn't have meetings together, but now you can see the men and women together and the young and old. Young man: The conservancy is working fairly, there are men and women on the committee and job opportunities are available to young and old – there is no discrimination. Older woman: Old and young and men and women sit together to take decisions. The conservancy should give more feedback to the members left at home when meetings take place. Older woman: The conservancy has enlightened me about a lot of things I didn't know before, such as trophy hunting, HIV/AIDS, and HRM. Two young women: The conservancy has brought men and women together, and the women can say no to something and this will be accepted.</p>		
ASPECT OF WELLBEING		
3. Capacity, Confidence and Pride		
3.1 <i>Contribution to skills and expertise in the community (e.g. training)</i>	3.2 <i>Contribution to community confidence (e.g. in relationships with outsiders or taking own action)</i>	3.3 <i>Contribution to pride in the community</i>
General training received through the conservancy: <ul style="list-style-type: none"> • Tourism awareness (how to deal with tourists) • HIV/AIDS awareness • Exposure visit to Zimbabwe and Botswana • HRM • Soccer training ("We never had that before for Himba children!") • Public speaking for women • Sustainable <i>Commiphora</i> gum harvesting 	<p>NOTE: This element was combined with the next one as participant responses overlapped with 2.1 above and 3.3.</p>	The conservancy makes people proud to be part of the community because: <ul style="list-style-type: none"> • the community has its own transport; • the community built its own school; • there are water points supported by the conservancy; • through the conservancy, there are individual incomes that cover our daily costs; • Marienfluss is one of the highest earning conservancies in the area; • children have been sent to school (a young man has reached Grade 11 funded by the conservancy and through the local school funded by the conservancy); and • local people have been in aeroplanes to travel to Windhoek!

<p>Committee and staff training:</p> <ul style="list-style-type: none"> • Game guard training (patrols, game counts, Event Book) • Camp site operation • Financial administration 		
<p>Conservancy supports school children with fees and transport. There are 10 pupils at school in Opuwo supported by the conservancy.</p>		
<p><u>RATING:</u></p> <p>Young men: Average 5. Median 5. Older men: Average 5. Median 5. Young women: Average 4. Median 4. Older women: Average 5. Median 5. Average Rating = 5. Overall Median = 5.</p> <p><u>COMMENTS BY PARTICIPANTS:</u></p> <p>Young man: We need more training. Young man: Support for education is very important. Older man: I am proud because before we had to hunt illegally to get meat, but now we get meat legally through the conservancy. Older man: Very proud because we travelled in an aeroplane to Windhoek – imagine a Himba woman travelling in an aeroplane! Older woman: I am very proud because we are sending our children to school, and we get benefits such as meat and water points. Older woman: I am proud because we have been given rights over our resources and have our own transport. Young woman: In 2003, as a school learner, I was taken to other countries to see different wildlife. Young woman: I am proud because our children can be educated. I am employed by the conservancy and can cover my costs and build my own house.</p>		

ASPECT OF WELLBEING		
4. Community Culture and Values		
4.1	4.2	
Contribution of existence of wildlife and link to culture and values	Other	
Many uses of wildlife such as leather products from skins, medicinal uses and witchcraft.	The conservancy brings tourists who take photos of our traditional culture, so the conservancy contributes to keeping our culture.	
When performing a ceremony to commemorate the forefathers, kudu horns must be placed on the holy fire.		
Some matrilineal and patrilineal lines take the name of different wild animals, including lion. People from that line should not kill any animal the same colour as a lion.		
Even if wild animals cause problems, they are our beauty and we have to live with them. It is like fire: without fire there is no life, but fire can cause damage – it is the same with our wildlife.		
<u>RATING:</u> Young men: Average 5. Median 5. Older men: Average 5. Median 5. Young women: Average 5. Median 5. Older women: Average 4. Median 4. Average Rating = 5. Overall Median = 5.		
<u>COMMENTS BY PARTICIPANTS:</u> Young man: The medicine from wildlife is important and the conservancy is protecting the wildlife so we can have medication. Young man: All wild animals linked to our culture are being protected by the conservancy game guards. Young man: Good conservation is provided by the conservancy so that the younger generation can see wildlife. Older man: Protection of wildlife is good and this ensures that the upcoming generation will see the wildlife, and the link to our culture will be maintained. Older woman: Wildlife has a lot of meaning for us because it is used for many different things. Younger woman: Because of wildlife, the tourism helps our culture.		

ASPECT OF WELLBEING		
5. Environment		
5.1 <i>Contribution to wildlife conservation</i>	5.2 <i>Contribution to maintenance of resources (e.g. grazing, water, indigenous plants)</i>	5.3 <i>Contribution to community response to drought</i>
The conservancy employs game guards to protect the wild animals.	The conservancy ensures sustainable harvesting of <i>Commiphora</i> gum.	Conservancy zoning meant that there was grazing still available in the wildlife and tourism zones, which the community could use as emergency grazing for livestock.
Hunting is legal, according to the quota.	The conservancy has also applied to become a community forest to increase authority over other resources.	Conservancy made a drought assistance payment of N\$450 per member to buy food to supplement the food aid from government, which was only bags of maize meal.
	Protection of palm trees, and various other plants and trees.	Income from employment and <i>Commiphora</i> gum helped people to buy food during the drought.
Game is being well protected.	The conservancy has improved water provision.	
<p><u>RATING:</u></p> <p>Young men: Average 4. Median 4 Older men: Average 5. Median 5. Young women: Average 5. Median 5. Older women: Average 5. Median 5. Average Rating = 5. Overall Median = 5.</p> <p><u>NOTE:</u> The male participants rated the drought support consistently lower than the conservancy contribution to natural resource conservation and found it difficult to give an overall rating for this aspect – giving separate ratings for conservation and for drought response. As the female participants rated the overall aspect, we have maintained an overall rating for this aspect of wellbeing.</p> <p><u>COMMENTS BY PARTICIPANTS:</u></p> <p>Older man: The forest and wildlife are being well protected, but we have experienced a lot of droughts over the years and last year was the first time we received help from the conservancy. The conservancy needs to do more to assist in drought years.</p> <p>Younger man: Conservation is being done well, but the conservancy is only in the beginning stage of providing drought help. It needs to finalise its drought strategy.</p> <p>Older woman: The own-use quota helped during the drought to provide meat, and we could make gardens to grow food with water from the water points.</p> <p>Young woman: Income from <i>Commiphora</i> helped us to buy food and toiletries during the drought, and saved us from selling our livestock.</p>		

