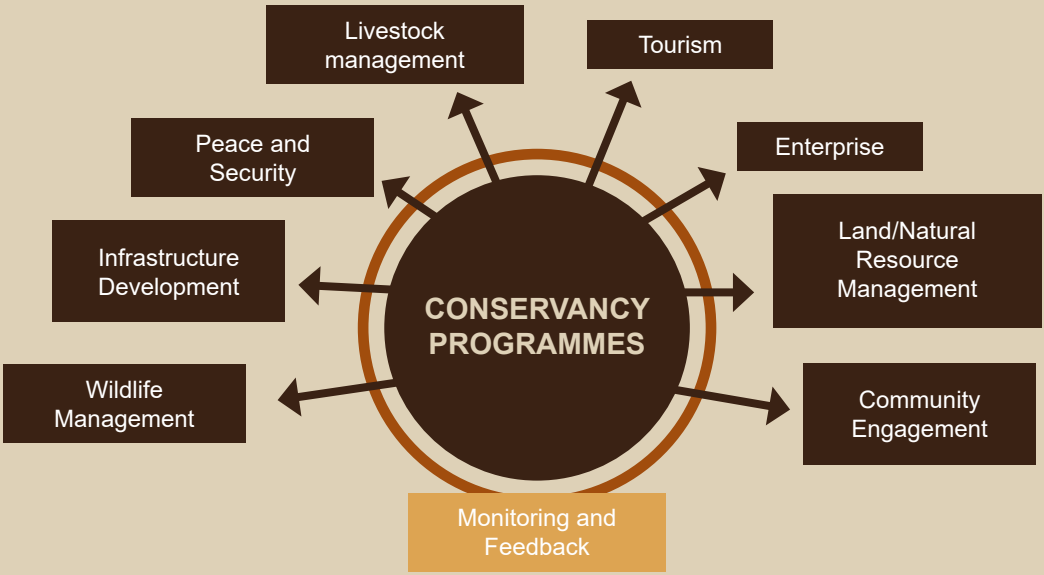
Kenya Wildlife Conservancies Association
Living nature, Living people

CONSERVANCY MANAGERS HANDBOOK



A Guide for Leading and Managing Conservancies

A. Ward

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Success occurs when opportunity meets preparation. ***Anon***

Foreword

Managing a conservancy is a complex undertaking. It involves balancing many differing interests among various stakeholders—land-owners, resident/neighboring communities, conservationists, investors, researchers, policy makers, staff, government agencies, among others.

A conservancy manager doesn't necessarily need to be a conservation expert, he or she needs to have passion, be a good listener, a lover of wildlife, and be a good community mobiliser.

I have learned many things over the last two decades working in community conservation and conservancy management. Here are some nuggets that have helped me and which I hope will help you in your journey as a conservancy manager.

To be effective, you must have a long term vision to be able to overcome disappointments and bottlenecks that come in the way of your work. A vision keeps you motivated to work and over time you are rewarded as you see happy people, more wildlife, better landscape, and benefits flowing into the community and their standards improving.

The job requires sacrifice because it often starts when things are not in place. Accommodation may be lacking, there may be few or no rangers, the community may not like your ideas and may oppose you and your ideas. Therefore, you'll need patience and a willingness to sometimes volunteer until the community comes around and resources become available.

Every failure opens a new opportunity and new ways of doing things. Develop a culture of reading because it helps you search for solutions.

Be outgoing, open-minded, and endeavor to network with new people, because good ideas come from interactions with people.

It is important for managers to establish development programs such as bursaries and medical health programs that can benefit the community. When the community's needs are addressed, then they can participate in wildlife conservation and see the value in wildlife and, consequently, prevent wildlife loss because they understand the economic value of wildlife.

But be careful in raising the community's expectations. It's important to promise less and achieve more because any promise you don't achieve can destroy the achievements you've made.

A land use plan or management plan is one of the most important tools for conservancy management. Due to multiple land use requirements, a conservancy must balance the needs of livestock, wildlife, tourism, and other land uses and enterprises, that compete for space and resources within the conservancy. Decision making on the optimal allocation of time, natural resources, and the efficient use of finances to satisfy the competing stakeholders or land uses, should be taken into consideration when developing the plan.

Finally, as conservancies grow and get recognition as tools for community development, wildlife conservation, climate change adaptation, and adding value to livestock, your work as a conservancy manager will become more important for the country.

Dickson Simiren Ole Kaelo
Chief Executive Officer
Kenya Wildlife Conservancies Association (KWCA)

Introduction

Welcome to your Leadership and Management handbook

This handbook was designed, refined, and developed, with you—conservancy managers—in mind.

There are more than 160 conservancies in Kenya covering a diverse range of habitats and communities, each being managed under different management models:

Private Conservancy	Group Conservancy	Community Conservancy
A Conservancy set up on private land by a private individual or corporate body for the purpose of wildlife conservation	**A single Conservancy created by the pooling of land by contiguous private land-owners for the purpose of wildlife conservation**	**A Conservancy set up by a community on community land**

Therefore, the specific outcomes expected of you as a conservancy manager vary widely across conservancies, ecosystems, and management models.

This handbook is not an in-depth theoretical description of conservancy-based conservation. Neither is it a handbook of modern management theory. This handbook is a collection of practical principles, ideas, and techniques, which will help you become the type of conservancy manager and leader you want and need to be, no matter which of the many and varied conservancies you may be working in.

The principles presented in the handbook are a compilation of practical, proven, leadership and management concepts which have stood the test of time and practice. No idea is introduced that has not already achieved improved performance in real situations.

Knowing leadership and management theory is not enough: it is effective implementation that is key. This handbook provides the opportunity for you to step back from day-to-day pressures and review and make use of essential tools, that when practically applied will significantly improve your efforts in delivering the worthwhile goals of your conservancies.

Thoughtful and persistent practice of simply a handful of these ideas could unlock the tremendous potential that you and your staff possess, thereby improving and enriching the diverse Kenyan landscape for the benefit of wildlife and people.

Our aim in everything we do should be to simplify the complex:
"Complexity is your enemy. Any fool can make something complicated. It is hard to keep things simple."
Richard Branson: *Founder, Virgin Airlines.*

The purpose of this handbook is to help build your capacity as conservancy managers, to take advantage of the tremendous opportunities you encounter across the diverse Kenyan conservancy landscape, **producing even more of the kind of successes described below:**

Ruko Conservancy in Baringo County recently re-introduced Rothschild's giraffe. This was the first time for giraffe to be transported across water. This community conservancy also employs one of a handful of female conservancy managers in Kenya.



People tend to stay motivated when they see the importance of the things they are asked to do. ***John Maxwell***

Selenkay Conservancy in Amboseli ecosystem had almost no lions, wild dogs, or leopards, within the conservancy. Now, because the community is more engaged with conservation and the conservancy has introduced a livestock compensation scheme, they have 70 lions, 40 wild dogs, and 7 leopards, within the conservancy.







The Kiunga and Pate Community Conservancies recently celebrated National Tree Planting Day and World Earth Day by planting 20,000 mangrove seedlings to add to the 20,000 they planted the previous year.



8 community conservancies across the Northern Rangelands Trust landscape are engaged in partnership with established women's groups in conservancies, training them on bead craftsmanship, product development, and basic marketing and accounting skills. The women involved in the programme earn significant income, which helps them improve their families' lives.



Naboisho and Olare Motorogi Conservancy in the Maasai Mara ecosystem has adopted a holistic approach to grazing and pasture management within the Conservancy. The "Kundi Moja" or "one herd" system involves landowners control-grazing a small area in a tight formation of their herds, grazing the grass short and only then moving on to the next designated area. Then these short grass areas, once vacated by the cattle, become hot spots for short grass loving herbivores. These healthy cattle from the Mara conservancies are then processed into "grass fed beef" at the neighboring Enonkishu Conservancy abattoir, adding value and profits to the community herd owners.



Conservancy managers' roles can be very challenging at times…

Again, in the Amboseli ecosystem the **Kitirua Conservancy,** is now frequently visited by around 400 elephants, including Tim, the largest elephant in Kenya.



Nakuprat Gotu Conservancy, Isiolo County, has successfully brought together Turkana and Borana communities that were previously hostile to one another.





…300 goat killed in one night by hyena, and yet, because this conservancy had a livestock compensation scheme in place, the farmer was compensated, and a potential wildlife disaster averted.

Northern Rangelands Trust CEO, Mike Harrison, says:
"A lot of training in the conservation field is centred around conservation or livelihoods technical training, but what about generic personal skills for the effective management of people, partnerships, or resources? This is just as important for conservancy managers and boards if we are to see the conservancies operating to the best of their ability."

This is what your Leadership and Management handbook is about.

Conservancy Management -A Worthy Career



Josphine Ekiru Josphine is a Turkana who almost single handedly brought about peace in her once-troubled home conservancy of Nakuprat-Gotu. Despite death threats and a struggle to be taken seriously by the men, Josphine used dialogue and unwavering patience to bring two warring communities together and form a conservancy. She flushed out former poachers, many of whom are now rangers, and went on to become one of the first conservancy chairladies. Since 2014 she has been the Northern Rangelands Trust (NRT) Peace Coordinator, and has won an international award recognising her efforts.



Rebecca Kochulem Rebecca is the conservancy manager for Ruko Conservancy which sits along the eastern shore of Lake Baringo, and, until recently, was the only conservancy in the county. After years of inter-ethnic conflicts between the Njemps and Pokot, as well as serious environmental degradation, the two communities came together to develop a grazing management plan and to also develop the area for tourism. The population of the endangered Rothschild's Giraffe is on its way to recovery, cattle theft has been nearly eliminated, and Ruko Conservancy is serving as a model for conflict resolution. Now, the communities have greater opportunity to diversify their livelihoods, access better pastures, and build their fishing enterprises. Ruko has since inspired the emergence of six new conservancies in Baringo county.



Tom Lalampaa Tom is a Samburu and was the first manager of West Gate Community Conservancy. While he could have followed in the pastoralist footsteps of his family and neighbors, it was with the support of his entire community that he completed his schooling and went on to receive a BA and an MBA. Through his experience gained from working with community-based organisations in Kenya in community development, conservancy management, and fundraising, he has risen to the position of Chief Programme Officer with NRT, KWCA Chairperson, and a KWS board member. In September 2013, Tom was awarded the Tusk Conservation Award by the Duke of Cambridge at a ceremony in London, and again in 2016 was a recipient of The Bright Award from Stanford University, which recognised his outstanding contribution to northern Kenya's communities and wildlife.



Dickson Simiren Ole Kaelo Dickson has been involved in community conservation and conservancy management for the last two decades. His passion and commitment for community conservation and conservancy management is evident in the conservancies he helped establish and initially managed, such as Enonkishu, Olare Orok, Motorogi, Mara North and Naboisho. He has also worked with other conservancies helping to establish and improve their management—Siana, Lemek, Olchoro and Olderkessi conservancies in the Maasai Mara. Some of the conservancies have been recognised nationally and internationally for their management success, such as Naboisho, which was awarded the overall winner of 2016 African Responsible Tourism Award and Eco-Warrior Community Conservancy of the Year award in 2015. Dickson is currently the CEO of KWCA and a board member of Maasai Mara Wildlife Conservancies Association, the Kenya Wildlife Trust, and Koiyaki Guiding School.

Conservancy Manager Job Description

Job descriptions form the foundation for many important management processes such as hiring, setting expectations, salary, training, performance review, dismissal, development and career planning

Detailed and specific job descriptions prevent misunderstandings of what a position entails—they help both sides share a common understanding.

Following is a list of the types of duties for the conservancy manager role. Review these and then, in conjunction with your conservancy board, create a specific job description for your role. Appendix 1 has two different, specific, job descriptions to serve as examples.

Management of conservancy partnerships (County Government, service providers, investors):

- Representation of the conservancy, being the face of the organisation.
- Liaise with all conservancy partners including the tour operators, Government and non-Governmental agencies, and the surrounding communities, to ensure long-term self-sustainability, strong conservation, and benefits to communities.
- Prepare project proposals and reports to donor individuals and organisations for funding.
- Develop Memorandums Of Understanding (MOUs) with relevant stakeholders—written and signed.
- Manage joint programmes with organisations.

Management of all conservancy operations (vehicles, HR, infrastructure, radios, pumps, etc.):

- Manage conservancy assets (motor vehicles, office assets, and other equipment).

- Update conservancy documents including landowners' register.
- Central coordination person for security issues, both inside and outside the conservancy.
- Ensure update of all legal requirements/memberships/etc.
- Provide guidelines for operating within the conservancy—e.g. for tour operators.
- Plan and implement efficient operating procedures for the conservancy including efficient utilisation of resources.
- Develop disaster management plans

Management of conservancy staff:

- Manage, train and mentor conservancy staff and appraise their performance to ensure motivation and high productivity.
- Facilitate staff selection and recruitment.
- Develop resource staff work plans—wardens, rangers, other staff.
- Monitor staff work plans and manage their performance and development process.
- Ensure that all the conservancy requisite rules and regulations are adhered to, by all, at all times, this includes staff members and all visitors to the conservancy. Regularly review these rules and regulations.

Servicing the Conservancy Board, all sub-committees, AGMs, zonal meetings:

- Hold regular meetings with stakeholders.
- Undertake capacity building of the various conservancy committees.

Management of conservancy budget:

- Oversee management of all conservancy budgets, expenses, and revenue, ensure accurate record keeping and compliance with conservancy and donor financial procedures.

Delivery of programmes on Governance & Peace, Livelihoods & Infrastructure, Security, Rangelands & Livestock, Wildlife, Enterprise & SACCO:

- Develop conservancy management plans. Implement and monitor the plan and annual staff work plans.
- Spearhead/drive conflict resolution.
- Mitigate illegal activities in the conservancy, know about byelaws.
- Ensure there is adequate security for visitors and wildlife within the conservancy at all times.
- Support infrastructure development (roads, tourism) and ensure community ownership.
- Facilitate and monitor wildlife ecology and research, including recording of wildlife species movements.
- Develop community grazing management plans—managing grazing zones, corridors, easements, etc.
- Oversee and support community livelihood plans.

Monthly reporting on monitoring and evaluation (M&E) data, feedback to board and community on M&E:

- Coordinate board activity schedules.
- Prepare and submit to the Board, situational, monthly, and quarterly reports.
- Attend Board meetings and develop action points for implementation.
- Monitor action points and follow up with parties responsible, to ensure items are followed through prior to the next monthly meeting.
- Develop and implement a conservancy M&E programme for measuring performance of programmes and achievements against the management plan.
- Develop conservancy marketing strategies to enhance conservancy visibility.

Planning

Planning is an everyday activity for managers. All plans sit on the foundation stone of the vision for the conservancy. The conservancy vision should drive all planning in the conservancy.



The first step after determining the conservancy vision is to develop a Conservancy Management Plan (CMP). The following are two approaches to developing a CMP:

Management Plan Guidelines For Protected Areas In Kenya, produced by Kenya Wildlife Service, provide an excellent resource for development of conservancy management plans. Below is the recommended planning process outline. The full process can be found in the guideline document (www.kws.go.ke). In addition, a step by step practical toolkit has been prepared by KWCA to guide conservancies in preparing a conservancy management plan (www.kwcakenya.com).

The Management Planning Process

Step 1: Pre-planning and Scoping the Plan

Step 2: Collecting relevant information for the plan (including community consultations)

Step 3: Analyzing Information

Step 4. Identifying Constraints, Opportunities and Threats

Step 5. Developing management vision and objectives

Step 6. Identifying and evaluating options including zoning

Step 7: Drafting the Management Plan

Step 8: Communicating, Consulting and Building Consensus for the Management Plan

Step 9: Finalising the Management Plan

Step 10: Getting the Plan Endorsed and Approved

- Approval by the plan owner
- Endorsement by County Wildlife Conservation and Compensation Committee (CWCCC)
- Endorsement by KWS
- Gazetting by the Cabinet Secretary

Step 11: Management Plan Monitoring, Evaluation and Reporting

Step 12: Annual Compliance Report

Step 13: Five year third party management report

Step 14. Reviewing and Updating the Plan

The Northern Rangelands Trust, also provide a good template of a Management Plan structure:

(1) **Map:** key features, infrastructure, resources and land-use including future settlement planning.

(2) **Background information:** population, community ethnicity, land ownership; natural, physical and human assets; livelihoods; challenges (e.g. conflict, drought and vulnerability).

(3) **Community development and conservation priorities:** list of key priorities, vision statement, goals and impact.

(4) **Strategic actions and partners:** high level activities for each goal, which will be developed into more detailed action plans with key partners.

(5) **Implementing the plan:** description of the conservancy personnel, resources, and approach to implementation; partnerships; benefit-sharing mechanism; and means of measuring impact.

(6) **Community development and conservation priority areas:** identify specific locations where priority actions are needed (e.g. health, education, water, infrastructure, roads, security outposts, rangeland rehabilitation, tourism investment etc.).

If you fail to plan, you plan to fail!

Action Plans

Annual, quarterly, monthly, weekly and finally, daily action plans, provide the "pin-point" focus on the right actions to deliver the overall vision and the objectives of the CMP.

Action plans should be developed for each major objective of the CMP and could typically include the following plans:

- Community livelihood plans
- Community grazing management plans
- Benefit sharing (see Appendix 2)
- Anti-poaching
- Infrastructure development
- Disaster management(see Appendix 3)
- etc.

Whether a project is large or small, an action plan will be required to set out the tasks and monitor progress. Action plans exist at all levels and help you and your team keep track of all the things they must do. Action plans will vary in size and complexity.

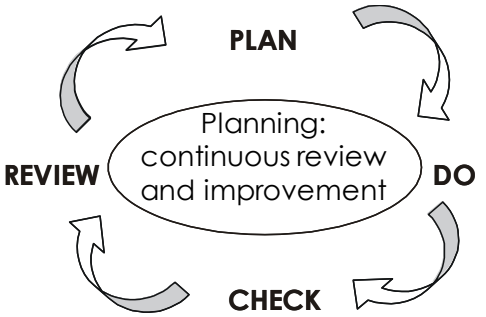
An action plan is a list of tasks to be done to complete a project or goal. They give you a framework for thinking about how to complete a project efficiently. They help you finish activities in a sensible order, and they help you ensure that you don't miss any key steps.

To create one, simply list the tasks that you need to complete to deliver your project or goal, in the order that you need to complete them. Allocate appropriate resources to each task. Decide who in your team will do each task and by when. Set up a regular schedule of review meetings to monitor progress using the continuous review process described below.

Helpful action planning questions:

1. What do you hope to achieve or accomplish and when?
2. What are the step-by-step tasks that must be done so that the CMP's objectives are achieved?
3. Who is responsible for completing each task, how, and by when?
4. What specific resources are needed for the plan to work?
5. How will the team communicate during plan execution?
6. What needs to happen to get "The right people with the right stuff, in the right place, at the right time, working and ready to go!"?

Continuous review process:



As conservancy managers you have demanding work loads and, therefore, a lot of time can be spent in the **DO**ING part of this cycle. However, time spent **PLAN**NING is never wasted and often leads to significant improvements in the effectiveness of subsequent work undertaken.

Having carried out tasks, time spent **CHECK**ING what you have done to measure the results against pre-agreed standards will enable **REVIEW (W^3)** to be more effective for the next round of **PLAN**NING.

A simple review technique which can be used to improve the planning cycle and learn, either individually or in teams, is **W^3**. After completion of any major project, or minor event, this simple **W^3** process of asking three questions, writing down your reflections, and learning from the review, will consolidate the learning and improve future performance.

W^1 - What has worked well?

W^2 - What did not work well?

W^3- What would we do differently / improve / do more of / do less of?

Persistent use of this simple technique will ensure that lessons are learned and mistakes are not repeated.

Administrative planning and record-keeping

Good and proper record-keeping can be considered evidence of a well-governed conservancy and should be an integral part of, rather than incidental to, the running of the conservancy. E.g. board files should include signed minutes because unsigned minutes are not considered as official records.

Typical documents that should be kept include: board meeting notices, agendas, and signed minutes; registers of fixed assets and conservancy members; records of conservancy activities, rainfall, key animal sighting, illegal activities and any other records required; vehicle movement log sheet; etc.

Below are some example forms for data collection. Use them as templates to create the specific forms needed for data collection in your conservancy.

Park Activities	Citizen		Resident		Non-Resident	
	Adult	Child	Adult	Child	Adult	Child
Camping						
Gate entries						
Picnic sites						
Aircraft landing						
Day game drive						
Night game drive						
Nature walks						
Others						

Key animal sightings

Date:			
GPS location		Adults	
Sex		Sub-adults	
Number		Young	
Activities		Habitat	
➢ Browsing		➢ Wetland	
➢ Hunting		➢ Woodland	
➢ Grazing		➢ Riparian	
➢ Resting		➢ Forest	
➢ Mating		➢ Grassland	
➢ Others		➢ Other	

A guide for wildlife monitoring can be found on the NRT website; Introduction to the Wildlife-Conservancy Management Monitoring System (Wildlife CoMMS). (www.nrt-kenya.org/wildlife-comms)

Illegal Activities

Date:		Time:
GPS location:		Arresting Team:
Crime categories		
➢ Charcoal		
➢ Firewood		
➢ Bushmeat		
➢ Sand harvesting		
➢ Trading of wildlife trophies		
➢ Encroachment		
➢ Grazing		
➢ Others		

Required monitoring and evaluation(M&E) of programmes and projects

Regularly monitoring, evaluating, and reporting on your programmes and projects helps keep them on track while clearly demonstrating their outcomes. Monitoring and evaluating also helps you adapt if things are not going as expected. Since you will put a lot of time and effort into planning and delivering projects, it is important to know what is working, what is not, and why. This knowledge will help you make adjustments and get back on course. Ultimately, monitoring, evaluating, and reporting, will help your programmes and projects succeed and assist you in communicating your successes.

M&E templates for programmes and projects within the conservancy will most likely be supplied by implementing partners to comply with their reporting requirements.

Financial planning and record keeping

Detailed financial planning/budgeting, and financial record keeping, needs to be part of the Conservancy Management Plan and subsequent action plans.

As a conservancy manager, you will need to have some basic understanding of/training in, topics such as:

1. Principles of financial management.
2. Budgeting and planning.
3. Keeping accounting records.
4. Financial monitoring and reporting.
5. Financial controls: policies and procedures.

There is an excellent Financial Management training manual on the Namibian Conservancies website www.nasco.org.na.

Don't let what you can't do interfere with what you can do.

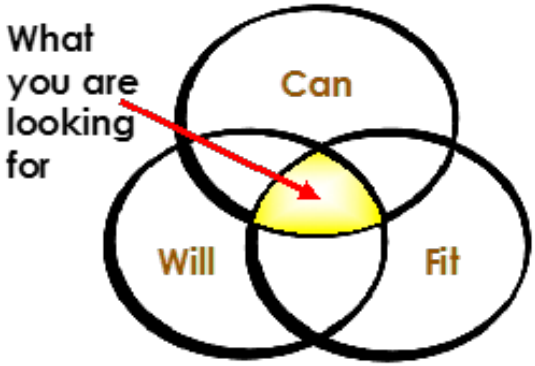
John Wooden

Recruitment



Imagine your conservancy and the plans you have for it are like a bus going to a destination. The bus represents the conservancy management plan and the passengers on the bus represent the conservancy staff. It's important to have the "right" people on the bus and any "wrong" people off the bus! The recruitment process is how you select the "right" people to join you on the bus. Ongoing staff review is how you get any "wrong" people off the bus when necessary.

Hiring the "right" people means finding people who fall into the intersection of the 3 circles below.



Can *they do the work?*

- Do the technical skills and experience the person has match the requirements of the job?

Will *they do the work?*

- What kinds of work assignments motivate and satisfy this person, and how does that pattern of motivation fit with the work needed in your conservancy? This includes/is linked to, assessing their passion and attitude.

How will they ***fit*** into your conservancy?

- Overall, does their style and "chemistry" feel right for the conservancy/team?

The recruitment process

1. Create a detailed job description for the role.
   Get an in-depth understanding of the role you are hiring for. Why is a new employee needed? What duties and responsibilities will the successful candidate have? What skills or abilities are required to succeed in the role?
2. Write a job advert.
   These are written descriptions of the role you are recruiting for and the type of candidate needed to fill it.

Attracting the right applicants is largely about getting these two documents right, so it's worth spending time on them.

3. Choose where to search for candidates.

   Potential candidates may be known by current employees, the local community, or by your network. You may need to advertise in local/national newspapers, or on social media.

4. Review the applications.

   Go through applications and select a shortlist of candidates for interview who meet the job requirements. (Remember requirements include "**Can**" and "**Will**" and "**Fit**".)

5. Conducting interviews.

   Arrange face-to-face interviews with a panel of interviewers. Ideally the panel should consist of the conservancy manager,

the board chairperson, and the person who the candidate will report to.

It has been said that many people are hired on aptitude (knowledge/skills/experience) but are fired on attitude!

Ask questions that help you find out as much as you can about each candidate's experience. Use questions in the **S.A.R** format to allow you to hear about real experience and not just theory:

- **S**ituation – describe a situation they faced?
- **A**ction – what specifically did they do?
- **R**esult – what was the result of their action?

E.g

- Describe a situation where you took leadership? What specific action did you take? What was the result?
- Describe a situation where you helped to resolve community conflict? What action did you take? What was the result?
- Can you tell about a time when you used your knowledge and skill to solve a complex problem? If so what made it so challenging? How did you handle it? What was the outcome?

The following types of questions will help you find out about things like attitude and self-motivation.

- Give me an example of when you had to adjust quickly to unexpected changes?
- Tell me about a situation in which you had to cope with a particularly demanding task? What did you do to ensure you coped? How did you feel? How often do you get asked to achieve difficult goals?

- Describe a time when you encountered personal criticism? What approach did you take? How did this influence your actions and the outcome?

- Describe an occasion when you had difficulties working with a team? What caused the problem? How did you respond? What was the outcome?

Remember that interviews are a two-way thing. Your candidate will be looking to see whether your conservancy is the right fit for their career. So, remember to be courteous, allow them to ask questions, and be happy to "sell" the benefits of the position and your conservancy.

6. Checking references, drawing up a contract and offering the job.

It's essential to check your candidate's background to help make sure they are everything they claim to be. (Remember, hiring the wrong person can be very costly and it's not so easy to get wrong people off the bus.)

You will need to draw up a contract of employment. You will most likely have a template that can be adapted to the working hours and responsibilities, salary, number of holiday days, etc. It is advisable to include a probationary period of 3 months after which you can make the position permanent if the candidate performs to the required standard. The probation period allows you to let the person go if they turn out not to be capable or suited to the position.

Staff welfare can have a major impact on motivation and work performance—it's important to get it right. E.g. when employing rangers consider the following:

- Suitable salary/wages, allowances and benefits.

- Decent housing.
- Adequate and appropriate rations—it is not appropriate to provide a diet of ugali and greens to a ranger who is used to eating meat every day!
- Suitable uniforms and kit—good boots are essential.
- Appropriate medical/health cover.

Proper induction of new staff ensures that new starters are retained, settled in quickly and happily to a productive role (See Appendix 7).

Finally, remember, many people are hired on aptitude (knowledge/skills/experience) but are fired on attitude!

ATTITUDE

"The longer I live, the more I realise the impact of attitude on life.

Attitude, to me, is more important than facts. It is more important than the past, than education, than money, than circumstances, than failures, than successes, than what other people think or say or do. It is more important than appearance, giftedness or skill. It will make or break a company... a church... a home.

The remarkable thing is, we have a choice every day regarding the attitude we will embrace for that day. We cannot change our past... we cannot change the fact that people will act in a certain way. We cannot change the inevitable. The only thing we can do is play on the one string we have, and that is our attitude... I am convinced that life is 10% what happens to me and 90% how I react to it.

And so it is with you... we are in charge of our Attitudes."

C Swindoll

Perhaps you could print a copy of this "attitude" quote and put it on a prominent wall somewhere for staff to read, and perhaps reduce any need for firing!

Leadership and Management

You have the job title of Conservancy Manager. Does that mean that you are only involved with management activities? No. To succeed in your role you need to fulfil the functions of both a manager and a leader.

The terms "management" and "leadership" are often interchanged. In fact, many people view them as basically the same thing. Yet management is as distinct from leadership as day is from night. Both are necessary, however, for a high-performance organisation.



We could say that leadership is about *"inspiring the doing"* and management is about *"instilling good operational processes"*. When put together the two result in *"getting the right things done right by the right people"*. Put more simply, you lead people and manage things. Things include physical assets, processes, and systems. People include customers, external partners, and people throughout your team or conservancy.

Management is getting people to do what needs to be done. Leadership is getting people to want to do what needs to be done. Managers push. Leaders pull. Managers command. Leaders communicate. **Warren Bennis.**

Let's consider the leadership and management skills that you require.

Leadership Skills	Management Skills
➢ Communicating the vision	➢ Planning
➢ Aligning people to the vision	➢ Organising & staffing
➢ Motivating & inspiring	➢ Controlling & problem solving

The conservancy manager as a leader:

- Keeps everyone connected to the vision by setting the direction of the conservancy on a daily, weekly, monthly, quarterly and annual basis to achieve the conservancy vision.

- Helps staff to see how their specific role contributes to achieving the overall vision.

- Creates a motivating and rewarding work environment.

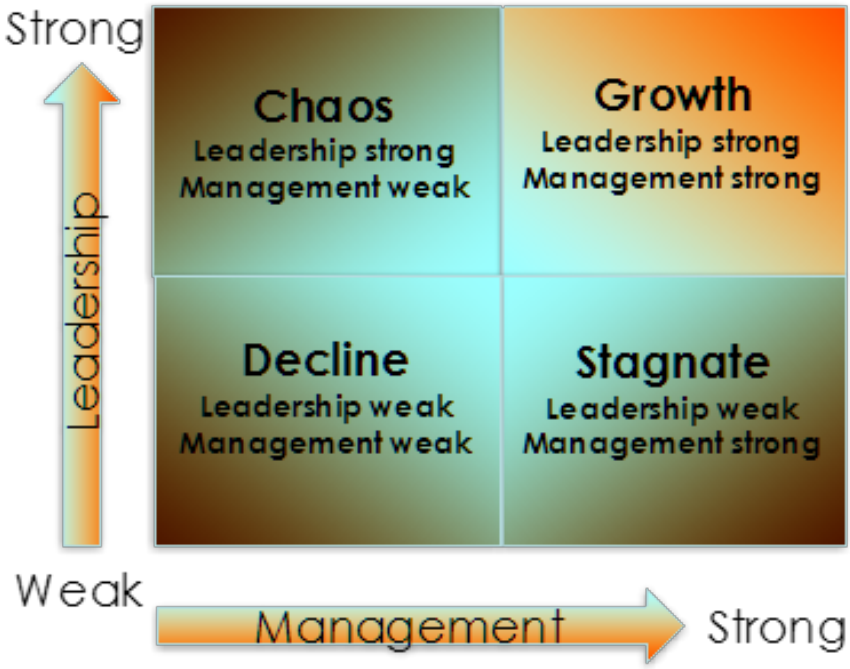
The conservancy manager as a manager:

- Develops practical action plans to implement the conservancy management plan.

- Ensures that conservancy policies and processes are implemented in an efficient and timely way.

- Ensures conservancy resources of staff and equipment are utilised and mobilised efficiently.

The diagram below illustrates why it is important to have strong leadership and strong management to achieve growth in your conservancy.



Entrepreneurial start-up companies often have strong vision, passion, and energy (leadership), but may lack systems and processes (management), which can lead to a lot of errors, poor service/quality, frustration and ultimately chaos.

Imagine an established conservancy with weak leadership and strong management. It's likely that little will change: existing programmes will continue, new initiatives will be rare, there will be a lack of drive and vision to take the conservancy to the next level. Things will simply stagnate.

Both management and leadership are needed to make teams and organisations successful. Trying to decide which is more important, is like trying to decide whether the right or left wheels on your vehicle are more important for a smooth trip. You always need both!

Leading and managing your conservancy is a team effort. When your team is small, e.g. you plus 2 rangers, then you will need to do both the leadership and management tasks to effectively run the conservancy. As your team grows you need to recruit staff that compensate for your weaknesses, e.g. appoint a head of security to more effectively lead the rangers, or an administrator/book-keeper to manage policies and processes including financial management, depending on your own relative strengths/ weaknesses. A high performing team is one where the individuals have complementary strengths.

Communication

Communication is a core skill for conservancy managers. Literally nothing happens until we communicate and the quality of the communication will determine the quality of the outcome. Many problems can be traced to communication failure. So, it's important that we all become more effective and skilful, communicators.

The basic requirements for effective communication are:

1. **Honesty of purpose**
2. **Common interest**
3. **Mutual respect**
4. **Desire to understand**
5. **Message that helps**
6. **Meaning that is clear**

The secret of communication is creating an atmosphere where people freely and routinely exchange ideas and proposals.

And note, the job of communicating is not finished until there is ***understanding, acceptance,*** **and** ***resulting action.***



Remember that the rewards of successful two-way communication are great. The following are steps to help you communicate well:

1. **Clarify your ideas before communicating**. Make them concise. Analyse your proposals before you discuss them.
2. **Consider the wider context**. Think about timing, cultural differences, and experience, before you make contact.
3. **Be aware of ''overtones''**. Think about things like your tone of voice, choice of language. Be obviously enthusiastic, highlighting positives rather than negatives, focusing on solutions not laying blame.
4. **Seek not only to be understood, but to understand**. Make efforts to understand your audience's interests first, in order to be understood.
5. **Communicate for tomorrow** as well as today. Show recognition of and consistency with the audience's long-range interests and goals.

Remember that there is a positive relationship between the quality of communication and results: acknowledge and accept this responsibility.

Charles Hummell, in his little booklet "The Tyranny of the Urgent", draws the distinction between the important and the urgent:
"The important task rarely must be done today, or even this week. The urgent task calls for instant action. The momentary appeal of these tasks seems irresistible and important and devours our energy, but in the light of time's perspective the deceptive prominence fades. We feel a sense of loss when we recall the vital task that has been pushed aside, we realise that we have become slaves to the tyranny of the urgent.

Some of us get so used to the adrenaline rush of handling a crisis that we become literally dependent upon it for a sense of excitement and energy. How does an emergency feel – stressful, pressured, tense, exhausting – yes, but it is also exhilarating, we feel useful, we feel successful, we feel validated, we get good at it, like any addiction it brings instant results, instant gratification. We get a temporary high from solving temporary, urgent and important crises, but when the important isn't there the urgency fix is so powerful that we are drawn to do anything urgent just to stay in motion.

People expect us to be busy, overworked. It has become a status symbol in our society. If we are busy, we are important and if we are not busy we are not important and embarrassed to admit it. Business is where we get our security, it validates our popularity. It is also an excuse for not dealing with the first things in our lives. Many of the traditional time management tools feed the addiction to urgency. Daily planning and to do lists keep us focused on the prioritising of the urgent.

If you are into daily planning, you may well be into the planning of daily crises rather than the doing of the important. The important things are rarely things which act upon us. Rather it is things that we have to take responsibility for and the initiative to do. The

urgent, however, knocks and screams at our door to be done now and always we try to respond to them rather than thinking what is important for me to do today."

Let's overcome the tyranny of the urgent and learn to use our time effectively and productively.

A good manager of time:

- Invests time in planning—assessing relative importance and necessary order of tasks (see below).
- Sets clear goals which they communicate to their team.
- Is calm, disciplined, and achieves what they set out to do.

Plan your work and work your plan:

- Set clear goals.
- Once you are clear about your goals, you can plan and prepare a sequence of action steps to achieve them.
- Make quality, prioritised, to-do lists.
- Use a paper or electronic diary.
- Based on your annual and monthly action plans make a weekly and daily schedule, including time for breaks and contingencies. The schedule needs to be realistic, allowing time for interruptions and unscheduled events.

A simple way to assist you in deciding the order in which tasks should be completed is to rate each task based on its level of urgency and its level of importance.

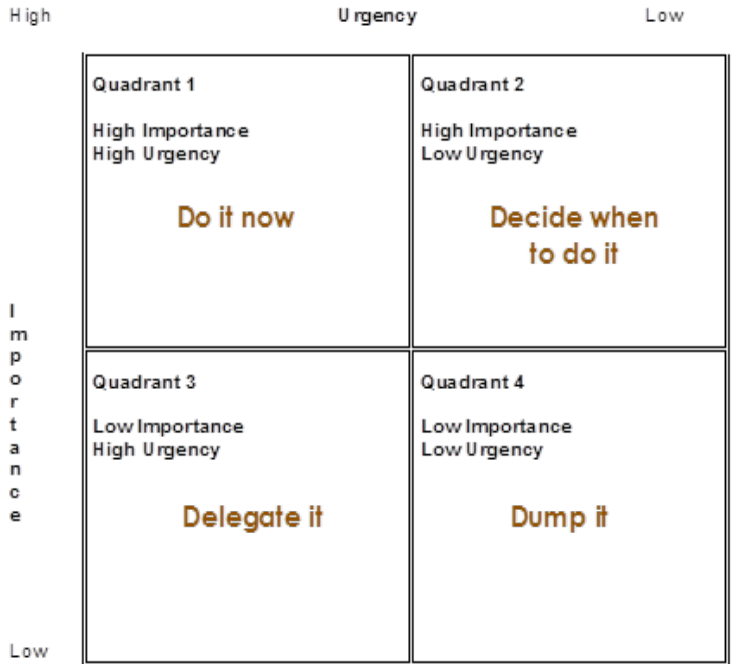
Urgency can be defined as:

- It needs to happen now.
- There is a pending deadline.
- There are immediate consequences of not doing it.

Importance:

- Makes long term difference.
- Often strategic and more profound.
- Takes planning and time to get it done.
- Must be done at some point.

Categorise your tasks by level of urgency and importance using the 4 quadrants below. Then the quadrants become a quality, prioritised to-do list.



Time is the most valuable thing a man can spend.

Laertius Diogenes

Example activities in each quadrant:

Importance \ Urgency	High	Low
High	**Quadrant 1** □ Time-sensitive meetings □ Stakeholder problems □ Equipment breakdown □ Staff problems □ Crisis planning □ Correcting mistakes □ Last minute preparation □ Unforeseen needs	**Quadrant 2** □ Innovation projects □ Personal planning □ Quality improvements □ Staff training □ Thinking time □ Delegation □ Talking / listening to staff □ Vision/future planning discussion
Low	**Quadrant 3** □ Some meetings □ Some mail and reports □ Some individual contributions we like to do □ Some phone calls □ Staff interruptions	**Quadrant 4** □ Busy work □ Idle chat □ Some phone calls □ Time wasters □ 'Escape' activities □ Social media

Obviously, tasks in Quadrant 1 must be done—they are both urgent and important. But, to avoid the continual tyranny of the urgent spend adequate time on the important tasks in Quadrant 2 before they arrive in Quadrant 1.

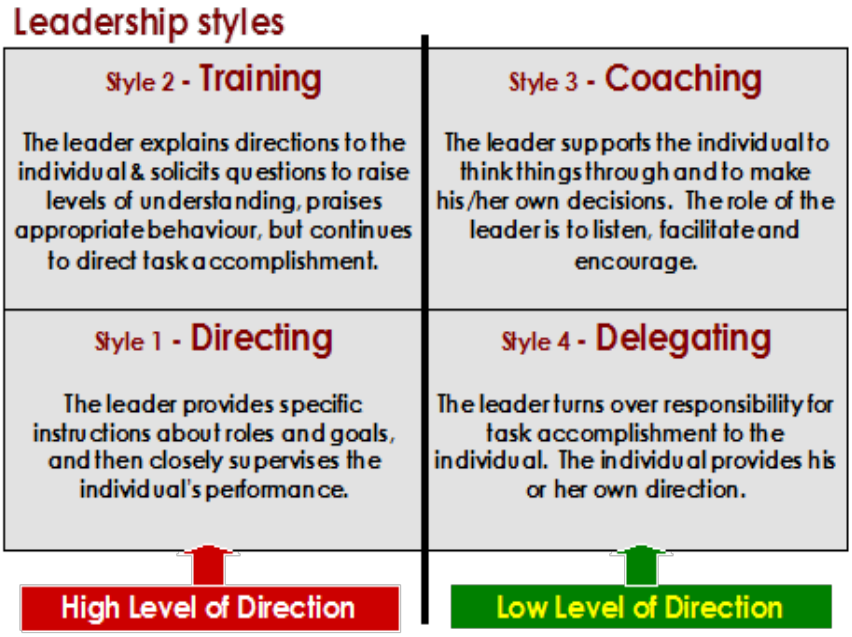
Important tasks neglected will become urgent at some point and can have negative consequences.

Learn to say "NO" if someone asks you to do something that is less urgent / important, than your existing priorities.

Situational Leadership for Individuals

The most successful leaders are those who adapt their leadership style to the individuals they are leading. Effective leadership varies, not only with the person being led, but it also depends on the task that needs to be accomplished.

We will be considering four leadership styles:



To choose the right leadership style for each of your staff members, for the different roles they are performing, you need to consider their levels of "ability" and "motivation" in that area. You can do this by using the following table as a simple "tick" list.

Ability of the person	Motivation of the person
1. Job knowledge 2. Organisational knowledge, influence & power 3. Technical skills 4. Interpersonal skills	1. Interest in the job 2. Confidence/self-belief 3. Willingness to assume responsibility 4. Alignment with conservancy goals

- Tick (✓) each statement where the person is strong for the role/task being considered.
- Use the number of ticks to determine the appropriate leadership style:
  - Few ticks = Higher level of direction ie Directing or Training style
  - Several ticks = Lower level of direction ie Coaching or Delegating style

Typically, when someone is new to a position they will initially require a high level of direction. This is the case even when they have done the same job in a previous organisation because in your organisation there will be different policies and procedures that they must first get to know. Of course, if a person joins with extensive experience and they are highly motivated then you should expect them to move very quickly to requiring a lower level of direction.

Let's consider the appropriate style for John, a grazing coordinator, who has joined you from another conservancy.

Ability of John

1. Job knowledge ***X*** (the new job is in a different landscape and community to where John worked previously)
2. Organisational knowledge, influence & power ***X*** (John needs to get to know his new organisation)
3. Technical skills ✓
4. Interpersonal skills ✓

Motivation of John

1. Interest in the job ✓
2. Confidence/self-belief ***X*** (John is confident but is a little concerned about succeeding in the new environment)
1. Willingness to assume responsibility ✓
2. Alignment with organisational goals ***X*** (John previously worked with a private conservancy whereas yours is a group ranch conservancy, he knows there are new things to learn)

John has 2 ticks for Ability and 2 ticks for Motivation therefore a higher level of direction is needed—so, at this time, a combination of Directing and Training is right for John.

Let's now consider Samuel your head of security:
Samuel has worked with you for several years. He is very able and has always been a self-starter, showing considerable individual initiative and a high level of motivation. You have always been able to rely on him to get the toughest of jobs done in the face of very tight deadlines.

You have a major international donor visit and tight security is vital. What leadership style should you use in this situation?

Samuel would probably receive 4 ticks for Ability and 4 ticks for Motivation therefore the Delegating style is appropriate.

Few things can help an individual more than to place responsibility on him, and to let him know that you trust him.
Booker T. Washington

Staff Management

Personnel records are particularly important when it comes to getting the best out of your staff and achieving conservancy goals.

Personnel records are necessary for the implementation of employment policies and procedures for recruitment, training, promotion, dismissal etc.

Accurate records help ensure that staff receive their correct pay, holidays, pension, and other entitlements and benefits.

Good records can help managers to:

1. make decisions based on fact rather than guesswork.
2. know what staff resources are available to meet conservancy requirements.
3. more accurately assess levels of performance and productivity.
4. know what is happening with absence levels, employee turnover, sickness, accidents, lateness, discipline etc, and take appropriate and timely action.

Conservancy staff records

Conservancies should keep information about each staff member – for example:

- Personal details – name, address, emergency contact, date of birth, sex, marital status, education and qualifications, PIN number, previous work history.
- Next of kin and other dependents.
- Employment history with the conservancy – date employment began, promotions, present job, job title.
- Details of terms and conditions – pay, hours of work, holiday entitlement, any other benefits, eg conservancy vehicle, private health insurance.

- A written copy of the terms and conditions of employment, or the employment contract, must be kept to avoid any future query on the terms and conditions agreed on starting, plus any changes to the contract.
- Details of any disciplinary action, including dismissals, and grievances.
- Details of termination of employment.

In addition, the conservancy will want to keep other records including:

- Recruitment and selection procedures and results.
- Induction process (see Appendix 7).
- Staff review meeting records.
- Details of training/further education undertaken with the conservancy, whether internal or external.
- Absence details – lateness, sickness, any other authorised or unauthorised absence e.g. annual holiday, maternity/ paternity/ dependents leave, compassionate leave.
- Details of any accidents connected with work, including on the way to and from work. It is a good idea to record any level of accident including the administration of first aid.

Staff Review

We need a good staff review process to be in place in order:

- To ensure the conservancy complies with legal requirements.
- To ensure transparency and accountability.
- To provide fair and consistent treatment of ALL staff.
- To help supervisors to prevent and/or handle staff issues.
- For staff to know their rights and responsibilities.
- To attract, recruit, develop, motivate and retain good staff.
- To obtain the best work performance from your most important (and costly) asset—your staff.

What is the value of a well-run performance review meeting?
To the organisation?

✓ Sets targets and keeps staff on track.
✓ Allows for corrective action.

✓ Avoids complacency.
✓ Assists with succession planning.
✓ Develops training plans.
✓ Maintains alignment to conservancy goals.
✓ Shows caring culture.

To the team?

✓ Promotes team spirit & balance.
✓ Assists understanding of goals.
✓ Identifies recruitment needs.
✓ Aids succession planning.
✓ Promotes collective responsibility.

To the individual?

✓ Builds morale, trust, rapport, and security.
✓ Affirms individual's value and importance to the conservancy.
✓ Highlights training and development needs.
✓ Allows for the setting and clarifying of (new) targets.

✓ Provides a platform for the airing of concerns.

What are the consequences of a poorly run review meeting?

✓ Demotivation.
✓ Poor future performance.
✓ Staff turnover.

Review meetings are:

- An essential dialogue between the person being reviewed and their manager.
- Personal (face to face).
- The means to formally review and document achievements and celebrate success.
- The forum for agreement of action plans in support of departmental goals and personal plans for development.
- The opportunity to identify deviation from targets.
- Consistent – monthly for most managers.

Reviews: Key things to do and remember:

Before:

- Put dates in the diary for the review sessions in advance. Dates should not be changed unless absolutely necessary.
- Ensure receipt of updated objectives from the person being reviewed two to three days beforehand.
- Review notes of the previous meeting to ensure continuity.
- Prepare a checklist of points to be covered.

During:

- Be open and honest through balanced attention to failure and success, but start with success.
- Be supportive by being encouraging, constructive, and forward looking.
- Agree and document achievement since the previous review and for the year so far.
- Focus on priorities, particularly where targets are being missed regularly.
- Encourage discussion and reach agreement on the way forward.
- Take notes of key features of discussion and action points.
- Recap and confirm date of the next meeting.

After:

- Complete the documentation with copies signed and retained by both the manager and the person being reviewed.
- Agree personal action points.
- Monitor interim progress on main issues.
- File review notes together with objectives and other material relevant to job performance.

Performance review specifics:

- Assess current performance against targets.
- What are the comments on overall performance?
- What are the training and development needs that have been identified for increased job satisfaction and performance?
- Agree new targets and objectives.

Objectives arising from CMP and job description	**Target**	**Results**	**Agreed actions going forward**
Objective 1.			
Objective 2.			
Objective 3. Etc.			

Example is not the main thing in influencing others – it's the only thing. ***Albert Schweitzer***

General questions to consider using:

- What have been the highlights for you over the last twelve months? Why?
- What have been the biggest challenges? Why?
- What have been the biggest disappointments for you? Why?
- What are the areas in which you have grown?
- Please give one idea of what the management could do differently to take the conservancy forward.

Few things in the world are more powerful than a positive push. A smile. A world of optimism and hope. A 'you can do it' when things are tough. ***Richard M. DeVos***

Handling under-performance

- Get the facts and the background = your evidence.
- What are the "areas of concern"?
- Is it reasonable for you not to accept the current performance?
- Compile all your evidence and write an agenda / check-list.
- Meet with the employee in private.
- Be direct about the under-performance.
- Discuss the evidence (facts and background).
- Allow time for a response.
- Specify the required improvement.
- Specify time scales.
- Set out support / training / advice available.
- Explain monitoring / next meeting.
- Record the discussion and points made and agreed.
- If no improvement, discuss entering the formal disciplinary procedure.

Giving feedback

It has been said that feedback is the breakfast of champions. In other words, feedback is essential for you and your staff to succeed in effectively running your conservancy. Feedback must be delivered in the right way for it to have maximum effectiveness.

Tip: Praise in public and criticise in private.

Tip : Be hard on the problem, soft on the person.

Here is an acronym to help you remember how to give full and effective feedback:

S.A.I.D.

SUPPORT – have a clear intention to help the person to succeed.

ACTION – what did they do or say, be specific.

IMPACT – explain the effect their behaviour had on you, others, or the desired outcome.

DO DIFFERENTLY / DO MORE OF – be clear what behaviour you require them to demonstrate/be specific about the action needed next time.

Example 1: you say to a member of your staff…

*"You encouraged John to contribute by asking him directly (**Action**: specific observed behaviour)*

*...and John became more lively and contributed again later (**Impact**)*

*Please continue to encourage your team members to contribute during meetings" (**Do more of**)*

Example 2:

*"You were 20 minutes late at the last meeting (**Action**: specific observed behaviour)*

*Five people had to wait for 20 minutes and we didn't complete all the agenda points (**Impact**)*

*Please be on time for the next meeting" (**Do differently**)*

S.A.I.D. helps feedback to be: specific, measurable, unemotional, stops the bad practise, and highlights the consequences of actions.

Remember the **S** in **S.A.I.D.** stands for Support: always have a clear intention to help the person to succeed. Success for a person may be continuing within your conservancy or it may not, but either way your job is to try and help them succeed.

*People are changed, not by coercion or intimidation, but by example. **John Maxwell***

Problem Solving

We could say that you as a manager are paid to solve problems and make decisions to keep your conservancy plans on target. Therefore, you need to develop excellent proactive problem-solving skills through a deeper understanding of people and issues.

No doubt all of us can think of times and situations when poor decisions, or no decisions, led to costly mistakes, waste of resources, or breakdowns in relationships, which destroyed teamwork and productivity.

This aspect of your job takes a great deal of skill and can lead to significant results. Yet we know many problems are left unsolved and often decisions are made based on hunch, intuition, or simply past experiences. To reach the best possible solutions it is advisable to use a systematic approach to both identify and resolve problems and then make effective decisions.

So, let's look at an approach for understanding problems and finding solutions.

Often we observe the symptoms of a problem yet those symptoms do not necessarily reveal the cause. Managers must seek the core of the problem; they must find the root cause(s).

Remember that the cost of rework i.e. doing things again because they were not done correctly the first time, is ***a 100% additional cost—all the original time and effort spent needs to be spent again!*** So, it's important to fully understand the problem faced before jumping to solutions.

Here is an approach to systematically solving problems:

1. State the problem.
2. Note all possible causes – distinguish facts from assumptions.
3. Establish the root cause(s).

Repeatedly asking the question "why?" can help to clarify facts, not assumptions, and "drill down" to the real root cause of the problem.

Asking e.g. 5 "whys" can be of help:

The Lincoln Memorial in Washington DC, USA, was becoming covered in pigeon droppings from pigeons roosting on the monument at night. Let's ask 5 "why" questions in order to understand the problem in a bit more depth.

1. ***Why*** *were the pigeons there?*
   - *They were feeding on spiders on top of the memorial roof and then roosting overnight.*
2. ***Why*** *were the spiders there?*
   - *The spiders were feeding on mites breeding on the roof.*
3. ***Why*** *were the mites there?*
   - *They were hatching from larvae in pools of water lying on the roof.*
4. ***Why*** *were the larvae breeding there?*
   - *The pools of water were warm.*
5. ***Why*** *were the pools of water warm? (It was even a problem in very cold winter weather.)*
   - *The monument was lit up at night because it is a tourist attraction and the lighting was causing the water to warm up*
   - *Mites breed between 6 & 8 pm and the flood lights were switched on at 6 encouraging the mites to lay eggs and breed.*

The solution:
Switching on the flood lights was delayed until after 8pm and the pigeon problem was gone!

The rushed, "knee-jerk", "jumping to conclusions", solution would probably have been to **shoot the pigeons!** Note that this would have been costly, messy, and a waste of time and money, in that there is essentially an unlimited population of pigeons!

Are you sometimes "shooting the pigeons"?
Distinguish facts from assumptions & establish the root cause.
Then…

4. List what must be avoided when implementing any solution?
5. Construct a "rich" question that clearly defines the "real, root" problem, and clearly states the things that must be avoided
   i.e. "How can we… without…?"
6. Brainstorm ideas for possible solutions.
7. Evaluate these ideas against agreed criteria and select the best solution(s).

E.g. Evaluate against the following criteria: the amount of effort required, the risk involved, and the reward gained in implementing the idea.

Ideas	Effort High/Med/ Low	Risk H/M/L	Reward H/M/L
Idea #1	H	M	H
Idea #2	M	H	H
Etc.	L	L	M

8. Create an action plan. (See "Planning" section.)
9. Now act!

Recognising a problem doesn't always bring a solution, but until we recognise the real problem, there can be no solution.

James A. Baldwin.

Let's put this problem solving approach into action with an example conservancy problem.

1. State the problem? – Bush meat poaching for sale.

2. All possible causes? : facts not assumptions.
- Poverty.
- Lack of employment within the local community.
- Poor security within the conservancy.
- Low pay for ranger force within the conservancy.
- Drought causing reduced income from farming and livestock.

3. Root cause? Let's say that the definite root cause on this occasion is determined to be drought causing reduced income.

4. Things to avoid when implementing any solution(s).
- Alienating the community.
- Causing increased poverty.
- Pushing the poachers towards commercial poaching of rhino and elephant.

5. "Rich" question that defines the real problem and states what must be avoided in implementing the solution.

   How can we… reduce bush meat poaching by countering the effects of drought without… alienating the community, causing increased poverty or pushing poachers towards commercial poaching?

6. Ideas for potential solutions.
- Provide water for irrigation and livestock.
- Provide zonal grazing within the conservancy.
- Provide an alternative to poaching through employment and micro enterprise development.
- Engage in social responsibility teaching in schools.

- Create community awareness of the Wildlife Act.
- Arrest and prosecute offenders.
- Identify the outlets and market for the meat.
- Have intensive patrols as a deterrent.
- etc.

7. Evaluate and select the "best" solution(s).

Ideas	Effort High/Med/Low	Risk H/M/L	Reward H/M/L
Irrigation	H	M	H
Zonal grazing	M	H	H
Employment / business	H	H	M
Teaching in schools	L	L	M
Wildlife Act awareness	L	L	M
Arrest & prosecution	M	M	H
Identify markets etc	M	L	L
Intensive patrols	M	L	H

Your table might look something like this.
If e.g. finance and other resources are limited, then you could focus, in the first place, on low/medium effort solutions that give high rewards.

8. Develop an action plan for the solutions selected and start working the plan!



Let's now look at other potential problems you may face with suggested solutions (I'm sure there are more solutions than we have included here and of course there are many more problems!).

A. Elephant / Human conflict.
E.g. problem: How can we… create safe and effective methods for keeping out problem elephants for the benefit of farmers and local citizens without… causing harm to elephant populations and significantly increasing the cost of farming?

Potential solutions:

1. Fencing—both standard and electric.

2. Bees.
   Elephants are known to avoid acacia trees occupied by honey bees.

- Create a "bee hive fence"— a regular fence strung with beehives. If an elephant tries to push through the fence, the hive swings, the bees become agitated, and the elephant flees.

  (In 2010, Save the Elephants started an "Elephant-Friendly Honey" program to help farmers get the best price for their honey from beehive fences. The hope is that the program will provide jobs, income, honey, and will eventually become self-sustaining.)

3. Hot chilli pepper (pilipili).

- Plant a wide row of chilli peppers around cultivated fields and gardens. The strong smell of chilli peppers is an effective determent to elephants. The chilli peppers can become a cash crop.
  (The Elephant Pepper Development Trust formed two companies—African Spices Company in Zambia and the Chilli Pepper Company in Zimbabwe—that help farmers

produce, sell, and distribute the chilli peppers and products such as hot sauces, jams, and relishes.)

4. Elephant geo-fencing. Geo-fencing is a means of detecting radio-collared elephants that cross a virtual fence line. When an elephant with a collar passes through the virtual barrier, an SMS message is sent to the wildlife management center, along with GPS coordinates of the elephant.

   Rangers can then intercept the elephant and chase it away. Elephants can quickly learn where the invisible lines are and not cross them.

   (Geo-fencing has also been used successfully with lions, to protect livestock.)

5. Ditches and moats dug around a shamba.

So now, these potential solutions should be assessed using e.g. "effort, risk and reward" criteria, as above.

B. Human : Wildlife conflict.

In your conservancy what is the specific human : wildlife conflict issue(s) you are facing? I.e. what is the right "rich" question, what is the root cause(s), and what are the issues to avoid when implementing any solutions. Potential solutions, like those below, should be assessed against agreed criteria to decide upon an action plan.

Potential solutions:

1. Increase ranger patrols in conflict areas.

2. Translocate problem animals.

3. Compensate for livestock killed.

4. Make predator proof bomas e.g. chain-link, electric fence, and predator lights.

5. Improve animal husbandry.

6. Change community attitudes through education.

7. Engage morans in sports activities.

8. Monitor predator movement using technology.

9. Provide sufficient water resource through well serviced boreholes and/or provide diesel for pumping water for wildlife during the night.

10. Develop and implement an irrigation timetable for farmers.
11. Implement zonal grazing.



C. Mitigating illegal activities in the conservancy.

Once again, potential solutions must answer your specific rich question and be assessed against suitable criteria.

Potential solutions

1. Creation of community awareness programs.
2. Employment of community youth involved in illegal activities.
   Intensive patrols and arrests.
3. Collaboration with other security agencies.
4. Fine offenders.
   Initiate and support income generating activities within the community.
5. Offer donor support to needy students.
6. Develop conservancy bylaws.

Summary

In this handbook we can't possibly cover all the problems and potential solutions you will encounter as you go about your conservancy manager role but if you master the above approach you will be well equipped to solve the various problems that come your way!

Einstein once said that "the significant problems we face cannot be solved by the same level of thinking that created them".

Involve your staff, and communities, in implementing the above problem solving approach to give you the new level of thinking you need.

Always encourage an atmosphere of free and informal discussion of issues and potential solutions every where you go and you will get the best ideas, creativity, and experience, out of everyone you meet.

This problem solving approach could also be called a "quality thinking model", it can help to drive innovation, creativity, and step by step progress in all aspects of managing your conservancy. Simply apply the same steps.

Stakeholder Management, Networking and Marketing

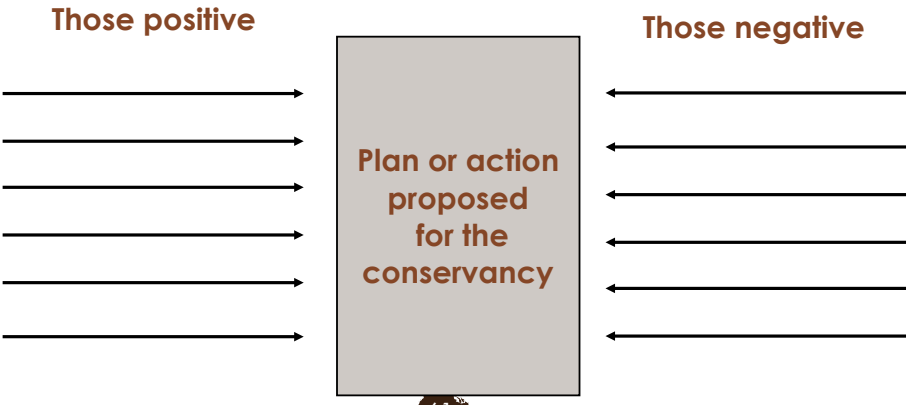
Stakeholder Management is the process by which you identify your key stakeholders and win their support.

A deliberate approach to stakeholder management is to be encouraged. Getting stakeholder management right has significant payoff in terms of impact and time saving.

You cannot protect the environment unless you empower people, you inform them, and you help them understand that these resources are their own, that they must protect them. ***Wangari Mathai.***

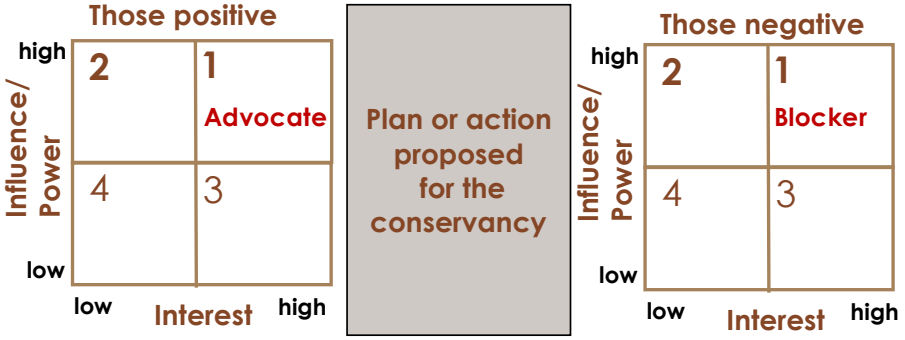
Step 1: List all stakeholders by name. Use the force field analysis below to separate them into those who are positive and those who are negative towards your conservancy plans.

Force Field Analysis – Step1



Step 2: Further separate the stakeholders based on their level of influence and power and their level of interest in your plans.
Write the stakeholders names in the relevant box:

Force Field Analysis – Step 2



The most productive place to spend your time is with stakeholders in boxes 1 & 2 on both the positive and negative sides—these are the ones who have the influence/power to potentially get things done.

Stakeholders in box 3 on both sides may well demand a lot of your time due to their levels of interest, both positive and negative, however you need to be careful not to spend too much time with them—they lack influence and power.

Spend quality time and resources with advocates and blockers and use advocates to help influence blockers to become supporters.

Keenly prioritising your time with the "right" stakeholders could mean that you only need to see a handful of people to get major decisions made and programmes progressing.

Networking

A desk is a dangerous place from which to watch the world. **John Le Carre**

It is important that you spend time interacting with the conservancy community and other stakeholders (see Appendix 4 for a list of potential stakeholders).

Networking at its simplest level is about meeting people and building relationships: gathering and exchanging information for the benefit of both parties, contacting people and organisations and establishing positive relationships.

Networking can be an effective low-cost marketing method. It offers a way to reach key stakeholders and decision-makers who might otherwise be very difficult to engage using conventional methods.

When networking, have the right attitude and remember the principle: "what goes around comes around". Be passionate and enthusiastic. Be tolerant. Be patient. Be humble and listen to others no matter who they are or what they do—the person in front of you right now may be the very person you need to know, or they may know the person you need to know!

Remember what the C.E.O of KWCA said in the foreword:

"Be outgoing, open minded, and endeavor to network with new people, because good ideas come from interactions with people".

In summary: meet people, engage them in what you are doing, and look for ways to work together for mutual benefit.

Skill is fine, genius is splendid, but the right contacts are more valuable than either. ***Sir Arthur Conan Doyle***

Marketing is a form of communication between you and your conservancy customers with the goal of selling what you have to offer. Communicating the value of what your conservancy offers is a key aspect of any marketing.

The Four **P**'s of marketing include: identifying and developing your **p**roduct—what is it that your conservancy has to offer; determining its competitive **p**rice; **p**lacement—figuring out where to market in order to reach customers; and developing a **p**romotional plan.

Publicity is part of your marketing effort and is about gaining public visibility or awareness of your conservancy, and can be achieved through TV, radio, newspaper, online, social media, word of mouth, etc.

The nature and scope of any marketing of your conservancy is governed by the nature and scale of activities within the conservancy and the revenue required to run the conservancy on a year-to-year basis. As your conservancy grows and becomes more complex you will need to develop a thorough marketing plan. It may become necessary to get some training or specialist input in this area.

Stakeholder management and networking can be very simple, effective, and low cost ways of marketing your conservancy.

It is also worth noting that the conservancy manager is often the face of the conservancy and so how you present yourself and the conservancy is important from a marketing perspective, and likewise for all conservancy staff.



Conflict Resolution and Negotiation Techniques

The first step in conflict resolution is to do whatever is possible to prevent conflict arising I.e. to put in place conflict mitigation strategies. The best mitigation strategy you have is a well thought out and effectively implemented conservancy management plan and any resulting actions plans.

Plans relating to: income generating activities and benefit sharing, rangeland and grazing management, livestock compensation, moran empowerment are all effective conflict mitigation strategies. The conservancy staffing and recruitment plan can also be a very effective conflict mitigation strategy, e.g Ruko Conservancy's decision to employ equal numbers of Njemp and Pokot rangers.

The aim in both conflict resolution and negotiation is to find a solution that is a win for both parties, i.e. win-win. We could say that the best solution is always the solution that is best for both sides. Of course, that's not always possible to find, but you should use all your resources to try and achieve this.

Conflicts, arguments, and changes that cause disruption or are initially perceived as negative, are a natural part of our lives, as well as the lives of every community member. Therefore, conflict resolution and negotiation will be a regular part of your job as a conservancy manager.

Also note, negotiation is simply a discussion aimed at reaching an agreement, and therefore you will find yourself negotiating in many areas of your manager's role, not only in conflict situations.

The goals of conflict resolution are:

- To produce a solution that all parties can agree to.
- To work as quickly as possible to find this solution.
- To improve, not hurt, the relationship between the groups in conflict.

Here are 6 steps to help in the resolution of a conflict:

1. Understand the conflict: be clear on the facts versus assumptions, arguments, principles and opinions.
2. Communicate openly with the parties affected.
3. Brainstorm many possible resolutions.
4. Choose the best resolution.
5. Use a third-party mediator.
6. Consider alternatives in case you cannot find an acceptable resolution to your conflict.

(Note: Points 1,3 and 4 above can be handled effectively by using the methodology described in the Problem Solving section.)

When a dispute arises, often the best course of action is to use negotiation to resolve the disagreement. Conflict resolution through negotiation can be particularly good for all parties involved. Often, each side will get more by participating in negotiations than they would by walking away.

Negotiation Techniques.

The basic reason why many people fail to reach agreement is that, either, or both, parties have taken a single "won't move" position.

Going into a negotiation where either, or both, parties have taken a single "won't move" position will likely result in failure to come to any agreement. Therefore, the following steps should be taken, preferably by both parties.

Preparing for a negotiation:

1. Write down your "**want to get**" specifics, these are **your best possible outcomes.**
2. Write down your "**walk away**" specifics, which are **your "must get" minimum acceptable outcomes**—anything less would force you to walk away from negotiation.

3. Write down what you believe are the other party's "want to get" and "walk away" objectives.

What this has created are "windows" of negotiation as opposed to single "won't move" positions.

This is summarised in the diagram below:



Things to remember during the negotiation:

- Be constructive—avoid "points scoring", interrupting, and sarcasm.
- Arguments, principles, and opinions, cannot be negotiated.
- Ask direct questions…then shut up and listen to the answers!
- The weakest response to any proposal from the other party is to say "no"- so don't, ask questions – clarify – summarise – then give some response.
- An instant counter proposal, from you or them, demonstrates poor listening.
- Consider adjourning for discussion before offering a counter proposal.
- Good counter proposals give them what they want—on your terms.
- Don't give away concessions without asking for something of value in return. "If you…then we…"
- Adopt a cooperative stance—not a competitive one.

- Think creatively about packaging a win:win solution.
- **Agree what is agreed—clearly summarise the solution.**
- Confirm the agreement in an acceptable form (in writing).
- Agree action for implementation before leaving the negotiating table.
- **Both parties should feel happy with the solution.**

Only by knowing and defining the detailed concerns of both parties, i.e. through fair, wise, and effective communication, can we fully understand any dispute and therefore achieve a negotiated outcome.

In the middle of difficulty lies opportunity ***Albert Einstein***



Don't find fault, find a remedy. ***Henry Ford***

Entrepreneurship

Entrepreneurship in the context of a conservancy is about developing income generating activities to support the running of the conservancy and to provide community benefit.

So, what can be said about entrepreneurship in the context of leading and managing your conservancy?

In searching for potential income generating ideas consider the following:

1. Look for opportunities that suit your specific conservancy. Do thorough research on what is being done in other conservancies in your region, in the country, in East Africa, and beyond. Consider which ones would suit your conservancy. (A list of some common income generating activities in conservancies is given in Appendix 5). Further consider what businesses are flourishing in your region and in the country, which could be suitable for your conservancy.

2. Consider what is unique about your conservancy and could it be marketable? E.g. Ngare Ndare Conservancy has a forest with board walks and mountain bike trails; Ishaqbini Conservancy has hirola; Pate Conservancy on the coast has sea turtles, other sea mammals, and mangrove forests; Naboisho conservancy a guiding school and a volunteers project; Lumo conservancy in Taita has a community tourism lodge, etc., etc.

3. As the manager, help to create an atmosphere for creativity to flourish within your team and wider conservancy. Encourage people to express ideas, disallow critical or narrow-minded attitudes or responses to peoples' ideas.

Fear of embarrassment will stop all suggestions of ideas and, even worse, stop people from ever bothering to think of ideas! Juniors must know they are free to express themselves amongst seniors if you want entrepreneurial ideas to flow (or potential solutions to issues to flow). Further note, that the most gifted and most passionate person in any given area is more likely to "come up with" creative and valuable ideas within that area: **get right people in right places and more creativity, passion, and problem-solving, will come forth.** Give people quality time to think—don't be slaves to the tyranny, or addiction, of the urgent and busyness that seems to show someone is important, Don't laugh at unusual ideas, be willing to give any serious, yet unusual, idea, some serious thought.

Virgin Airlines, run by Richard Branson, was looking for creative ideas to help win Airline of the Year. They brought all levels and types of staff together (including some from their non-airline companies) for creative brainstorming. A junior member of staff suggested serving ice-cream on flights. This had never been done before on any airline and seemed somewhat ridiculous and slightly technically challenging, but the company said "yes", and ice-cream became one of the most popular things passengers made comments about. Virgin Airlines went on to win Airline of the Year and now most airlines serve ice-cream!

Once some research, some brainstorming, or some inspiration, has produced a potential income generating idea it must be assessed as thoroughly as possible for viability/profitability. Just because an idea seems a "good idea" does not mean it will be able to be profitable, or just because some activity has succeeded in another conservancy does not simplistically mean it will succeed in your conservancy.

Remember profit = all income received from the activity minus all expenses associated with the activity.

Assessing potential business ideas is by no means easy but, at minimum, thorough research should be done.

- What will all inputs cost? Inputs include staffing/labour.
- What price can be charged? What price will be correctly competitive/correct for the market? Do not naively inflate this.
- What quantity will be demanded? Do not over-estimate this figure either.

On the one hand, if your business idea is already successful in your area you may think that doing the same business will be certain of similar success, however the correct way to think may be that the market is getting fully supplied already and so you should think of something uniquely different. Quality research/assessment needs to be done to make the right decision.

If you see a conservancy with a great looking tourist lodge and other high-end tourist facilities, you cannot just jump to the conclusion that the enterprise is successful because it all looks so good. You need to ask some questions:

- What occupancy rate does the lodge have?
- What profit is being made per year?
- What benefits are flowing to the conservancy and the community?

And, if that lodge is indeed successful, should you therefore do the same, or should you consider market size and in fact decide to definitely not do the same thing but instead provide accommodation and activities for school parties, or for middle income families from within-country, as opposed to international tourists?

Over supply in any market is a problem and reduces profit. Lack of sufficient outlets, or customers, for any product, or service, should not continue—do all necessary work to find more—but this may add some business expense.

Note: income generating activities should always come from noticing a viable opportunity and not simply because you have funding. A viable opportunity will attract the funding it needs. Funding, and profitability, follow high potential opportunities, researched and planned by a strong management team.

The more research is done before starting any new business enterprise, the better. Then, if it is decided to move ahead with the idea, the next stage is planning.

Every income generating activity/successful business enterprise requires the same level of research, planning, leadership and management, that has gone into the successful running of your conservancy. In other words, all that has been described in this handbook is relevant and necessary for developing any profitable income generating activity.

Good opportunities are often disguised as hard labour. That's why so few people recognise them. ***Ann Landers***

Plan everything

You need an extremely strong plan to establish an enterprise! A business plan, just like your conservancy management plan, is essential to start an enterprise.

Manage your money

No business can run without ready cash flow (available money) so you need to be money wise. Running a business means you must constantly balance two things:

- The money customers pay you for your products or for your services (income).

- The money you spend to make your product or deliver your service (expenses).

The timings/balance of these two things must be constantly watched/understood in detail, so that you always have enough money available for the day to day running of the business. Available cash is the lifeblood of a business and without it the business will die.

Be organised

To get (& stay) organised you need to create a system to manage your business. Everything must have a place and be put back in its place, filed, and sorted. An effective routine will ensure that you stay on top of paperwork and admin, remember your appointments, and do not waste time that could be spent building your business.

Again, the Namibian Conservancy website (www.nacso.org.na) has good resources on: Basic Business and Joint Venture Tourism Development.



Appendices

Appendix 1
Job Description Examples

Job description example 1

- Oversee all the Trust's activities such as forest conservation, community programs, overall security operations and integrity of the forest.
- Manage community relations, to ensure long-term self-sustainability, strong conservation and benefits to communities.
- Develop appropriate attitudes to working with all staff and stakeholders and build community ownership.
- Manage, train and mentor the organisation's staff and appraise their performance to ensure motivation and high productivity.
- Oversee management of all the Trust's budgets, expenses and revenue; ensure clear record keeping, accurate. budgeting and compliance with donor financial procedures.
- Plan and implement efficient operating procedures for the Trust.
- Ensure effective and efficient utilisation of financial and other resources of the organisation.
- Prepare project proposals and reports to donor individuals and organisations for funding.
- Manage all logistics to ensure compliance with organisation regulations and efficiencies.
- Maintain organisation's assets at highest level.
- Undertake capacity building of the various Trust's committees
- Support infrastructure development and ensuring community ownership.
- Enhance conservancy visibility.
- Liaison with the Trust partners.

Job description example 2

- Oversee effective implementation of agreed field activities together with community conservancies.
- Attend and represent conservancy at conservancy board meetings and sub-committee meetings, facilitating where necessary and appropriate.
- Attend and facilitate, and if need be convene, community meetings over conservancy issues
- Assist conservancy managers in developing and implementing strategic and operational work plans and reports.
- Provide training to conservancy management staff and board/committee representatives on relevant aspects of management, administration and governance
- Assist other conservancy staff in the promotion and development of enterprises in the community conservancies (e.g. tourism, joint grazing/fishing schemes etc.)
- Support the establishment of transparent distribution mechanisms for revenue from conservation and wildlife related business
- Organise and co-ordinate community exposure tours, workshops and seminars
- Attend Council of Elders' meetings and assist them with any matters relating to the region
- Support research and monitoring programs within conservancies
- Help to improve awareness and understanding of wildlife values and conservation benefits within constituent communities
- Facilitate communication and feedback between the conservancy and the broader community
- Liaise with county and national authorities over conservancy developments as and when necessary (to improve understanding and awareness of conservancy objectives, activities and benefits)
- Assist as necessary in managing donor budgets and expenditure
- Compile and submit reports to all necessary parties as requested in a timely manner

Appendix 2
Community Benefit Sharing

Benefit sharing improves the community perception of why the conservancy is important to them.

Benefit sharing would be defined as: Strategies used by a conservancy to enhance and empower livelihoods within the communities living around them.

Positive benefit sharing impact

1. increases community support for the conservancy
2. uplifts the economic & social status of the community
3. cements sustainable relationships with the community
4. engages the community in partnership for conservancy programs and activities

No benefit sharing impact

1. no ownership of conservancy programs and activities
2. community may adopt negative practices towards the conservancy and conservation
3. conservation programs and activities fail to deliver benefits to the community, further cementing negative attitudes

Many conservancies and community based entrepreneurs fail because of lack of adherence to a benefit sharing plan.
Some benefit sharing strategies:

1. Moran empowerment
    - Identify the moran among the community.
    - Engage them in microenterprise support programs.
    - Create a revolving fund to support microenterprise establishment and growth.
    - Form, and register, a self help group for the moran.

2. Consolation/compensation fund
    - Establish a funding kitty; a portion of the proceeds of tourism activities within the conservancy.
    - Form a management committee to administer the kitty.
    - Establish a system to identify those affected by human: wildlife conflict.
    - Review bi-annually the impact and state of the fund.

3. Revenue sharing plan
    - Establish a management committee.
    - Establish a system to monitor incoming revenue.
    - Provide an open system to calculate the revenue share.
    - Ensure all revenue is banked in a secure account and shared out equally at the end of the year.
    - Put measures in place to ensure accountability, transparency, and auditing, of the entire process.
    - Preparation of an audit report is one of KWCA's indicator for a successful conservancy.

Appendix 3
Disaster Management Planning

Being prepared to respond to potential disasters is your responsibility. Taking preventative measures against potential disasters is also your responsibility.

A disaster management response plan should be in place for the types of disaster that may affect your conservancy e.g.

- Bush fires
- Drought
- Flooding
- Poaching
- Wildlife diseases
- Water toxins
- Invasive species
- Severe encroachment of wildlife

Following a disaster, the four management phases are: **response, recovery, mitigation,** and **preparation.** When developing a disaster management plan, you would start by considering mitigation and preparation activities followed by response and recovery plans.

Mitigation and preparedness activities occur year-round.



Mitigation activities are implemented with the aim of reducing the impact of any disaster, they can reduce or eliminate the need for an emergency response, and greatly reduce the recovery period.

Some mitigation actions are physical such as; maintaining a good road network for access, to act as fire breaks, and as a means of drainage to cope with floods; maintenance of fencing, stones walls, and other physical barriers to wildlife and poachers.

Mitigation activities also include such things as ongoing maintenance and repair of vehicles, radios, and ensuring an adequate and fully trained ranger force, etc. Other mitigation "aids" can be legal, such as codes of conduct, bylaws, tourism guides, etc. that control activities within the conservancy.

Preparation has two aspects. 1. Helping the conservancy, the community, and your partners, to get ready for an impending disaster. 2. Training of full-time staff and any volunteers to ensure everyone who responds to an incident knows what to do and how to do it and has the equipment to do it, this may involve fully practicing planned response actions.

You need to work with organisations across the community and county to plan responses to the range of threats you may face. Part of preparedness is understanding these threats in your ecosystem and community.

Response actions are what we do immediately before (if there was warning), during, and immediately after, a disaster, to protect wildlife, human life, property, and the environment. Whenever you have warning of a potential threat you need to start monitoring the developing situation.

Recovery is the process of returning the conservancy to normal after a disaster, e.g. clearing debris, replacing damaged or destroyed property, dealing with the aftermath of conflict, etc.

Here are a few more example mitigation activities:

- Construct firebreaks in the conservancy.
- Increase ranger patrols.
- Arrest arsonists.
- Harvest grass hay and sell to pastoralists.
- Implement zoning.
- Avoid land degradation by preventing overgrazing.
- Rehabilitate degraded areas: build gabions, reseed, plant trees.
- Monitor for disease, toxins, invasive species.
- Increase community education.

Appendix 4
Potential Stakeholders

- Security agencies
  - Police, Kenya Wildlife Service(KWS), Community Rangers.
- County Administration
  - Members of the County Assembly(MCA)/ Local Leaders.
  - Ward Administrator.
  - County Wildlife Conservation and Compensation Committee (CWCCC).
  - Local opinion leaders: e.g. MPs.
- Group Ranch Officials
- Government Agencies
  - Natural Environment Management Authority(NEMA).
  - Water Research Management Authority (WRMA).
  - Kenya Forest Service (KFS).
- KWS vet
- Special interest groups
  - Youth.
  - Women.
  - Tour operators.
  - Hotel and other tourism personnel.
  - Other conservancies.
  - Religious organisations.
  - Area Conservation Associations e.g. Amboseli Ecosystem Trust, KWCA, NRT, etc.
- Development partners
  - Donor agencies.
  - Conservation NGOs.
- Research and Educational Institutions

Appendix 5
Example Income Generating Activities

- Lodges/hotels
- Camping
- Games drives
- Aircraft landing fees
- Nature walks
- Mountain biking
- Camel and horse riding
- Bird watching
- Fishing and fish
- Canoeing
- Rock climbing
- Cultural bomas
- Curio business
- Ranching
- Ostrich farming
- Bee keeping
- Snake parks
- Cultural dances and festivals
- Bead work
- Crocodile farming
- Butterfly farming
- Hay growing
- Filming for wildlife
- Wildlife research
- Cultural research
- Sand harvesting
- Team building events
- Marathons and Olympics

Appendix 6
Organising Community Baraza or Board Meeting

1. Consult with Board representative, chiefs, group ranch officials, for approval to hold the meeting.

2. Set date and agenda (in conjunction with the Board) and circulate at least 2 weeks ahead of planned date.

3. Minutes need to be taken during the meeting, with actions clearly documented, minutes signed and distributed and filed appropriately.

4. After the meeting the manager should formulate an implementation plan of agreed actions.

5. Manager to circulate agreed actions to all relevant parties within 2 days of the meeting.

6. Manager to follow up with relevant parties after one week of circulating the actions to check on progress and/or problems encountered.

7. Manager to follow up on agreed actions one month prior to next community Baraza or Board meeting, to review progress to ensure outcomes are achieved.

(Use the same process for organising other major meetings.)

Appendix 7
Staff Induction

A good induction programme contains the following elements:

- A clear outline of the job/role requirements.
- Explanation of terms and conditions including key policies.
- Practical information such as office opening hours and IT systems.
- Orientation (physical) - describing where the facilities are.
- Orientation (organisational) - showing how the employee fits into the team and how their role fits with the conservancy's strategy and goals.
- An awareness of other functions within the conservancy, and how the employee fits within that.
- Meeting with key senior employees face to face.
- Health and safety information.
- Details of the conservancy's history (the original reason why the conservancy was created), its culture and values, and its goals and objectives.

What happens without an effective induction programme?

New employees get off to a bad start and never fully understand the conservancy itself or their role in it. This may lead to:

- Poor integration into the team.
- Low morale, particularly for the new employee.
- Loss of productivity.
- Failure to work to their highest potential.

In extreme cases, the new employee leaves, either through resignation or dismissal. Early leaving results in:

- Additional cost for recruiting a replacement.
- Wasted time for the conservancy staff.
- Lowering of morale for the remaining staff.
- Detriment to the leaver's employment record.
- Damage to the conservancy's reputation.



KWCA
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Living nature, Living people

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