



# Governance in Action [GIA] for Wildlife Management Areas Governance Assessment Toolkit



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Purpose & Objectives of GIA

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Dimension 2 - Capacity

03

## **CWMAC & GIA**

Collaboration

How can it help CWMAC achieve its goals?



# Purpose & Objectives

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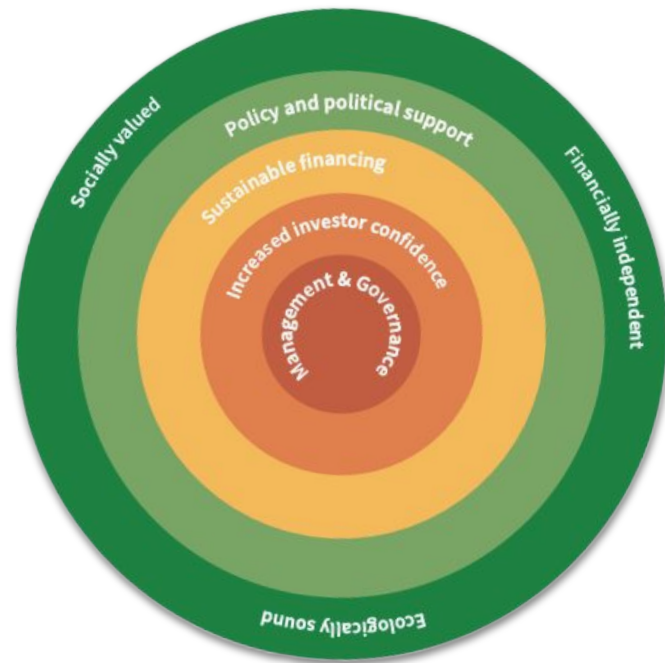
## Process:

« Strengthen **governance & management capacity** »

→ Increase investor confidence.

→ Secure sustainable financing.

→ Gain policy and political support for WMA model.



**Figure:** Honeyguide Theory of Change

‘GOOD GOVERNANCE’

→ **S**ocially valued | **F**inancially viable | **E**cologically sound



## Purpose:

→ **Assess** the status of ‘**good governance**’ in Wildlife Management Areas (WMAs) in order to:

→ **Identify** the **principles** that **WMAs** **experience challenges** following.

→ **Track progress** of governance **capacity-building activities**:

i.e trainings, meetings, workshops, conferences, peer2peer, study tour, coaching, co-development, etc.

→ **Target capacity-building** activities to the **specific problem areas** of the WMAs.

## Objectives:

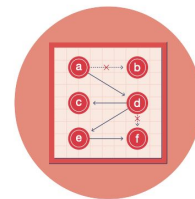
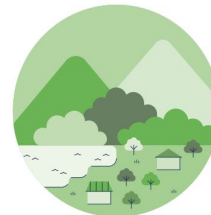
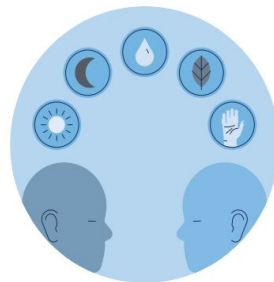
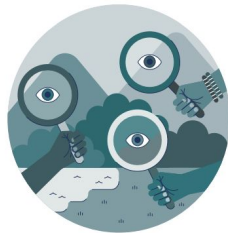
→ Create a **governance assessment toolkit** which:

1. Provides a **governance score** from **Level 1** (worst) – **Level 5** (best).
2. **Tracks changes** and **patterns** of governance over time.
3. Provides **suggestions / diagnostics** on how to **improve governance** system and processes = **a roadmap for AAs**.



# 10 Principles of 'Good Governance'

1. **Accountability**
2. **Capacity**
3. **Participation & Consensus**
4. **Openness & Transparency**
5. Fairness & Equity
6. Autonomy & Authority
7. Rule of Law
8. Human Rights
9. Diversity & Inclusiveness
10. Innovation & Resilience



# 10 Principles of 'Good Governance'

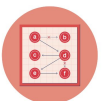
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## Principle 1: Accountability



"**Actors** including decision-makers in government bodies, civil society organisations, the private sector and non-governmental organisations that are **responsible for** or affect **natural resource governance** are held **accountable for** their actions and the **social** and **environmental impacts** they produce."

## Principle 2: Capacity



"**Governing bodies** and **personnel** have **adequate resources** including **human, technical** and **financial capital** in order to be able to **effectively undertake their roles** and **meet their responsibilities**."

## Principle 3: Participation & Consensus



"All actors, **including minority groups** should **have a voice** and be **able to participate in decision-making**, either directly or through legitimate intermediate institutions that represent their true intention. Decisions should be taken through the **mediation of differing interests** to **reach broad consensus**."

## Principle 4: Openness & Transparency



"**Reliable** and **relevant information** concerning what is at stake in decision-making; which processes and institutions can exert influence; who is responsible for what; and how these people can be made accountable is **readily available** and **easily accessible** to those whose lives are influenced by natural resource governance."

## Principle 5: Fairness & Equity



"All community members have **opportunities to improve** and maintain their **wellbeing** through **equitable sharing of costs and benefits** generated from natural resources."

## Principle 6: Autonomy & Authority



"**Governing bodies** that are closest to community members **have** the **authority** to **undertake actions, make decisions** and **enforce regulations** in order to carry out their functions **independently** of other levels of the governance system."

## Principle 7: Human Rights



"**Human rights** are **respected** and **protected** and **discrimination** on any grounds **is not tolerated** at any level of a governance system."

## Principle 8: Rule of Law



"**Natural resource-related laws** and their application are **fair** and **effective** and **protect fundamental rights**, including both **legal** and **customary rights**."

## Principle 9: Diversity & Inclusiveness



"Acknowledging the **diversity of people** that interact with the environment and **diverse forms of knowledge** this produces, leading to the **inclusion of different perspectives** and groups that have traditionally not been valued in conservation discourse."

## Principle 10: Innovation & Resilience



"Adoption of **innovative approaches** to natural resource governance that incorporate **diverse forms of knowledge** and employ a multi-scalar **systems approach** to foster **system resilience** to changing social and environmental dynamics."

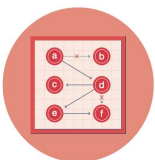
# GIA Dimensions

## Principle 1: Accountability



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# Governance in Action (GIA)

03

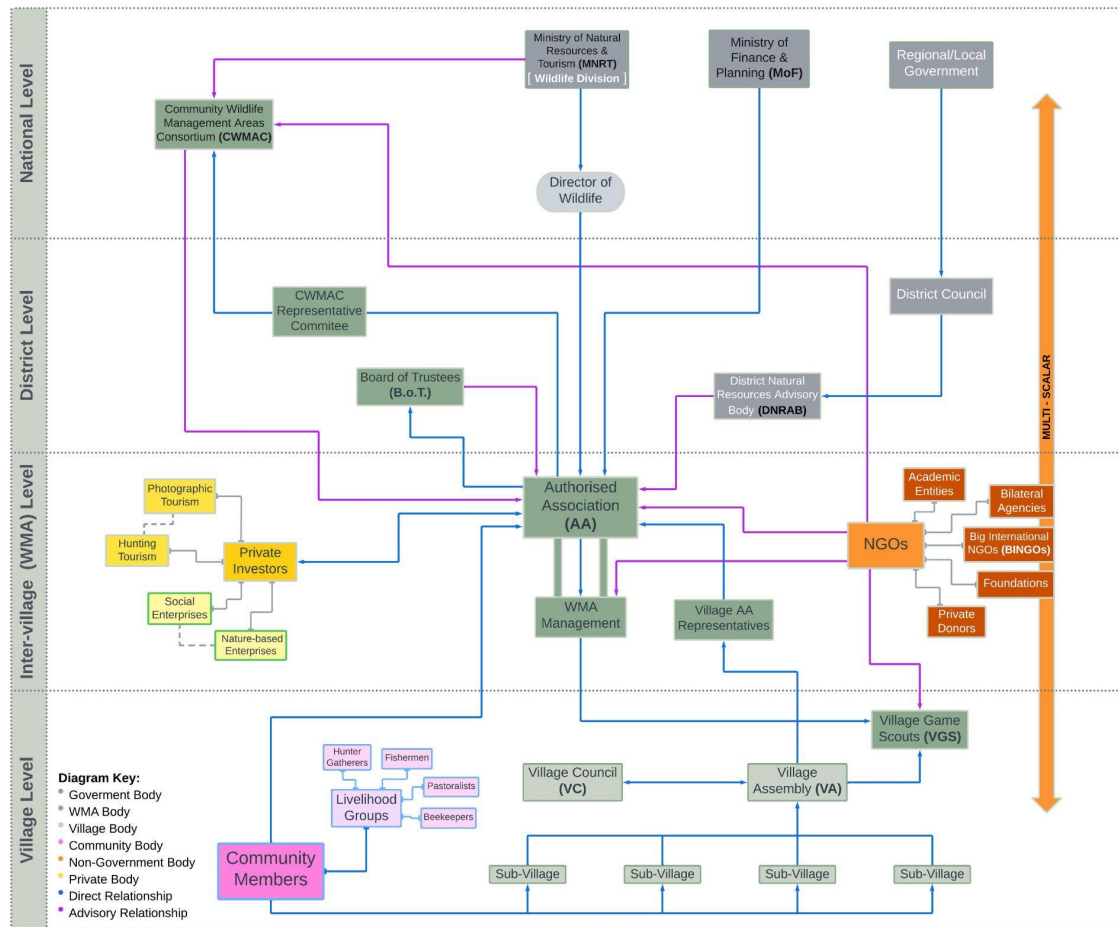


# Methodology

GIA

→ A WMA is a **complex socio-ecological system** that **produces** various **processes** and **flows** that extend across **multiple scales** (local → global).

→ Assessment of such a complex system requires for an **approach** that is **multi-dimensional** and considers **multiple stakeholders**.

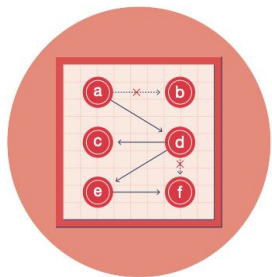


**Figure:** WMA governance structure for Governance in Action (GIA) Governance System Analysis

## Dimension 1: Accountability



## Dimension 2: Capacity



## Dimension 3: Participation & Consensus



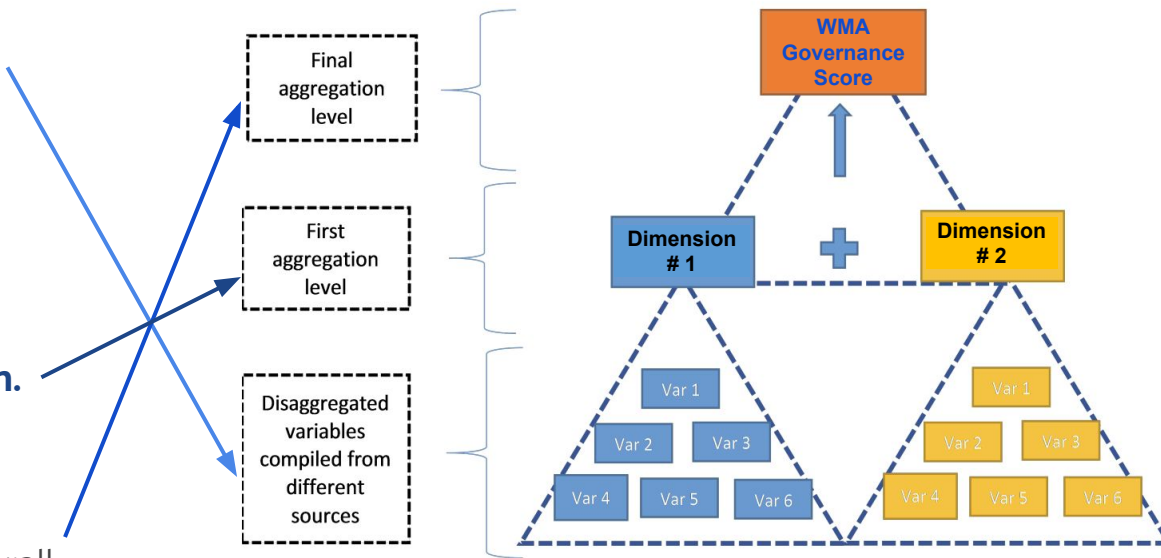
## Dimension 4: Openness & Transparency



**Note:** Additional dimensions of 'good governance' are planned to be included in the GIA assessment toolkit overtime.



1. **Create individual indicators** for different stakeholders that assess governance.  
 i.e. Community perspectives on conflict resolution.  
 i.e. Existence of a strategic plan  
 i.e. Number of meetings held
2. **Aggregate** these **into** a **dimension**.  
 i.e. Accountability  
 i.e. Participation & Consensus
3. **Aggregate** dimensions **into** an overall **governance score** for the WMA.



**Figure:** Purpose of composite indicators







# Indicator Examples

**GIA**

## Dimension 1: Accountability



### Indicator: 1.1.3 Conflict resolution & mitigation mechanism:

#### Sub-Indicators:

##### 1.1.3.1

Internal AA guidelines for conflict resolution & strategy for conflict mitigation:

##### 1.1.3.2

Community guidelines for conflict resolution & conflict mitigation:

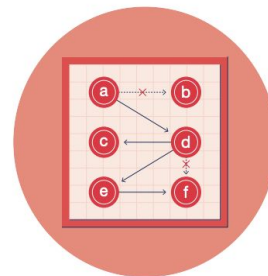
##### 1.1.3.3

Conflict resolution mechanism:

GOVERNANCE LEVEL:						SUB-INDICATOR	INDICATOR
1	2	3	4	5			
<p>Internal guidelines &amp; strategy: 1.1. AA has <b>[no]</b> internal guidelines on how to <u>address</u> conflict. 1.2. AA has <b>[no]</b> internal strategy on how to <u>mitigate</u> conflict.</p>	<p>Internal guidelines &amp; strategy: 1.1. AA has <b>[basic]</b> internal guidelines on how to <u>address</u> conflict. 1.2. AA has <b>[no]</b> internal strategy on how to <u>mitigate</u> conflict.</p>	<p>Internal guidelines &amp; strategy: 1.1. AA has <b>[substantial]</b> internal guidelines on how to <u>address</u> conflict. 1.2. AA has a <b>[basic]</b> internal strategy to <u>mitigate</u> conflict.</p>	<p>Internal guidelines &amp; strategy: 1.1. AA has <b>[substantial]</b> internal guidelines on how to <u>address</u> conflict. 1.2. AA has a <b>[substantial]</b> internal strategy to <u>mitigate</u> conflict.</p>	<p>Internal guidelines &amp; strategy: 1.1. AA has <b>[extensive, clear]</b> internal guidelines on how to <u>address</u> conflict. 1.2. AA has an <b>[extensive, clear]</b> internal strategy to <u>mitigate</u> conflict.</p>		3	
<p>Community guidelines: 2.1 Community is <b>[not]</b> provided with guidelines for how community members conflict can <u>file a complaint</u>. 2.2 Community is <b>[not]</b> provided with guidelines for how community members can <u>mitigate</u> conflict.</p>	<p>Community guidelines: 2.1 Community is provided with <b>[basic]</b> guidelines for how community members can <u>file a complaint</u>. 2.2 Community is <b>[not]</b> provided with guidelines for how community members can <u>mitigate</u> conflict.</p>	<p>Community guidelines: 2.1 Community is provided with <b>[substantial]</b> guidelines for how community members can <u>file a complaint</u>. 2.2 Community is provided with <b>[basic]</b> guidelines for how community members can <u>mitigate</u> conflict.</p>	<p>Community guidelines: 2.1 Community are provided with <b>[substantial, step-by-step]</b> guidelines for how community members can <u>file a complaint</u>. 2.2 Community are provided with <b>[substantial]</b> guidelines for how community members can <u>mitigate</u> conflict.</p>	<p>Community guidelines: 2.1 Community are provided with <b>[extensive, step-by-step, straightforward]</b> guidelines for how community members can <u>file a complaint</u>. 2.2 Community are provided with <b>[substantial]</b> guidelines for how community members can <u>mitigate</u> conflict.</p>		2	2
<p>WMA conflict resolution mechanism: • 3.1 WMA has <b>[no]</b> conflict resolution mechanism to handle complaints that have the potential to be addressed at the WMA level. • 3.2 DNRAB address all conflicts.</p>		<p>WMA conflict resolution mechanism: • 3.1 AA has an <b>[existing]</b> WMA conflict resolution mechanism for complaints that have the potential to be addressed at the WMA level. • 3.2 AA relies on the DNRAB to handle conflicts beyond AA capacity.</p>		<p>WMA conflict resolution mechanism: • 3.1 AA have an <b>[independent]</b> WMA conflict resolution mechanism for complaints that have the potential to be addressed at the WMA level. • 3.2 AA relies on the DNRAB to handle conflicts beyond AA capacity.</p>		2	

# 02 Indicator examples

## Dimension 2: Capacity



### Sub-dimension: 2.1 Direction

#### Indicators:

##### 2.1.1

##### Strategic direction:

##### 2.1.2

##### Strategic planning:

GOVERNANCE LEVEL:										SUB-INDICATOR	INDICATOR
	2		3		4		5				
<input type="checkbox"/>	Strategic direction: 1.1 The WMA has developed a <b>general strategic direction without</b> specific objectives. 1.2 The WMA <b>has</b> defined <b>core values</b> that will guide it <b>without</b> the consultation of key stakeholders.		<input type="checkbox"/>	Strategic direction: 1.1 The WMA has developed a <b>general strategic direction</b> and have set <b>broad objectives</b> . 1.2 The WMA <b>has</b> defined <b>core values</b> to guide its practices in consultation with <b>some</b> key stakeholders ( <b>excluding</b> community members).	<input checked="" type="checkbox"/>	Strategic direction: 1.1 The WMA has developed a <b>clear strategic direction</b> and have set <b>some specific objectives</b> . 1.2 The WMA <b>has</b> defined <b>core values</b> to guide its practices in consultation with <b>multiple</b> key stakeholders ( <b>including</b> community members).	<input type="checkbox"/>	Strategic direction: 1.1 The WMA has developed a <b>clear strategic direction</b> and have set <b>specific objectives</b> that <b>have support</b> from the VA. 1.2 The WMA <b>has</b> defined <b>core values</b> to guide its practices in consultation with <b>multiple</b> key stakeholders ( <b>including</b> community members), these <b>are consistent</b> with the core values of CBNRM.	<input type="checkbox"/>	3	3
	<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		
<input type="checkbox"/>	Strategic plan: 1.1 The WMA has a <b>basic strategic plan</b> to guide the strategic direction. 1.2 The WMA's <b>strategic plan</b> has <b>some goals</b> (higher-level). 1.3 The WMA's <b>strategic plan</b> has <b>no objectives</b> set around its goals. 1.4 The WMA's <b>strategic plan</b> has <b>no measurable targets</b> set around its objectives.		<input type="checkbox"/>	Strategic plan: 1.1 The WMA has a <b>basic strategic plan</b> to guide the strategic direction. 1.2 The WMA's <b>strategic plan</b> has <b>some goals</b> (higher-level). 1.3 The WMA's <b>strategic plan</b> has <b>some objectives</b> set around its goals. 1.4 The WMA's <b>strategic plan</b> has <b>some measurable targets</b> set around its objectives.	<input checked="" type="checkbox"/>	Strategic plan: 1.1 The WMA has a <b>substantial strategic plan</b> to guide the strategic direction. 1.2 The WMA's <b>strategic plan</b> has <b>clear goals</b> (higher-level). 1.3 The WMA's <b>strategic plan</b> has <b>clear objectives</b> set around its goals. 1.4 The WMA's <b>strategic plan</b> has <b>clear measurable targets</b> set around its objectives. 1.5 A <b>basic situational analysis</b> was carried out during the strategic planning process.	<input type="checkbox"/>	Strategic plan: 1.1 The WMA has a <b>substantial strategic plan</b> to guide the strategic direction. 1.2 The WMA's <b>strategic plan</b> has <b>clear goals</b> (higher-level). 1.3 The WMA's <b>strategic plan</b> has <b>clear objectives</b> set around its goals. 1.4 The WMA's <b>strategic plan</b> has <b>clear measurable targets</b> set around its objectives. 1.5 An <b>extensive situational analysis</b> was carried out during the strategic planning process.	<input type="checkbox"/>	3	3
	<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		

[illegible]





**GIA &  
CWMAC**



**03**



## Questions:

- Input from CWMAC staff for creation of new indicators.
- What themes should GIA focus on?
- How can we make the assessment toolkit as useful as possible?
  - See Prosper's answer → in notes.
- How can we make the toolkit something that is creative & innovative?
- **For the future:** Could the assessment toolkit be shared with partners in other countries in the region?  
(i.e. Kenya, Uganda, Zambia, etc.)

# How can GIA help CWMAC achieve its goals?

## M&E of WMA governance:

- Assess how individual WMAs are performing with regards to demonstrating 'good governance'
- Provide key information to partners, donors and supporters.
- Creates a roadmap for how an environment that fosters good governance can be created.

## M&E of capacity-building activities:

- Evaluate the effectiveness of capacity-building activities conducted (how are they making a difference?)



*“kujenga utawala bora kwa  
jumuiya za hifadhi ya  
wanyamapori”*



**HONEYGUIDE**



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