

# Best Practices #1.1: WMA organization structure, roles and responsibilities.



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In this guide:

- ❑ Organogram showing key organs of the WMA
- ❑ Functions of the key organs (The AA, advisory board and management team)
- ❑ Detailed job descriptions of key management positions in a WMA

## 1 What is an organization structure?

An organizational structure is a system that outlines how certain activities are directed in order to achieve the goals of an organization. These activities can include rules, roles, and responsibilities.

The organizational structure also determines how information flows between levels within the company. Successful organizational structures define each employee's job and how it fits within the overall system (Investopedia<sup>1</sup>).

## 2 Key WMA organs

A Wildlife Management Area is village land agreed on and demarcated by one or more villages, primarily for wildlife conservation and for businesses based on wildlife conservation.

The structure of the WMA is defined in the WMA regulation, composed of 3 core organs, namely: The Authorized Association (AA) council, the Board of Trustees and the Management team. The host district of each WMA also forms a District Natural Resources Advisory Body (DNRAB) which also plays as and District Advisory Board (DAB) for the WMA.

### 2.1 The Authorized Association (AA)

The governing body of a WMA is composed of a council of elected representatives from each of the WMA member villages to form an **Authorized Association (AA)** which is accountable to the village council(s) of the member village(s). The AA is led by a chairman and has its own sub-committees. Each WMA decides on its constitution regarding the sub-committees they want and then AA members are voted into these committees. Common AA committees include; - Executive committee, Finance and planning committee, Security and environment committee, education and social services committee as well as the disciplinary committee. **The AA is responsible for all WMA related affairs on behalf of the member villages.**

### 2.2 The board of trustees

To establish a good leadership and oversight, the WMA also maintains a **board of trustees** (constituting between 5 to 10 members, usually 1 representative from each member village or ward). **The board of trustees holds the WMA in trust and addresses any external conflict** that is beyond the capacity of the office bearers as well as the AA council. The WMA constitution directs how the AA obtains their board of trustees and defines the length of term between each election.

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<sup>1</sup> <https://www.investopedia.com/terms/o/organizational-structure.asp>



### 2.3 The advisory board

The advisory board, also known as the District Natural Resources Advisory Body (DNRAB) is established in accordance with section 33(1) of the wildlife conservation act of Tanzania<sup>2</sup> for the purpose of **advising the AA and the respective local government authorities on matters relating to coordination and administration of the Wildlife Management Area** as well as collaboration with stakeholders primarily the government. It is therefore by default that any district in Tanzania with a declared WMA in its area would form this DNRAB for these WMA(s). The district commissioner (DC) shall be the chairperson and the district game officer (DGO) a secretary of the DNRAB while other district officials will become members as directed by section 25(1) of the

WMA regulation<sup>3</sup>. These will include, but not limited to, the district executive director (DED), the district legal officer, land officer, livestock officer etc.

### 2.4 The management team

A WMA like any other businesses, requires a separation of management and governance functions. The WMA regulation requires the AA to at least employ a professional secretary and accountant. The secretary is sometimes referred to as a WMA manager. The two are the core management team of a WMA, however, the law allows the AA to recruit and employ other qualified officials as they deem fit for the proper management of WMA activities. These might include tourism officer, operations officer, community liaison officer etc.

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### 3 WMA Organization structure

#### 3.1 Overall WMA organization structure.

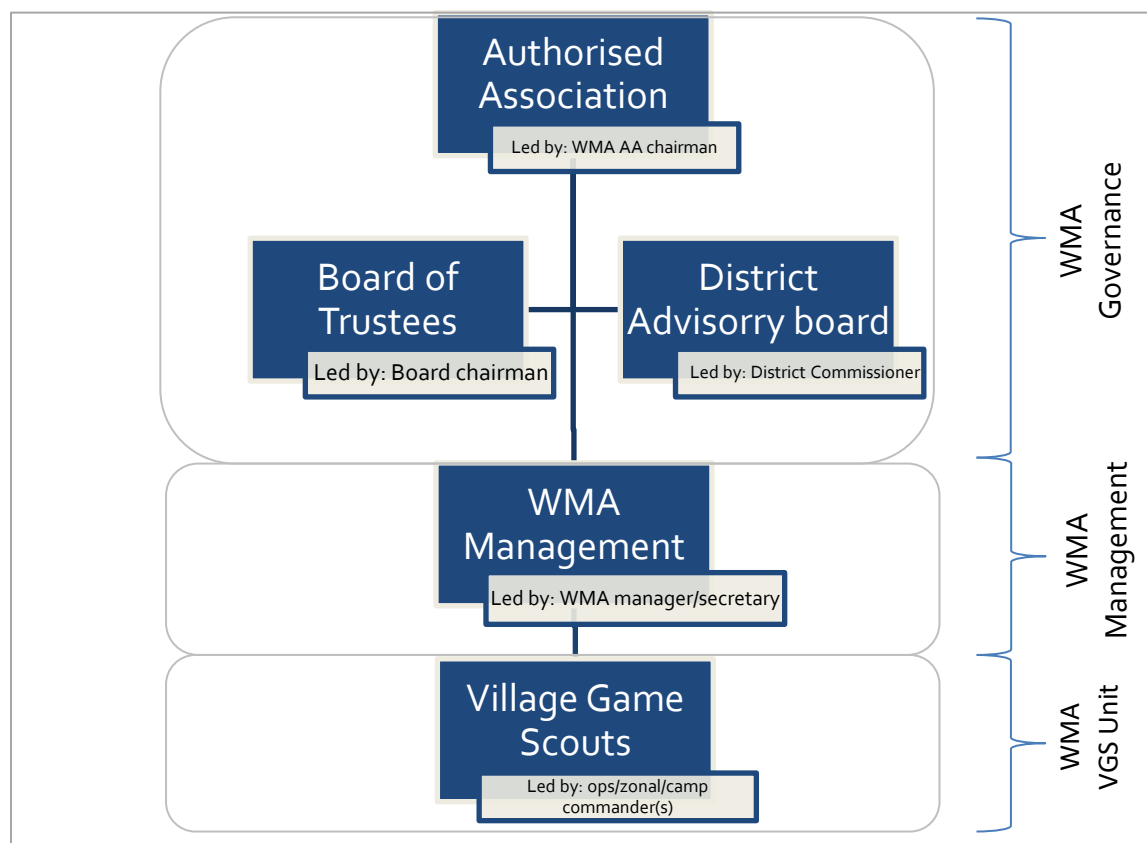


Figure 1: WMA overall organization structure showing core WMA organs.

#### 3.2 Organization structure for Authorized Association (AA) Committees.

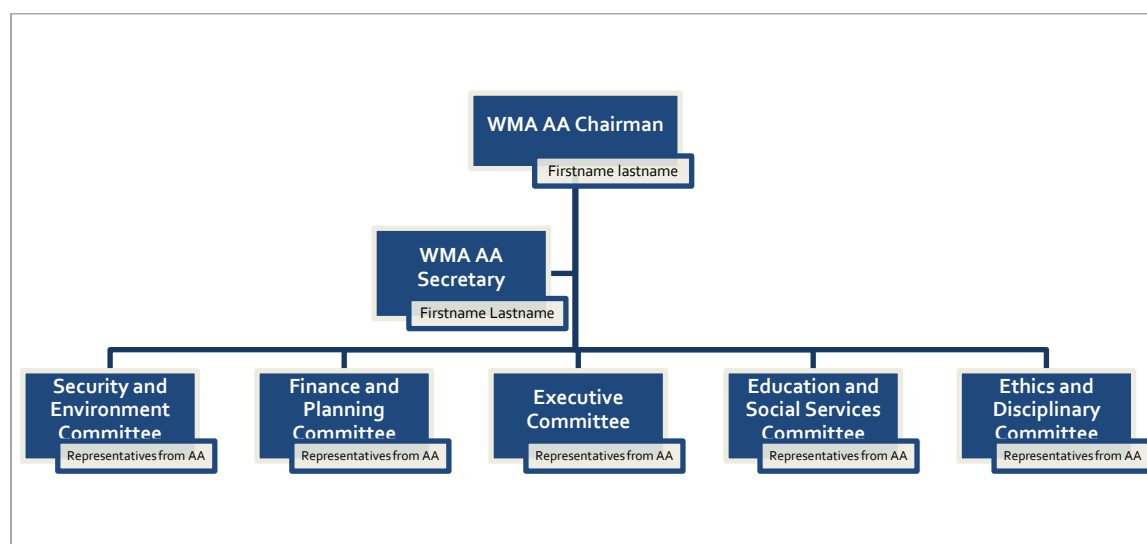


Figure 2: WMA Authorized Association (AA) Committees – organization structure



### 3.3 WMA management team organization structure.



Figure 3: WMA core management team - organization structure.

## 4 Roles and responsibilities for the WMA governing body.

### 4.1 The AA responsibilities<sup>4</sup>

- Acquire WMA user rights
- Accountable to the Village Council by reporting WMA activities, plans and budgets to the Village Assembly and District Council.
- Recruit village game scouts from member villages with approval of the respective villages
- Recruit, oversee and hold management of the WMA accountable.
- Formulating and approving WMA constitution, bylaws and policies.
- Approving WMA plans and budgets, including the business plan(s), annual work plans, quarterly plans and other project plans.
- Preparing land use plans for member villages and general management plan or resource management zone plan of the wildlife management area;
- Secure favorable business environment in wildlife management areas.
- Play a supportive role in the making of wildlife conservation by-laws of any concerned village.
- During the appointment of potential investors in the WMA, develop a mechanism, modality or system that is transparent and in line with the principles of good governance.
- Implement mechanisms for equitable sharing of WMA benefits in accordance with government guidelines.



- Oversee investment and development activities in the WMA.
- Collaborate with government and other stakeholders for WMA interests.
- Decide modes of utilization and propose permits and quota of resources in the WMA in accordance with the government regulations.
- Perform such other function for the better performance of the WMA as per WMA regulations, constitution, RZMP and other WMA plans.

#### 4.2 Responsibilities of the district advisory board

- Provide technical advice and give guidance to WMA on any matters of plans, activities and implementation.
- Provide guidance on village land use plans.
- Support enforcement of wildlife laws inside and outside the wildlife management area.
- Participate in the process of negotiation and the signing of agreements between the authorized association and potential investors.
- Act as a forum of conflict resolution of conflicts related to the WMA.
- Provide legal advice in contractual undertakings by the WMA.
- Scrutinize proposed WMA quota and forward to the Director with recommendations.
- Appraise the District Council Committee dealing with natural resources matters on the deliberations of the WMA as well as advise the District Council on investments in WMA.
- Oversee and administer cross-sectoral issues of the WMA.

#### 4.3 Responsibilities of the WMA management team

- Overall management of daily operations within the WMA, including Antipoaching activities, office bearing, enterprise development, human-wildlife conflict mitigation, wildlife conservation, livestock and grazing management, village development programs and any other WMA activities.
- Initiate plan and budgets of all WMA programs and activities through developing work plans, which are in accordance with the mission, goals and strategy of the WMA. These should be approved by the AA before implementation.
- Implement and report on WMA project activities according to conditions agreed by AA, stakeholders and project donors.
- Manage WMA budgets, expenses and revenues and preparing financial reports of the same.
- Ensure efficient and transparent utilization of financial and other resources of the WMA.
- Implement and monitor implementation of WMA policies including finance and admin policies, human resources policies, etc
- Manage relations and contracts with tourism investors, donors and other stakeholders of the WMA.
- Advise AA on professional and technical issues.
- Ensure clear and accurate bookkeeping and financial operating procedures in compliance with government and donor financial procedures and regulations.



For more information about organization structure, read;

<https://www.investopedia.com/terms/o/organizational-structure.asp>



## Annexes: Sample Job descriptions of key WMA management positions

### 1 Manager

Job Title/Position	WMA Manager
Location	WMA main office
Reports to	AA Chairman
Supervising	Finance & Administration Officer, Field Operations Officer, and Community Liaison Officer, WMA secretary.

#### Overall responsibility:

Responsible to oversee and implement overall administrative and operational tasks in the WMA. The manager general role is managing the Wildlife Management Area (WMA) and developing it to a financial sustainable business that integrates conservation, community livelihoods and enterprise development;

#### Key tasks:

##### Overall WMA management

- Plan the delivery of all WMA programs and activities through developing work plans, which are in accordance with the mission, goals and strategy of the WMA.
- Coordinate all WMA activities including natural resources protection, enterprise development, human-wildlife conflict mitigation, wildlife conservation, livestock and grazing management, village development programs and any other WMA activities.
- Plan, implement and report on projects according to conditions agreed by AA, stakeholders and project donors.
- Lead the coordination of WMA staff, consultants, donors and partners where relevant in delivering WMA activities.

##### WMA work planning and budgeting

- Develop and implements WMA annual work plans approved by the WMA board.

##### Financial Management

- Develop and oversee WMA budgets, expense and revenues;
- Ensure clear financial operating procedures in compliance with government and donor financial procedures and regulations;
- Ensure efficient and transparent utilization of financial and other resources of the WMA.





### Community benefit sharing

- Ensure there is transparent and equitable distribution mechanisms for revenue from WMA to member villages;
- Organize and co-ordinate community exposure/awareness tours, workshops and seminars.

### Management meetings

- Ensure regular WMA management meetings are planned, held and reported.
- Management meetings with AA, board and external stakeholders such as government, investors and donors are minuted and shared with relevant stakeholders.
- Meeting reports are prepared and made available to AA, WMA Board, communities and stakeholders.

### Personnel/Staff management

- Ensure implementation of WMA's human resources policies, procedures and practices.
- Managing, training and mentoring WMA staff
- Lead the evaluation of WMA staff by appraising their performance to ensure motivation and high productivity.

### Tourism development and investor management

- Develop, improve and promote WMA's tourism services and products;
- Manage relations and contracts with tourism investors;
- Encourage investors to operate their businesses in a sustainable and environmentally friendly manner.

### Donor management and external relations

- Liaison with WMA external partners.
- Attend and represent WMA at technical external meetings and events.
- Maintain the donor register, communications and relations.
- Schedule meetings, appointments, project visits and other important donor related events issues.

### Compliance

- Ensure that WMA activities operate within the policies and procedures of the WMA, and all relevant regulations and professional standards set forth.
- Ensure WMA complies with all statutory requirements
- Ensure WMA complies with all donor requirements



### **Job requirements:**

- At least Bachelor's Degree in wildlife management, community development, business administration or related degree program.
- A minimum of five years' relevant work experience.
- Demonstrated project management and computer skills.
- Excellent people management skills and experience.
- Good report writing skills.
- Demonstrated partner handling skills and experience.
- Excellent public speaking and presentation skills.
- Ability and experience in working in hardship areas.
- Being a local resident from member villages will be added advantage

### **Benefits:**

- Salary
- Transport
- Accommodation
- Communication allowance
- Other equipment: laptop, phone, printer etc.



## 2 Finance & Administration Officer (a.k.a. Accountant)

Job Title/Position	Finance and Administration Officer
Location	WMA main office
Reports to	WMA Manager
Supervising	...

### Overall responsibility:

Responsible for the day-to-day management of the finances of the WMA ensuring efficient and professional record keeping, data entry and financial reports. The officer will also maintain the WMA's general administrative functions.

### Key tasks:

#### WMA Financial Management

- Support the development and management of overall WMA annual budget
- Manage, review and report on annual, quarterly and monthly budgets, expenses and revenue statements.
- Manage and report on WMA cash flow projections

#### Financial systems management and reporting

- Maintenance of professional financial systems such as QuickBooks
- Provide reports for the monitoring the financial performance of the WMA, using professional accounting software such as QuickBooks software.
- Ensure clear and accurate bookkeeping and financial operating procedures in compliance with government and donor financial procedures and regulations.
- Compile all financial reports and ensure these are current, accurate and accessible.

#### Banking matters and bank accounts

- Management of all bank accounts and bank statements.
- Overall management of all other banking matters including management of communications with various banks and keeping up-to-date contacts of all relevant persons within the banks.
- Ensure compliance with banking regulations and requirements.
- Ensure that bank balances and expense tracking tools (such as QuickBooks) are reconciled monthly.

#### Filing systems

- Maintain WMA office filing systems for both digital and physical files.



#### Asset management –

- Maintain accurate and updated WMA asset register ensuring all WMA assets are listed in it.
- Ensure there is regular WMA asset inventory to update asset condition status.

#### HR/Personnel/Staff management –

- Ensure that payroll procedures legally comply with labor laws of Tanzania.
- Manage master roll of all WMA employees.
- Management of payroll including all statutory staff payments including taxes, social security fund, workers compensation fund and other employee related payments/benefits.
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#### Work planning and budgeting –

- Assist WMA manager in developing and implementing operational work plans, budgets and reports of implementation.
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#### Job requirements:

- At least Bachelor's Degree in accountancy, banking or or business administration.
- A minimum of three years' relevant work experience.
- Demonstrated financial management and computer skills.
- Being a local resident from member villages will be added advantage

#### Benefits:

- Salary
- Accommodation
- Communication allowance
- Other equipment: laptop, phone, printer etc.



### 3 Field operations officer

Job Title/Position	Field Operations Officer
Location	WMA main office
Reports to	WMA Manager
Supervising	All village game scouts

#### Overall responsibility:

Responsible for assisting and working with the WMA management team in supervising implementation of field works as well as field data collection and regular WMA operations reports. Oversee effective implementation of agreed field activities

In order to free WMA manager from detailed field implementations.

#### Key tasks:

##### Anti-poaching management

- Develop monthly anti-poaching strategies and plan with VGS and Manager.

##### Infrastructure development

- Supervise infrastructure development in the WMA.
- Road maintenance, road condition status and other WMA infrastructure reports.
- Check and report on all tourism facilities status as well as supervising its maintenance.

##### General operations

- Supervise implementation of all WMA field activities including natural resources protection, enterprise development, human-wildlife conflict mitigation, wildlife conservation, livestock and grazing management, and village development programs.
- Manage all field logistics to ensure compliance with WMA regulations.
- Report on a checklist of all monthly operations.
- Weekly management meeting within WMA management team.
- Monthly WMA operations planning and implementation report.

##### Monitoring, evaluation, data and reporting

- Support research and monitoring programs within the WMA
- Develop the scope of the M&E of the WMA, the various areas of focus, the aims of the M&E, the performance indicators and the evaluation; manage the feedback and reporting of the data to the necessary stakeholders.



- Compile and submit activity and program reports both regular and adhoc as needed by the WMA manager.
- Compile tourism status data, tourism feedback data, tourism entry and all other tourism reports of the WMA.
- Gather, store, analyze and report on anti-poaching implementation through SMART data.
- Collect, compile and report on HWC incidents data.
- Regular WMA updates on social media.

#### Work planning and budgeting –

- Assist WMA manager in developing and implementing operational work plans, budgets and reports of implementation.

#### Job requirements:

- At least Bachelor's Degree in wildlife management or community development.
- A minimum of three years' relevant work experience.
- Demonstrated technical or practical skills.
- Excellent people management skills and experience.
- Good report writing skills.
- Excellent public speaking and presentation skills.
- Ability and experience in working in hardship areas.
- Being a local resident from member villages will be added advantage

#### Benefits:

- Salary
- Transport - motorbike
- Accommodation
- Communication allowance
- Other equipment: laptop, phone, printer etc.



## 4 Community liaison officer

Job Title/Position	Field Operations Officer
Location	WMA main office
Reports to	WMA Manager
Supervising	All village game scouts

### Overall responsibility:

Responsible to assist and work with WMA management team in supervising implementation of community development activities such as those dealing with community livelihoods.

### Key tasks:

#### Community relations, awareness and engagement

- Manage community relations, to ensure long-term self-sustainability, strong conservation and benefits to communities.
- Develop and manage programs to ensure the improved community awareness and engagement of the WMA and the benefits and the activities within the WMA including the community needs and services to be provided to the communities by the WMA.
- Organize and co-ordinate community exposure/awareness tours, workshops and seminars.

#### Human Wildlife Conflicts Mitigation

- Developing and supervising HWC mitigation strategies, trainings and implementation for WMA member villages
- Coordinate HWC mitigation tools procurements, distribution and usage.

#### Community development programs and services

- Supervise the implementation of WMA community development projects

### Job requirements:

- At least diploma in wildlife management, community development or other related studies
- A minimum of three years' relevant work experience.
- Excellent people management skills and experience.
- Excellent public speaking and presentation skills.
- Ability and experience in working in hardship areas.
- Being a local resident from member villages will be added advantage

**Benefits:**

- Salary
- Transport
- Accommodation
- Communication allowance
- Other equipment: laptop, phone, printer etc.