ma&t
MANAGEMENT ASSESSMENT & TOOLS
MAKING CONSERVATION WORK FOR BOTH PEOPLE AND WILDLIFE
HONEYGUIDE
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 practices of management.
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.

**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.

**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.

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

Standards need to be achieved in each of the 7 management areas. There are 25 standards in total. Each standard defines the level of accomplishment the WMA needs to reach to become a legal, robust conservation business entity.

**Tools**

For the WMA to achieve each standard, functioning management systems and tools need to be in place, such as policies, rules, software, and spreadsheets.

**Stages**

The Stages map the pathway to form fully functioning tools. The MAT guides the WMA through each Stage and to reach the desired Standard.

An example of a standard, the functions and stages

<table>
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<th>Standard</th>
<th>Tools</th>
<th>Stages</th>
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<td>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.</td>
<td>• Annual Workplan • Annual budget</td>
<td>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.&lt;br&gt;The WMA management have a standard workplan template and guidelines to include responsible persons and priority and a corresponding budget template for the workplan.&lt;br&gt;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.</td>
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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%.

With a detailed focus to aid management and support WMAs to focus on the shortfalls or areas that need strengthening.
Professional, accountable management and governance teams are indispensable components of well-run community conservation areas.