



ma&t

MANAGEMENT ASSESSMENT & TOOLS

MAKING
CONSERVATION
WORK FOR BOTH
PEOPLE AND
WILDLIFE



What is the MA&T?

Honeyguide have developed a method to assess the status of the management in any Wildlife Management Area (WMA); we call this the **Management Assessment and Tools (MA&T)**. This tool provides a quick snapshot of how management is performing and also provides the framework to develop and strengthen it.

Community owned and managed protected areas such as Wildlife Management Areas (WMAs) in Tanzania are essentially social businesses where communities have invested land and natural resources and expect a return on this investment.

It is a complex business that needs professional and competent management.

The Management Assessment and Tools (MA&T) is a process that measures the management of a Wildlife Management Area. The tool is fundamentally designed to provide:

- a clear understanding of the stage that management has reached in a WMA
- a framework for the ongoing development and improvement of the management.

Using the MA&T, the WMA together with any supporting organization can design a structured approach to strengthen its management, through a suite of tools and approaches for best practises of management.



MAT STEPS



The development of the management of a WMA using the MA&T has 5 mechanisms:

MANAGEMENT AREAS- The MAT has identified 7 management areas or themes, that are required for a WMA to function.

APPROACH- The MA&T outlines the standard the WMA has to reach, the tools needed, and a pathway of development stages required to attain the standard.

DEVELOPMENT STAGES- the MA&T assesses what stage the WMA management has reached towards its attainment of the standard and develops a framework for improvement.

MANAGEMENT TOOLS- The MA&T develops specific management systems and tools for the WMA to enable it to function professionally.

REPORTS – The MA&T provides a annual report that indicates the current status and shortfalls and identifies the areas that need to be strengthened.

MANAGEMENT AREAS

GOVERNANCE & MANAGEMENT

roles are clearly separated. The governing body provides the vision and oversight and can report to their communities.

HUMAN RESOURCES

are managed to provide all employees a fair and inclusive working environment. Employees are motivated, they know their rights and have clear roles and responsibilities.

PROTECTION

of natural resources is managed in an effective, efficient and safe manner; human wildlife conflict mitigation measures are in place and rangelands secured for wildlife and livestock.

INFRASTRUCTURE & ASSETS

of the WMA are managed to ensure longevity and security of all assets including fixed and operational assets.



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We have identified 7 management areas or themes that are required for a WMA.

FINANCE & ADMINISTRATION

systems are in place to provide the correct checks and balances of a functioning business and to deliver the business goals.

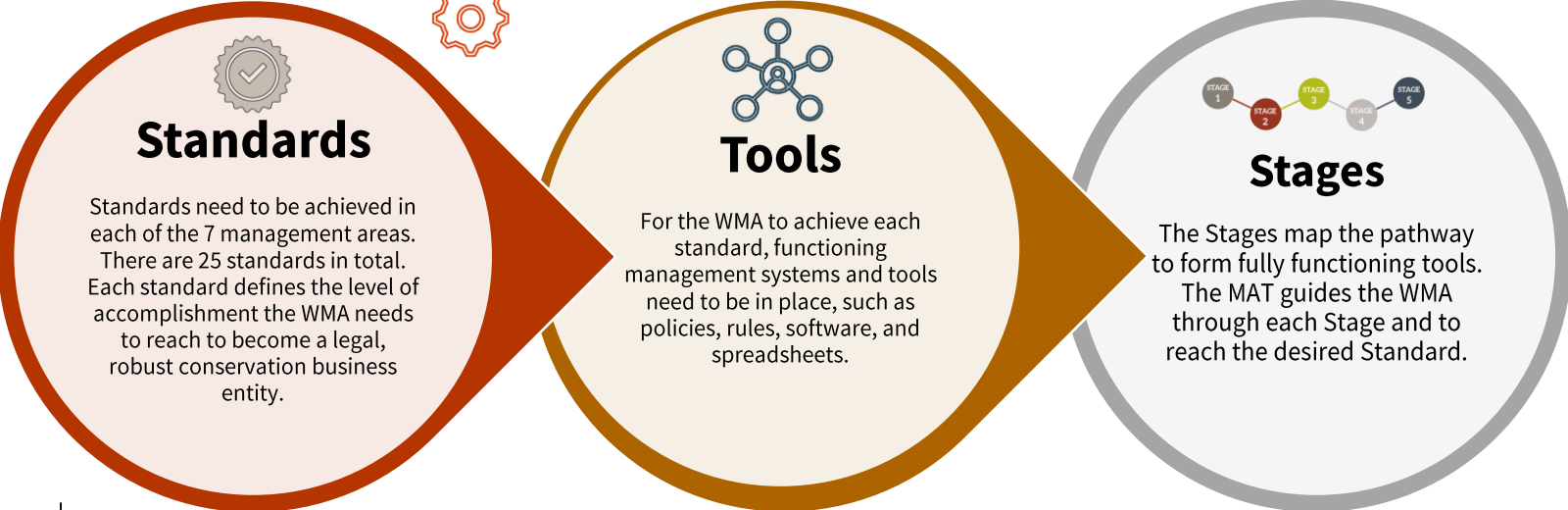
TOURISM & ENTERPRISE

are developed with a responsible and sustainable approach where the revenues support the operations and development goals of the WMA

COMMUNITY & STAKEHOLDERS




are visionary, transparent, respectful and supports the overall goals of the WMA with a collective approach to common wellbeing of the community and stakeholders.

APPROACH



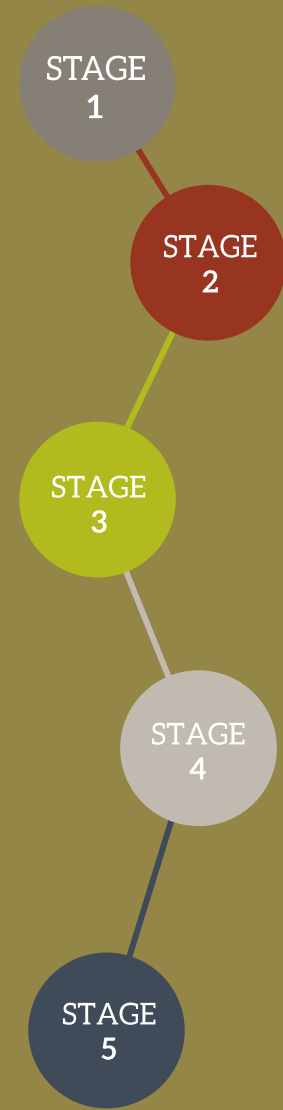
An example of a standard, the functions and stages

B. Finance and administration practices
B.1 WMA work plan and budget development

Standard 	Tools 	Stages 
WMA management develops annual and quarterly work plans and budgets using an appropriate templates which provides a framework for key goals, initiatives, resources, timelines and key expected results. Work plan and budget development incorporates stakeholder inputs when outlining key operational areas. Work plans and budgets are approved by the Board, and implemented by management, on a quarterly basis in line with budget.	<ul style="list-style-type: none">Annual WorkplanAnnual budget	The WMA management have work plan and budget to support the work implementation - the workplan must include Activity, Objective/expected outcomes, time frame, activity budget and Verifiable indicators/outputs..
		The WMA management have a standard workplan template and guidelines to include responsible persons and priority and a corresponding budget template for the workplan.
		The WMA management have used the work planning process including templates to guide management and accompanied budgets.
		Management implements WMA annual and quarterly workplans in line with approved budgets as required by involved parties. Workplan is reviewed at least twice a year to update activities.
		WMA AA , Board, stakeholders and supporting Partners, are involved in WMA annual work plans and budgets development to provide inputs and ensure has been approved by WMA AA.

There are 5 Stages of development for each Tool and over 150 criteria that define these Stages

DEVELOPMENT STAGES



The WMA has only basic systems for management in place, they are not meeting legal requirement and are below desired Standard, however they can prove an intention a management culture. However, they can prove an intention to improve.

All legally required documents are in place for operation of the WMA. There is evidence of a structure and developing systems such as policies, regulation, plans and documents to guide the WMA day to day operations and er partly implemented or not at all implemented.

The WMA has a professional management team in place. The structure and systems are being followed. However, there is still not sufficient historical evidence to show that these systems are embedded in the 'culture' and way of doing things.

The WMA is managed to a standard where the systems and structures are embedded in the culture and day to day operations of the WMA and are managed by a well-equipped and experienced management team. Stakeholders and partners are able to understand the structure and systems. The WMA have a transparent and accountable relationship with partners.

The WMA is professionally managed to the highest standard. The community understands and sees the full value of the WMA, and it is entirely sustainable. The WMA receives external recognition, and neighbouring WMAs or communities are interested in adopting it as an exemplary model.

MANAGEMENT TOOLS



A suite of tools that support the implementation of the systems and functions of management.

REPORTS



Annual reports that guide the implementation of the MAT process.



Strategic vision

The core of our work is to develop customized tools that enable the management to function. A range of policies, guidelines, spreadsheets and templates are developed with the management teams.



Policies & regulations



Plans, budgets & activities.

A system has been developed to assess and report on the status of the management of the WMA in the form of a scoring method. Each Management Area contributes a total of 14.3% to the total score in the audit.

An example of a report is below, each Management Area. The example shows that Management Area, Finance and administration has scored 11% .

WMA MANAGEMENT INDEX.		15%
Standard	Score	Y
A. Separate WMA governance and management	13%	
B. Finance and administration practices	13%	
C. Human resources management	7%	
D. Tourism and enterprise development	20%	
E. Protection of natural resources	15%	
F. Community and Stakeholders engagement	10%	
G. Infrastructure management	20%	

A high-level overview of the scoring, or level of compliance of each Management Area.

With a detailed focus to aid management and support WMAs to focus on the shortfalls or areas that need strengthening.

WMA MANAGEMENT INDEX.		15%	
Standard	Score	Y	Score bar
A. Separate WMA governance and management	13%		
A.1 Professional management in WMA organisation structure	0%		
A.2 Management meetings	20%		
A.3 Management reporting	20%		
B. Finance and administration practices	13%		
B.1 WMA work plan and budget development	20%		
B.2 CWMA manager's handbook	0%		
B.3 Finance and administration policy	0%		
B.4 CWMA financial and administrative management	40%		
B.5 Asset management	20%		
B.6 Procurement	0%		

Professional, accountable
management and governance
teams are indispensable
components of well-run
community conservation areas.



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