

South Luangwa Conservation Society



Strategic Plan 2009 - 2013

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Abbreviations and Acronyms

BoT	Board of Trustees
CEO	Chief Executive Officer
CRB	Community Resource Board
DANIDA	Danish International Development Agency
GMA	Game Management Area
IUCN	World Conservation Union (formerly the International Union for Conservation of Nature and Natural Resources)
MIKE	Monitoring Illegal Killing of Elephants
MoU	Memorandum of Understanding
RDE	Royal Danish Embassy
SLNP	South Luangwa National Park
SLCS	South Luangwa Conservation Society
SLAMU	South Luangwa Area Management Unit
ZAWA	Zambia Wildlife Authority

Acknowledgements and People Interviewed

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1. Introduction

1.1 The South Luangwa Valley Area

Zambia's wildlife estate consists of 19 national parks and 34 game management areas (GMA) many of which still contain significant wildlife populations. Together these wildlife protected areas cover almost 33 % of Zambia's total land area.

The South Luangwa National Park (SLNP) is the second largest park in Zambia and covers an area of 9,050 square kilometres. Three other smaller national parks lie to the north and east of the SLNP – North Luangwa (4,640 km²), Luambe (250 km²) and Lukusuzi (2,700 km²).

The SLNP is bordered by six important GMAs namely (in a clockwise direction from the north-east): the Upper Lupande, Lower Lupande, Sandwe, West Petauke, Chisomo, Munyamadzi, and Lumimba. The Lupande GMA area that lies immediately east of the SLNP encompasses six chiefdoms - Nsefu, Kakumbi and Malama bordering the Luangwa River and Mkhanya, Jumbe and Msoro further east.

South Luangwa is Zambia's flagship national park. It is well developed and is home to the country's largest remaining elephant population, a diverse assemblage of other species, including endemic sub-species of giraffe (Thornicroft's) and wildebeest (Cookson's). Only the black rhino is absent, following rapid and complete removal of the species in the area by commercial horn poaching in the late 1970's and early 1980's.

1.2 Background to the South Luangwa Conservation Society

The South Luangwa Conservation Society (SLCS) had its origins in an initiative by tour operators in the SLNP to support the anti-poaching work of the Zambia Wildlife Authority (ZAWA). The society was registered in 2003 as a legally constituted non-profit-making society, with representation from the original stakeholders, with charitable status and with a binding constitution. The objectives of SLCS formally stated in the next section, but in outline they are:

- to support ZAWA's law enforcement activities;
- where possible, to assist the Community Resource Boards (CRBs) in the South Luangwa area;
- to try and reduce human-animal conflict in the GMAs; and
- to assist local communities to improve their livelihoods.

The SLCS is directed by a Board of Trustees (BoT) comprising nine trustees (including a Chairperson, Secretary and Treasurer). The Board includes representation from ZAWA, the tour operators and the local community. The Board is governed by the rules of a Charitable Trust, and is charged with monitoring and directing the administration and accounts of SLCS.

At the implementation level, SLCS is managed by a Chief Executive Officer, who is supported by an Operations Advisor. At the community level, SLCS employs thirty members of staff. Twenty five of these are CRB Village Scouts¹ and the remaining five are administrative and support staff including: two drivers, one storeman, one bookkeeper, a chilli fence project manager and a Village Scout Unit Leader. All staff members belong to the local community. Many of them are ex-poachers, and others are retired or retrenched Wildlife Police Officers.

2. The Existing Strategic Direction of SLCS

The SLCS has the following stated Vision, Mission Statement, and objectives.

2.1 Vision

The South Luangwa Conservation Society Vision is to contribute to the long-term sustainability of wildlife resources in the South Luangwa National Park and environs.

2.2 Statement of Strategic Intent and Objectives

The SLCS Mission Statement is:

To offer high quality support services to the Zambia Wildlife Authority and to South Luangwa community resource boards targeted at supporting the realisation of excellence in wildlife management and law enforcement in the South Luangwa National Park and optimisation in the utilisation of natural resources in the surrounding GMAs.

2.3 Objectives of the SLCS

The SLCS was established to achieve four specific objectives:

- 1) To support the law enforcement activities of ZAWA, which manages the wildlife estate for the benefit of the people and the Government of the Republic of Zambia.
- 2) To assist the Community Resource Boards (CRBs) in the South Luangwa area who have a co-management responsibility for wildlife in the GMAs.
- 3) To mitigate human-animal conflict in the GMAs. and
- 4) To assist local communities to improve their livelihoods through strengthening and diversify their income generating activities.

¹ Village Scouts are trained wildlife staff with the right to carry firearms, but requiring the presence of a ZAWA Wildlife Police Officer in order to undertake the legal arrest of miscreants.

3. The Operational Context

3.1 Situational Analysis

The South Luangwa National Park provides range areas to a variety of big game such as buffalo, elephant and hippo and supports the only population of Thornicroft's giraffe inside a national park². Population estimates of key species in the Park and adjoining Lupande GMA are shown in Table 1.

Table 1 Estimated Large Animal Populations in the South Luangwa National Park and Lupande GMA (2006)

Species	Estimated Present Population
Elephant	6,100
Hippopotamus	12, 100
Thornicroft's Giraffe	95
Eland	250
Buffalo	9,400
Zebra	3,280
Road Antelope	940
Kudu	480
Waterbuck	740
Wildebeest	190
Hartebeest	600
Puku	3,450
Impala	10,000
Warthog	1,500

Source: Figures rounded from Milanzi, J., and Msoka, J., 2006: **Aerial survey of large herbivores in SLNP and Lupande GMA.** SLAMU-ZAWA biannual survey report.

The Luangwa valley is well known for this abundant wildlife, and its unspoilt landscapes and is emerging as an international tourist destination. It currently boasts in excess of 30 lodges and bush camps operated by private tour operators. While the national parks in the Luangwa valley, commonly referred to as "the Valley", are reasonably well administered and not over-commercialised, infrastructure investment in the area has been inadequate. There is a limited network of often poorly maintained roads and other facilities, limiting utilisation of the Park in areas away from the Luangwa River and making access very difficult for Park patrols. In the wet season, many of the roads in the Park become inaccessible and access deteriorates significantly.

² http://en.wikipedia.org/wiki/South_Luangwa_National_Park

ZAWA has adequate funding for basic operations, but it has insufficient resources (in particular transport and personnel), to allow it to perform to full international standards. For example, on average ZAWA deploys one scout to patrol more than 60 KM²³, whereas the IUCN recommended ratio is one scout per 45.4km². Thus inadequate resources limit the law enforcement impacts of ZAWA. SLCS and other similar organisations, therefore, play a critical part in assisting ZAWA to meet its targets by collecting supplementing funding and support a range of activities.

Monitoring data suggests that poaching activities continue to increase, despite visible improvements in law enforcement. Although these data are scanty the Monitoring Illegal Killing of Elephants (MIKE) project maintains that elephant mortality (through poaching) rose from 35 in 2005 to 39 in 2006.⁴ A factor contributing to the increase in elephant mortality is the growing number of animal/human interactions and fatalities, which have increased resistance to conservation activities. The communities feel it is their right to kill elephants in order to protect their crops and human life; the law often takes a different viewpoint. This position is exacerbated by increasing competition for agricultural land in fertile alluvial areas and by increased poverty levels. Together these factors have forced communities to move closer to the animal movement routes and forage areas, resulting in an increasing frequency of human/animal interactions and foraging destruction by animals (principally elephant).

Although the lodges and camps are providing an increasing source of employment for people living in the Luangwa GMAs, many are still dependant on subsistence farming and fishing for their livelihoods. They also often claim they cannot afford other sources of protein and so poach game meat. This situation poses a challenge to the justification for anti-poaching activities (especially in the GMAs) and makes policing difficult. It is no surprise that the relationship between ZAWA and the communities is often strained and contentious.

It is against this background that SLCS has identified the need for a strategic approach to building capacity and to intensifying activities, which will address both the effects, and increasingly also the root causes of these threats to sustainable wildlife management.

3.2 A Review of SLCS Achievements

In spite of many constraints faced by the SLCS, a number of achievements are acknowledged. These have been made possible with support from core Luangwa valley tourism sources as well as a number of donors and other funding sources. Since 2003, SLCS has achieved the following.

- i) Established itself as an important component in conservation efforts in the south Luangwa valley. Cooperation between ZAWA and SLCS has been strengthened and both organizations enjoy a compatible, two-way, productive relationship. ZAWA repeatedly requests SLCS assistance for anti-poaching operations all darting activities, as well as community projects. Although it

³ Interview with M. Mushimbalume, Acting Regional Manager ZAWA

⁴ Zambia Wildlife Authority

took time to agree and sign, the ZAWA/SLCS MOU was successfully signed in January 2007.

- ii) Constructed its Mfuwe base with financial assistance from the Royal Danish Embassy (RDE) and ELEFENCE, and purchased administrative equipment (computers, printer, camera, communication equipment etc). From that infrastructure base it has created a professionally run organization. DANIDA support enabled SLCS to equip all the SLCS scouts with a full anti-poaching kit including boots, trousers, shirts, back packs, sleeping mats, ground sheets, socks, rain coat, fleece, knife, torch, webbing belt, chest webbing and other patrol accessories. This contributed to boosting the scouts' morale and improved the communities' perception of the SLCS scouts.
- iii) SLCS supported five scout training programmes in 2006-2008, each running for ten weeks. The programmes were intense, para-military style training and were conducted using the principal instructors in ZAWA. All the SLCS scouts and the Kakumbi Village Scouts (35) are now trained, fully qualified and hold certificates. This was an immense achievement for those who came from poaching backgrounds and previously had few skills. The ZAWA Field Training Unit used by SLCS now values SLCS support of their programme and is eager to conduct further training. All SLCS sponsored Village Scouts are also gazetted to carry firearms. The training of village scouts has significantly improved law enforcement results in terms of snares removed, arrests made, firearms and ivory confiscated, and has also enhanced undercover investigations. SLCS has also sponsored the training and equipping of approximately seventy village scouts from other Chiefdoms and continues with supporting training programs each year.
- iv) Rainy season fly camps were established over the 2005-2006 and 2007-2008 periods and proved to be extremely successful, with poaching rates in these particular areas reduced dramatically. ZAWA and lodge operators have been tremendously supportive and appreciative of the fly camp initiative.
- v) The newsletters, reports and certificates published and sent to tourists and other organizations have helped SLCS in raising the number of SLCS members, both corporate and individual, thereby improving the financial sustainability of the SLCS.
- vi) The SLCS darting programme is working well and ZAWA has given full support to the programme. SLCS now has approval from SLAMU (ZAWA, South Luangwa Area Management Unit), ZAWA Chilanga, the Department of Veterinary and Livestock and the Pharmacy, Medicines and Poisons Board, to dart animals for the purpose of snare removal and treatment in and around the South Luangwa National Park. To date, 38 elephants, 6 lions, 3 hyenas, 2 puku, 1 giraffe, 4 buffalo, 2 leopard, 1 roan, 2 bushbuck and several other antelope species have been darted and all have recovered successfully. ZAWA regularly calls upon SLCS to assist in most 'sick or dangerous animal' situations.

- vii) SLCS continues to support the chilli fence project in Luangwa. Initiated by the Elephant Pepper Development Trust from Zimbabwe; SLCS and ZAWA have now partnered in this project to assist farmers protect their crops by growing chillis and also promote chilli farming as an alternative means of income. The project is proving to be very successful and SLCS has developed educational and promotional material for the project to be given to villages and schools.

In conclusion, SLCS has been supporting ZAWA and working with communities in support of law enforcement since 2005. Its position as a non-profit-making organisation based in the GMA has given it a competitive edge - they are well known in the area and are regarded as members of the community. SLCS has also established a good working relationship with the Kakumbi CRB and other stakeholders, such as the tour operators and lodges in the area. A core strength underpinning the Society's activities has been continuing positive feedback from ZAWA and the communities in the valley. This enabling environment has created opportunities for SLCS to synergise with ZAWA and other stakeholders, and the positive outcome in the form of the number of projects that have been successfully implemented.

SLCS, however, operates under restricting financial conditions. Its main source of regular income is contributions from local lodge operators and tourist donations. SLCS has also received financial support from the Royal Danish Embassy for the last four years. This has been applied to several activity areas with great success, directly resulting in positive impacts on the maintenance of the national park and GMA's and indirectly improving tourist flows into Zambia. This support ends in December 2008.

Thereafter funding streams to SLCS are insufficient and unconfirmed, with attendant risks that SLCS will not be being able to meet its own expectations for the implementation of activities to address the increase in poaching and associated snaring injuries to wildlife, or in support to GMA communities.

4. SLCS Capacity Assessment and Strategic Thinking

Strategic plans are built on the realistic assessment of organisation's strengths and weaknesses in the context of the working environment. This approach permits the identification of opportunities that can be realised from the entity's strengths. It also clarifies weaknesses that need to be addressed, and particularly those that will open the entity to internal and external threats. Care is needed to distinguish the factors that can influence, or be influenced by the organisation and those of a more global nature over which SLCS has no control.

4.1 SWOT Analysis

SLCS has conducted an analysis of strengths and opportunities for success, and of threats and weaknesses that limit its ability to carry out its mission effectively. The following SWOT analysis tabulates these factors for SLCS in its present form, with key issues highlighted.

Table 2 SLCS SWOT Analysis

<p>Strengths</p> <ol style="list-style-type: none"> 1. <i>A good working relationship with ZAWA and the community.</i> (The CEO’s personal involvement has built a foundation of trust and integrity on which SLCS can implement and achieve its objectives). 2. Fully involved Board of Trustees that is supportive of the CEO. 3. <i>Committed team of administrative staff and scouts.</i> 4. SLCS has strong partnerships with other groups and organisations in the valley 5. Involvement of SLCS with CRB’s. 6. Evidence of previous successful donor support and ability to prove use of funding (for example DANIDA, AWELY, ELEFENCE, CCG Trust). 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Inadequate capacity at organisational level. 2. <i>CEO overloaded with administrative and operational work</i> (this situation leaves little time for her to focus on other equally pertinent issues, such as public relations and fundraising). 3. Inadequate infrastructure and equipment for operations 4. <i>Inadequate cash flow and long-term funding</i> 5. Inadequate staffing in operations (vacant position for Head of Operations). 6. Administrative and financial management systems need alignment with current scale of operations. 7. <i>Poor awareness of SLCS activities nationally and internationally, due to lack promotional activities.</i>
<p>Opportunities</p> <ol style="list-style-type: none"> 1. South Luangwa is a growing tourist destination and SLCS can capitalise on this to promote its activities. 2. Highly involved Board of Trustees, most of whom understand the Society’s core problems. 3. Existing MOU with ZAWA and CRB’s offers a basis for fundraising. 4. <i>Existing partnerships offer potential for joint projects and fundraising – e.g. children’s education and awareness programmes.</i> 5. To promote aircraft-based support to Luangwa conservation efforts. 6. Upscale and replicate Kakumbi Village Scout operation to other chiefdoms. 7. <i>BoT and CEO to use international conferences and events for networking and fundraising.</i> 	<p>Threats</p> <ol style="list-style-type: none"> 1. Lack of sustained funding can undermine the Society’s existence. 2. Political interference from traditional leadership 3. <i>Change in government policy that could undermine the ZAWA/SLCS MOU.</i> 4. Growing crime in the valley that could reduce the number of tourists. 5. Competition for financial and other resources. 6. Conservation is not a priority funding area for many possible contributors. 7. <i>Issues such as hunger and poverty overshadow successful wildlife conservation.</i> 8. Poor understanding by Luangwa communities of link between decline in wildlife populations and unsustainable/unregulated off-take. 9. Increase in animal and human conflicts.

In summary SLCS appears well placed to continue its direct support to ZAWA, and to further develop its operations in community areas, using its strong existing links and networks with international NGOs.

However, to do this successfully will require a greater emphasis on building internal operating, administrative and fund-raising systems and capacities, and also on progressive delegation of decision-making. It would also appear that SLCS should gradually broaden its remit to include a stronger portfolio of services to CRBs that will make direct contributions to optimising the use of natural resources, improving livelihoods, and thus supporting an overall objective of building an acknowledged and strong biodiversity and financial justification for wildlife resources among the local communities.

4.2 Strategic Thinking

The process of moving from a situation analysis to a working strategic plan involves a degree of strategic thinking, absorbing the context of the working environment, considering the organisation's strengths and weaknesses and determining the most effective way forward. This is shown schematically in the following diagram.

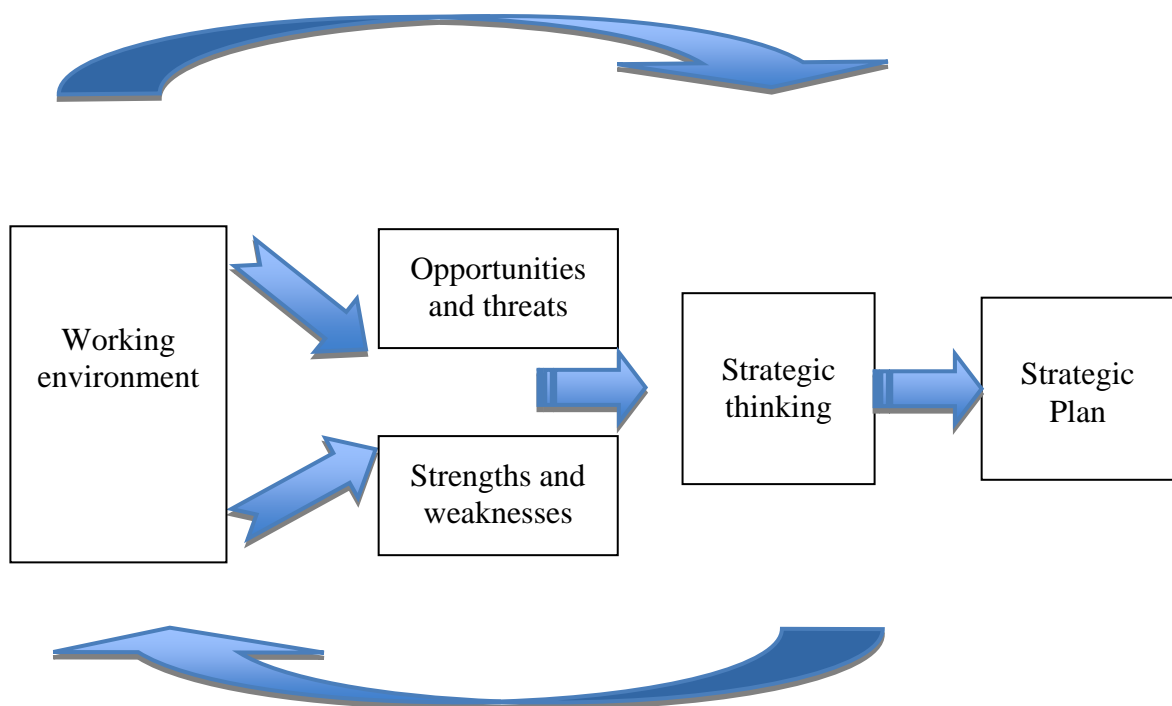


Figure 1 The Strategic Planning Process

Of key importance is that the strategic thinking and planning process is embedded in corporate systems so that the variables, which are inherently independent and constantly subject to change, are regularly reassessed to maintain the viability of SLCS in a changing world.

This strategic thinking has generated two core themes for the strategic planning process:

i) establishing SLCS as a vital and financially sustainable partner within the SLAMU conservation effort.

With financial stability, SLCS will be able to address issues of capacity building within its structure, and its ability to implement projects and activities according to its mandate. Financial stability will also create avenues and opportunities for other functions and activities to take place. Within this priority is a sub-priority, which is the strengthening of SLCS in terms human capacity and management systems; and

ii) strengthening and improving local community's skills and capacities to support wildlife conservation and to optimise natural resources management.

This priority is critical if SLCS is to succeed in replicating its current base in the Kakumbi Chiefdom to other chiefdoms. It relies heavily on the support of the community to spread its activities and create awareness on a larger scale. The impact of SLCS activities will increase if more community areas are involved. Other projects such as the anti-snaring campaigns and human and animal conflict are integral to this priority.

5. SLCS's Five-Year Strategic Plan - Logic

5.1 Overview

In order to realise its mission, the following objectives, corresponding strategies and intended outputs and output indicators have been developed. The strategic plan proposes a three-tier approach of implementation of a five-year plan: deriving objectives from its Mission; establishing strategies from analysis of the working environment, its internal issues, and its strategic thinking; and identifying intended results on which performance can be monitored and shaped according to specifically measured achievement against defined outputs. Issues to be tackled have been prioritised into a logical sequence.

Overall, the SLCS Five-Year Strategic Plan 2009 – 2013, is designed to strengthen and sustain its capacity to achieve its formal objectives⁵. The strategies it deployed in the Plan are based on:

- 1) using goodwill from an acknowledged appreciation and need in the community to build a sustainable future for SLCS;
- 2) reviewing and defining its core business areas and formalising these into medium-term agreements with partners;

⁵ 1) Law enforcement and other support to ZAWA. 2) Increasing awareness of the positive role played by wildlife in the South Luangwa area. 3) Reduced human/wildlife conflicts. 4) Supporting community livelihood activities in order to sustain wildlife populations.

- 3) evaluating an expanded livelihood enhancement role for SLCS in the South Luangwa GMAs;
- 4) leveraging its past and on-going achievements to access additional financial, human and material resources; and
- 5) understanding that achieving its long-term funding objectives must be based on clearly categorising, diversifying and hedging its partner base.

The intended immediate outcome of the Plan at the SLCS level is a streamlined, but institutionally and financially robust organisation capable of achieving its primary objectives, and with the flexibility and management dexterity to respond rapidly to changing circumstances.

The Plan is also intended to sufficient clarity to be able to guide SLCS with its implementation, and provide clear and appropriate performance indicators capable of routine subsequent monitoring and evaluation and management response.

5.2 Objectives of the Strategic Plan

The **overall objective** of the Strategic Plan is to enable SLCS to achieve its four primary objectives:

- to support the law enforcement and wildlife management activities of ZAWA in the South Luangwa National Park;
- to enhance the appreciation of the contribution of wildlife to livelihoods in the South Luangwa area through awareness and related support to communities and CRBs in the South Luangwa;
- to mitigate human-animal conflict in the GMAs through appropriate land use planning and educational inputs; and
- to enhance the long-term sustainability of wildlife management in the South Luangwa area by assist local communities to improve their livelihoods.

The **specific objectives** of the Plan are:

- 1) SLCS is financially stable and sustainable within five years;
- 2) SLCS has refined and defined its core business in response to stakeholder needs and its own vision;
- 3) SLCS is institutionally structured with the necessary management systems, staffing and equipment in place to achieve its objectives;
- 4) SLCS support to ZAWA (in the SLNP and the GMAs), is budgeted and formalised in mutually-agreed multi-year work plans;
- 5) SLCS support to community perceptions of and contributions to wildlife and wildlife management is budgeted and formalised in mutually agreed individual CRB and collective GMA-based multi-year work plans.

5.3 Intended Results

The intended results of the Plan that will ensure that the specific and overall objectives are achieved are:

- 1) SLCS has a strong, predictable and sustainable financial base within 5 years;
- 2) SLCS has refined the definition of its core business areas;
- 3) SLCS has an appropriate, efficient and workable institutional and infrastructure framework;
- 4) fund flows to ZAWA and CRB/GMA community partners and achievement of associated activities are predictable, accounted and as intended;
- 5) SLCS responding to fewer incidences of illegal wildlife activity in its the South Luangwa working areas;
- 6) there is increasing community support for appropriate and sustainable wildlife-related activities in SLCS's South Luangwa working areas ;
- 7) there are reducing incidences of negative human/wildlife interactions in SLCS working areas;
- 8) there are increasing broad-based wealth indicators and reducing poverty indicators in SLCS South Luangwa working areas.

5.4 Planned Activities, Outputs and Indicators

Moving from the conceptual to the implementation level, material in Annex 1 provides an indicative framework for realising the intended results and objectives of the Plan. It is stressed that these are not cast in stone and should be reviewed in a practical framework according the SLCS's ability to implement them, the availability of necessary input resources and immediate priorities. What is important is that once a plan is set in motion it is counterproductive and demoralising to the management to change it before they have attempted to achieve initial milestones.

6. Assumptions and Risks

6.1 Pre-conditions and Assumptions

A number of conditions are required for a successful implementation of the five-year Strategic Plan. SLCS will require sustained income to fund the plan and sustain its operations. SLCS will also depend on continued support from ZAWA, the tour operators and the CRB's if it is to succeed in its endeavours. The political climate is stable, but it will be prudent to always have a contingency plan of how to manage any

potentially politically charged issues. The management of SLCS will also require continued support from its trustees and supporters.

As noted earlier, this Strategic Plan assumes that SLCS wishes:

- 1) to consolidate its position as a vital and financially sustainable partner within the conservation management structure of the SLNP and surrounding GMA's;
- 2) more specifically, to continue to support ZAWA's South Luangwa Area Management Unit in specific areas; and
- 3) generally, to strengthen and improve local communities' skills and capacities to support wildlife conservation, to optimise natural resources management, and to enhance their own livelihoods – all outcomes that are conducive to the long-term viability of wildlife populations in the South Luangwa area.

It is envisaged that with this Strategic Plan, SLCS will be able to apply its experiences and comparative advantage effectively. In order to be effective, however, it is suggested that the following issues (which are embedded in the Plan's activities), are addressed:

- i) **Operational justification** – SLCS needs to establish a justified long-term operational niche for itself that will be resilient in the face of institutional, natural resources and financial changes in its operating landscape;
- ii) **Streamlining core activities** – Additionally SLCS needs to focus on areas in which it possesses strong comparative advantage and to identify specific activities that can utilise these advantages.
- iii) **Financial stability** – To be credible, SLCS will need to identify and secure funding for its core activities, and where possible a range of supporting project. This will necessitate a strategic approach to structuring its funding base to provide a suitable balance of donations and individual contributions, tourism sector support funding, international funding and support from international donors. It is recommended that international donor support is targeted only for project-specific activities as excessive reliance on this single source not only contradicts the intention of that type of support, but also exposes SLCS to a significant level of financial risk should funding be stopped;
- iv) **Strengthening financial and administrative systems** – Strong administrative and financial systems that are largely independent of changes in SLCS leadership style will be essential to any long-term strategy. Current systems are inadequate and capacity improvements will increase the organisations internal and external efficiencies. These issues are also vital to the sustainability and credibility of SLCS;

- v) **Innovation – new approaches and activities** – Finally, the encouragement of innovation should form an integral part of the SLCS approach. Opportunities can be further explored in SLCS's working relationship with ZAWA, and with the expansion of SLCS support to research infrastructure, but it is probably in partnerships with the South Luangwa communities that the greatest opportunities exist.

The following activities have been identified as core areas of strong comparative advantage which should be reinforced (in order of likely long-term importance):

- providing a co-ordinating and moderating role between ZAWA and the CRB's;
- supporting community activities that will strengthen support for wildlife conservation objectives (either through education and awareness programmes or/and food security and livelihoods interventions); and
- the darting and veterinary support programme;
- supporting ZAWA in law enforcement activities.

It should be noted that the area where SLCS currently provides its largest support (law enforcement) is seen as possibly its least important area of involvement in the future. This scenario is based on the assumption that ZAWA is expected, either progressively to improve its law enforcement capacity, or for its management function to be outsourced to a park management organisation, with ZAWA seconding its staff to that organisation to provide the legal framework for arrests and prosecutions.

This assumption raises two issues:

- should SLCS develop its capacity and linkages so that it is able to compete for a possible future park management role? and
- regardless of the future direction of ZAWA park management policy, SLCS may need to phase the changes to its core activities in moving from its present roles to those anticipated for the short- (say 3 years), medium- (say 8 years) and long-term (say 10 to 15 years) situations.

To satisfy these requirements SLCS must:

- make a considered decision on its short-, medium- and long-term objectives; and
- develop a detailed phasing plan for the possible transition in its core activities in accordance with its long-term Vision.

6.2 Risks

Inadequate funding is the most critical risk. Without adequate funding the Strategic Plan will not be implemented.

Although, not envisaged to be a factor, political interference from traditional leadership could pose a risk to the activities of SLCS and subsequently its plans and activities.

Lastly any breakdown in the current relationship SLCS has with ZAWA would pose a serious threat to this Strategic Plan.

7. Monitoring and Evaluation

7.1 Monitoring Systems

The monitoring of progress with the Strategic Plan will be done through routine, periodic reports (Board meetings, management reports, partnership meetings, etc.); specific thematic reports (for example, baseline surveys, patrol reports submitted by CRBs and scouts, following simple regular reporting formats, community project activity reports and so on); database reports (e.g. living conditions monitoring, law enforcement); and documents (agreements, contracts, MoUs, etc.) on file.

A number of reports will be required to cover various aspects of the intended outcomes and indicators. Some of the relevant reports will include:

- reports on anti-poaching activities, apprehension and prosecutions, confiscations and recoveries of illegal poaching items, number of animals darted, treated and snares removed;
- training sessions held, numbers trained by activity, numbers of school clubs supported;
- chilli fence reports; (numbers of farmers participating, yields and value, metres of chilli fence;)
- reports on incidences of animal/human conflict, fatalities, wounding;
- number of fly camps established and running and man days spent on patrol;
- register of partners local and international, implementing and financial supporters;
- signed MOU and agreements with various partners, CRB management plans in place;
- financial reports reporting funds raised, disbursed, and accounted for by activity.

At some point in the future an investment will be made in a structured monitoring and evaluation (M&E) system.

7.2 Evaluation of Performance Against Targets

Annex 1 lists the intended outputs of the Plan and the means of verifying performance against them. Management will present specific reporting to the Board to confirm progress against targets.

7.3 Mid-term Review

It is agreed that a mid-term review of the plan should be conducted, with a report submitted to the trustees and partners. For the Board it will offer a formal milestone at which to evaluate the orientation and effectiveness of the Plan in the context of perceived needs as they exist two years hence. The mid-term review document will be packaged in a way that will not only inform, but also serve as a publicity document for partners and donors.

8. Implementation and Financing

8.1 Implementation

Once this strategic plan is approved and adopted by the SLCS Board, the management will proceed with its implementation.

The initial activity will be the communication of the Plan to all stakeholders and interested parties and the acceptance by them of its key elements in their present format.

It has been recommended that a phased approach be adopted for implementation of the plan, starting with priority areas. Therefore, a classification of Plan elements into priority activities and those with necessary precedent action, and routine, repetitive and one-off activities, will guide the implementation process. In broad terms the following activities are considered, priority, first elements of the implementation plan:

- i) consolidating the Society's financial position – at least in the short term – leveraging basic links with tourism operators and successes with existing project activities such as children's education and the chilli project to attract new partners, donors and supporters;
- ii) linking this process with the simultaneous development of a new logo and re-branding SLCS to increase visibility and attract new contributors (including corporates), and working partners;
- iii) further strategic consideration of SLCS's roles and objectives (core business) in the changing environment in South Luangwa, possibly considering initiatives in new CRBs; a long-term approach to the provision of services to research programmes and/or completely new fields – preferably all with linkages to on-going activities;
- iv) establish stronger ties with potential local partners such as the departments of Forestry, Agriculture, and Fisheries.

The management and Trustees of the Society are cognisant of the need for their full commitment if the strategies and activities are to succeed. Although implementation of the Plan will be management driven, it has been recommended that a Trustee is

appointed to supervise and monitor its progress. The activity plans that form the road map for implementation will have to be linked to a monitoring and evaluation plan that will be agreed by this Trustee.

8.2 Financing

A number of activities arising out of the strategy will require budget provisions to effect implementation. In the face of limited funding, SLCS will have to analyse its current and potential sources of funding in order to target specific sources for specific activities. The current trend of funding indicates that project funding might be more easily sourced than funding for organisational capacity building and administrative overheads.

A format for an implementation plan that will address the routine operational costs of SLCS, as well as the implementation of the Strategic Plan is shown in Annex 2. It is structured to reinforce the concept of identifying categories of funding sources, the magnitude of funding expected from them, the date of availability of these funding streams and, therefore, the earliest start date for associated activities. In short, it offers a project management perspective as well as a purely budgetary framework.

9. Conclusions

This Strategic Plan for the South Luangwa Conservation Society for the five-year period 2009 to 2013 has evolved through a process of stakeholder consultation and meetings with members of the Board of Trustees and management. It is a declaration of intent, not a fixed plan and it is based on the situation in mid 2008.

However, the Society's working environment is fluid and once the likely response to the current round of fund-raising efforts has been established the Plan should be subject to re-assessment of anticipated stakeholder needs in the light of the new financial framework and, therefore, of SLCS's core business areas for the future. The Strategic Plan may then require some amendment, in addition to the annual process of refinement based on the monitoring and evaluation process.

ANNEXES

Annex 1 Activities, Outputs and Verifiable Indicators

The activities that will be implemented in order to achieve the planned results, together with the intended outputs and means of verification are listed below for the 9 planned **results**.

Result 1 SLCS has a strong, predictable and sustainable financial base within 5 years.

Activities

- 1.1 SLCS develops formal categorisation and quantification of funding sources.
- 1.2 SLCS develops a funding strategy and plan based on Activity 1.1, including a fundraising calendar developed around a series of local and international events.
- 1.3 SLCS employs a results-based local fund raiser.
- 1.4 The SLCS funding strategy is applied to the various categorised funding sources including using specific project activities such as children's education and the chilli project to attract new partners, donors and supporters.
- 1.5 Increase efforts to partner in international calls for proposals funding.
- 1.6 Seek non-traditional partners by participating in social marketing, the sponsorship of events and links to corporate social responsibility actions.
- 1.7 Establish stronger ties with potential local partners such as the Departments of Forestry, Agriculture, and Fisheries, as well as CRBs, as a strategy to access local funding.
- 1.8 Develop a new logo and re-brand SLCS to increase visibility and attract new donors and partners through an effective PR campaign.
- 1.9 SLCS re-defines its scope of work in light of financing trends and agrees the input and output implications with its beneficiaries.
- 1.10 SLCS monitors the funding strategy and adjusts it as necessary.

Outputs	Means of measuring performance
1.1 1. Budget structured to show categories of funding by type and source and amount.	1.1 1. Board records show system being used to monitor and manage contributions.
1.2 2. Funding strategy and associated inputs and costs approved by Board and implemented. 3. SLCS has financial cover for at least 2 years of working costs. 4. Fundraising calendar established on an annual basis with strong positive overall financial contribution.	1.2 2. Board records. 3. Accounting records show positive cash flow attained (including all budgeted activities and operational costs), based on long-term supporting financial commitment. 4. Calendar exists and being used to plan fund-raising events and activities.
1.3 5. Fund raiser engaged.	1.3 5. Working agreement on file.

1.4, 1.5 and 1.6 6. A minimum of 3 new partner/donor relationships formalised supporting 60% of operating costs.	1.4, 1.5 and 1.6 6. Partnerships agreements on file.
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1.7 7. 2 formal partnerships agreed with local public partners (forestry, etc.). 8. 3 co-financed public-private projects relevant to core business in process.	1.7 7. Partnership agreements on file. 8. Project progress meeting records.
1.8 9. SLCS has a new logo and website with funding contribution facility. 10. Web site receives more hits and associated funding contributions.	1.8 9. SLCS re-branded and new logo and website launched by the end of 2008. 10. Web management and contribution receiving account data.
1.9 11. Board regularly discusses the funding strategy and adjusts as required. 12. CEO budgeted for attendance at international fora. 13. SLCS has wider public exposure.	1.9 11. Board minutes. 12. CEO reports on attendance at selected key international events and/or conferences. 13. Correspondence, emails and website responses indicate wider national and international knowledge of SLCS.

Result 2 SLCS has refined the definition of its core business areas.

Activities

- 2.1 SLCS holds a consultative meeting to define stakeholder perceptions and obtain comments on its role.
- 2.2 The SLCS Board refines and defines its core business and re-defines its key objectives where necessary.
- 2.3 The SLCS Board amends the Strategic Plan as necessary.

Outputs	Means of measuring performance
2.1 1. Stakeholder meetings are held and recorded.	2.1 1. Stakeholder meeting records.
2.2 2. Strategic Plan revised from time to time to reflect revised core business areas and objectives.	2.2 2. Board records and revisions to strategic plan.

Result 3 SLCS has an appropriate, efficient and workable institutional and infrastructure framework.

Activities

- 3.1 SLCS continues to adjust its institutional structure to respond fully to agreed shortcomings (increased delegation of functions and responsibilities, need to respond to different clients).

- 3.2 SLCS strengthens its management and information systems to levels that are sufficient for its intended tasks.
- 3.3 SLCS streamlines and optimises its equipment needs to meet core business needs, simplify and reduce maintenance and replacement costs.

Outputs	Means of measuring performance
3.1 1. Revised, improved organisation structure and staffing in place.	3.1 1. Staffing establishment and organisation plan on record.
3.2 2. Improved management and information systems accepted, trained for and in place. 3. Systems functioning effectively.	3.2 2. Installation and training records. 3. Management decision information available within 24 hours.
3.3 3. SLCS operations and equipment needs streamlined and optimised for cost/benefit.	3.3 3. Vehicle (not fuels) and equipment operating costs as percentage of total project costs reducing.

Result 4 Results-oriented, medium-term agreements with ZAWA and CRB/GMA community partners support fund flows and achievement of associated activities that are predictable, accounted and as intended.

Activities

- 4.1 SLCS negotiates and signs a supportable, flexible, indicative multi-year support work plan and budget with ZAWA based on core business needs.
- 4.2 SLCS and ZAWA negotiate and sign specific annual works plans and budget commitments based on year-to-year needs within the indicative framework.
- 4.3 SLCS negotiates and signs supportable, flexible, indicative multi-year support work plans and budgets with approved CRBs or other working partners⁶ based on core business needs.
- 4.4 SLCS and approved CRBs or other working partners negotiate and sign specific annual works plans and budget commitments based on year-to-year needs within the indicative frameworks.

Outputs	Means of measuring performance
4.1 and 4.2 1. SLCS/ZAWA multi-year and annual work plans signed and functioning.	4.1 and 4.2 1. Signed work plans and accounting records.
4.3 and 4.4 2. Multi-year and annual work plans signed and operating with at least 3 CRBs.	4.3 and 4.4 1. Signed work plans and accounting records.

⁶ Other GMA partners may include national or international NGOs where co-financing is involved.

Result 5 SLCS responding to fewer incidences of illegal wildlife activity in its South Luangwa working areas.

Activities

- 5.1 SLCS works with ZAWA, CRBs and other stakeholders (tour operators) to develop and implement appropriate indicators and databases to monitor illegal wildlife activity in SLNP and GMAs.
- 5.2 SLCS develops and implements routine, transparent system for ZAWA and CRB illegal wildlife activity response support requests and subsequent outcome reporting.
- 5.3 SLCS works with ZAWA to develop an acceptable common governance and management response framework to trends in illegal wildlife activities that could support requests for funding support for possible performance-based patrolling and supervision support.

Outputs	Means of measuring performance
5.1 1. Multi-stakeholder agreement on indicators and databases to monitor illegal wildlife activities. 2. Databases developed and managed with ZAWA and CRBs.	5.1 1. Minutes of stakeholder deliberations. 2. Database exists and being managed daily.
5.2 3. SLCS/ZAWA/CRB response support request system accepted, exists and working. 4. Outcome reporting system in place and functioning.	5.2 3. Radio/other response support request records. 4. Illegal wildlife activity response outcome database records up to date.
5.3 5. Framework agreement in place and working. 6. Regular meetings to monitor and strategise responses.	5.3 5. Agreement on file. 6. Records of meetings.

Result 6 There is increasing community support for appropriate and sustainable wildlife-related activities in SLCS’s South Luangwa working areas.

Activities

- 6.1 SLCS undertakes a baseline study in perceptions of the value of wildlife and wildlife management in all South Luangwa GMAs.
- 6.2 SLCS develops additional wildlife management awareness campaign material and applies campaigns in its working areas.
- 6.3 Follow-up surveys completed.
- 6.4 Awareness material and campaigns adjusted and re-applied as required/possible.

Outputs	Means of measuring performance
6.1 1. Baseline study on perceptions of the value of wildlife and of sound wildlife management completed by SLCS in all South Luangwa GMAs	6.1 1. Baseline study and Board/management analysis and decisions.
6.2 2. Additional awareness material developed. 3. Additional awareness campaigns completed.	6.2 2. Additional awareness material available. 3. Accounts and campaign records.
6.3 4. Follow-up surveys completed. 5. Board makes decisions on next steps.	6.3 4. Survey results indicate campaigns have positive impact. 5. Board/management analysis and decisions on follow-up actions.
6.4 6. Awareness material and campaigns adjusted and reapplied.	6.4 6. Accounts and campaign records

Result 7 There are reducing incidences of negative human/wildlife interactions in SLCS working areas.

Activities

- 7.1 Database developed/refined for negative human/wildlife interactions with ZAWA and CRBs with supporting monitoring/discussion meetings.
- 7.2 Zoning and land use plans developed in association with district agencies in SLCS working areas to reduce avoidable negative human/wildlife interactions.
- 7.3 Practical agricultural methodologies applied in SLCS working areas (with partners) to reduce wildlife damage to crops and property.
- 7.4 Awareness material developed and disseminated to support zoning, land use and animal behaviour/human safety proposals.

Outputs	Means of measuring performance
7.1 1. Database developed and operated by SLCS with ZAWA and CRBs. 2. Regular meetings to discuss findings.	7.1 1. Database working and reports indicating reducing number of incidents in SLCS areas. 2. Records of consultation meetings.
7.2 3. Zoning and land use plans developed, accepted and applied in 3 CRBs in support of reduced negative wildlife/human interactions.	7.2 3. Zoning and land use plans, CRB acceptances and on-the-ground evidence of action taken in SLCS working areas.

7.3 4. Natural fencing and crop selection being used by farmers and households in SLCS working areas to reduce damage by wildlife. 5. Assessments of wildlife-caused damage showing reduction in frequency and value of incidents.	7.3 4. Kilometres of fencing and hectares of exclusion crops, etc. 5. SLCS database records.
7.4 6. Wildlife/human interaction awareness material developed and dissemination meetings held.	7.4 6. Awareness materials exist and records of dissemination meetings show positive response.

Result 8 There are increasing broad-based wealth indicators and reducing poverty indicators in SLCS South Luangwa working areas.

Activities

- 8.1 SLCS conducts living conditions monitoring survey (supplementing CSO work) in its South Luangwa working areas as baseline.
- 8.2 SLCS works with appropriate partners (possibly including micro-credit provider) to undertake strategic assessment of sustainable wealth creation activities to selected pilot area(s) that complement existing core business.
- 8.3 Livelihoods project developed in existing working areas, subject to positive assessments and medium-term funding secured.
- 8.4 Living conditions survey repeated at regular intervals and results analysed and used in support of SLCS interventions.

Outputs	Means of measuring performance
8.1 1. Living conditions monitoring survey completed.	8.1 1. Survey document and database available.
8.2 2. Strategic assessment of input needs and possible activities completed with partners. 3. Decision made by SLCS Board with partners on possible project.	8.2 2. Strategic assessment report. 3. SLCS Board decision in minutes.
8.3 4. If decision made to proceed, project proposal developed and funding request made (possibly including micro-credit component). 5. If adequate funding secured, project implemented and monitored for impact.	8.3 4. Project proposal document and funding request with partner agreements. 5. Project reports showing positive progress.

<p>8.4</p> <p>6. Living conditions survey reports and analyses show improved living conditions.</p> <p>7. Results applied to SLCS intervention logic in all project areas.</p>	<p>8.4</p> <p>6. Report documents and management decisions on file.</p> <p>7. Management records show incorporation of conclusions in SLCS interventions.</p>
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Annex 2 Budget Format

Activity	Beneficiary	Funding Source	Available Date	Activity Start Date	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1. Management and Board Activities								
2. Project Support Areas								
3. Monitoring and Evaluation								
Totals								