

Annex 9

TERMS OF REFERENCE

For a mission to provide

Training and Technical Support to the Conservancy Management Committees in Targeted Conservancies by the Project

Employer	The Community Conservation Fund of Namibia
Objective	The capacities for financial management and governance are strengthened in targeted conservancies to create a basis for resource management and the reliable capture and distribution of returns.
Deliverables/Reports	<ol style="list-style-type: none"> 1. Brief monthly progress reports, detailing conservancies visited, support and training provided and problems encountered, and evidence of trends in implementation of improved systems at conservancy level according to defined monitoring criteria. 2. Monthly timesheets detailing days worked, places visited, and work done (one line per day only) 3. Final report summarising the work carried out and the results achieved.
Input	A maximum of up to 540 person days spread over period of 3 to four years and preferably split among two consultants.
Period	2019-2022

1. INTRODUCTION

1.1 General Background

The Financial Cooperation Programme of KfW has earmarked Euro 5 million for the Ministry of Environment and Tourism of Namibia to provide financial and technical support, particularly in the efforts to address the issue of Human-Wildlife-Conflict in Communal Conservancies. To ensure independence from donor funds and the longevity of the CBNRM programme, the Community Conservation Fund of Namibia (CCFN) was identified as the appropriate Project Executing Agency. As the project aims to address the long term sustainability of the CBNRM programme, focus is also being given to building up the capacity of CCFN, as well as ensuring that Communal Conservancies adopt good governance practices.

1.2 The Intervention Area

The main target groups will be Conservancies and their individual member households who are most affected by the impacts of Human Wildlife Conflict. The specific conservancies will be identified based on defined criteria, and in line with the Project outline.

1.3 History of Government's Community Support Activity

Over the last eighteen years, community-based wildlife management has been an effective mechanism for the GRN to combine conservation with developing governance structures to enhance the wildlife resources needed to attract tourism to rural communal areas of Namibia. In 1996 the GRN introduced legislation that gave communities conditional rights over wildlife and tourism in communal areas that formed a management unit called a "conservancy". Conservancies are based on the notion that appropriate incentives would help local communities to sustainably manage natural resources if economic benefits could be derived from their use. They are areas on communal land in which community-based organizations hold rights to manage and benefit from the consumptive and non-consumptive use of wildlife and other natural resources within defined boundaries. By forming conservancies, local communities are able to add sustainable use of wildlife and ecotourism development to their existing land uses and livelihood activities.

1.4 The CBNRM Programme of the MET

The objective of CBNRM is to promote the sustainable management of natural resources for social development and economic growth, in a partnership between local communities and government. The conservancies take responsibility for wildlife and natural resources within their boundaries by monitoring numbers and preventing poaching. It is essential that they perceive wildlife as a valuable resource.

There are Three Pillars of Community Conservation in Namibia:

1. Institutional Development
 - Good governance creates the basis for resource management and the capture and distribution of returns.
2. Natural Resource Management
 - Innovative resource management enables biodiversity conservation and sustainable use.
3. Business, Enterprises and Livelihoods
 - Market-based approaches enable a wide range of community returns.

Increasing wildlife numbers in Conservancies has resulted in a perceived increase in the number of human wildlife conflict incidences, negatively affecting the interface between Pillars 2 and 3. This assignment focusses on addressing Pillar 1, Institutional development, as a mechanism to ultimately empower Conservancies to also better manage (and reduce) the conflict between people and wildlife.

2. OBJECTIVES AND EXPECTED RESULTS

It is expected that the work of the experts will contribute to strengthen the financial management in conservancies, and entrench best financial management practices, for long-term sustainability.

2.1.1 Principal Objective

The capacities for financial management and governance are strengthened in targeted conservancies to create a basis for resource management and the reliable capture and distribution of returns, and management of human and wildlife safety.

2.2 Expected Results

- a) Better accounting and internal controls for conservancies
The treasurers and managers of the conservancies are trained, equipped, and capacitated, as detailed in the Tasks below.
- b) Better Financial Governance of Conservancies
The financial governance of conservancies adheres to the Standard Operating Procedure Manual, as detailed in the Tasks section below.
- c) Financial Compliance checklist submitted to MET
The consultant will ensure that all conservancies have a Financial Compliance Checklist and have submitted it with their financial reports for the calendar year 2017.
- d) Improve submission of an Annual Financial Report
The consultants will ensure that all conservancies have submitted their Annual Financial Reports for the calendar years 2019-2022.
- e) Conservancies are able to conduct independent book keeping
The consultants will ensure that selected Conservancies are contributing to an independent bookkeeping that assists them with submitting Annual Financial Reports and the Financial Compliance Checklist.

3. TASKS AND LOGISTICS

The Consultants will provide technical support to CCFN in cooperation with MET's CBNRM Sub-division for practical field monitoring and financial management of conservancies; provide relevant and appropriate coaching to conservancy treasurers and chairmen, management committees and to regional MET CBNRM staff, partners, and in particular will provide support in the following areas.

3.1 Accounting and Internal Controls

- a) Monitor and ensure continued implementation of the improved accounting systems and internal controls
- b) Introduce Treasurers and Managers in basic Excel-based accounting systems as means of replacing the current manual based accounting systems.
- c) Excel-based accounting systems mentoring and implementation monitoring to ensure continued implementation on the long run.
- d) Ensure that the Treasurers can produce monthly financial reports and year-to-date financial reports without technical support from the consultant or NGO Staff.
- e) Work closely with conservancies who have struggled to implement the accounting systems to help restore proper financial systems and procedures at these red-flagged conservancies.

- f) Assist Management Committees to conduct monthly internal audits to assess the strength of the internal controls as well as to ensure compliance of the financial policies and conservancy constitutions.
- g) Revise and update all financial policies and procedures of the Zambezi conservancies
- h) Assist Conservancies to prepare for external Audits
- i) Use the previous Audit Reports to help Conservancies to improve their accounting systems.
- j) Continue to support the Treasurers in the production of monthly financial reports and year-to-date financial reports.
- k) Prepare conservancies to prepare financial management reports for their Annual General Meetings (AGMs).

3.2 Financial Governance

- a) Create financial Compliance Checklists which are aligned to conservancies constitutions, financial policies and procedures as well as the MET's Standard Operations Procedures.
- b) Train the Management Committees in the application of the developed Financial Compliance Checklists.
- c) Assist Management Committees in financial monitoring and control on monthly and quarterly basis.
- d) Work with the MET CBNRM Staff in monitoring and ensuring implementation of the Standard Operational Procedures Manuals.
- e) Assist Management Committees to follow the financial aspects contained in the MET Standard Operational Procedures Manual through training and field based technical support
- f) Assist MET CBNRM Staff in monitoring Conservancies to ensure that they are adhering to their constitutions especially those clauses which focus on Financial Management and Governance
- g) Ensure that where the constitution specific the introduction of the two system accounts that this is indeed implementation and promote the introduction of such accounts other conservancies via the route of change in financial policies and procedures.
- h) Assist Conservancies in developing Benefits Distribution Plans which are aligned to the Financial Sustainability Plans as well as to link these to the annual budgets.
- i) Assist the MET CBNRM Staff in monitoring that Conservancies are implementing the Benefit Distributions Plans as approved by the members.
- j) Assist the Management Committee members of Conservancies to implement the financial Event Form Cards.
- k) Assist the Individual Area Representation to use the financial Event Form Cards to give feedback to Area/Village meetings.
- l) Pilot Cell phone notification of financial transactions at banks in at least four conservancies.
- m) Assist all the Conservancies to have appropriate Interest Bearing Bank Accounts especially for the Income Accounts.
- n) Ensure that the signatories internal controls are tighten and that people from different

panels are part of the signatories.

- o) Promote grassroots memberships participation in financial governance by ensuring that management committee members arrange and execute quarterly general meetings at village levels which focus amongst others on financial feedbacks and reviews
- p) Liaise with MET and NGO officials in assist Conservancies to conduct effective AGMs with greater focus on financial transparency and accountability.
- q) Participate in AGMs and Quarterly Meetings to monitor and observe the levels of financial transparency and accountability in conservancies as well as to offer technical advice to members and committees during these meetings
- r) Produce financial summaries and graphs which will be used as part of financial communications feedback to the general members

3.3 Institutional Governance

- a) Assist with Constitution development in emerging conservancies as well as amendments in old conservancies.
- b) Give technical advice to Management Committees on good governance principles to ensure that conservancies committees are effective.
- c) Give training and technical support to newly gazetted conservancies in aspects of board governance and management.

3.4 Business Management and Planning

- a) Introduce systems to monitor compliance of contracted operators with hunting and tourism contracts, which includes payment controls and control of implementation of agreed development items.
- b) Train conservancies to develop other business ideas (also to prepare for the case elephant hunting may be banned internationally).
- c) Ensure that Conservancies are co-financing part of the costs of this consultancy that they understand this is a part of a sustainable business management.

4. LOGISTICS AND WORK PLAN

The Consultants will be required to prepare an annual work plan which should be updated on a quarterly basis.

4.1 Planning

The consultant will organise this work by phoning the chairpersons, managers and treasurers to make appointments. This will be done in liaison with MET and local support organizations.

4.2 Transport

The consultants will use their own vehicle to reach the conservancies and will be reimbursed at a standard rate to be agreed. Claims will be supported by a vehicle log book, and timesheets. If the consultant's car is not available, a car may be hired for short periods.

4.3 Supervision

The consultant will be supervised by MET. The contract will be managed by the CCFN.

5. DELIVERABLES/REPORTS

In terms of the Conservancies and the “Task” areas described above, the following outputs will be required:

- a) Monthly progress reports, detailing conservancies visited, support and training provided and problems encountered, and evidence of trends in implementation of improved systems at conservancy level according to defined monitoring criteria.
- b) Monthly timesheets detailing days worked, places visited, and work done (one line per day only).
- c) Final report summarising the work carried out and the results achieved.

6. INDICATORS

The indicators of successful outcomes are:

- a) Follow-up training on successful use of the basic bookkeeping system conducted.
- b) Conservancies are able to conduct independent book keeping with assistance of a certified book keeper
- c) Treasurers are able to produce accurate accounts with assistance of the certified book keeper.
- d) Treasurers are able to produce acceptable Annual Financial Statements.
- e) Conservancy management complies with Standard Operating Procedures.
- f) Reduced instances of misuse of funds.
- g) Financial Compliance checklist submitted to MET

7. PROFILE OF THE EXPERT

The expert shall have the following profile:

7.1 Education and Skills

- a) The Consultant should hold a Professional Diploma with skills in Corporate Governance, Financial Accounting, and Financial Management. Post-graduate qualifications in Project Management, Business Studies and Training would be an advantage.
- b) The consultant should have good skills and experience in report writing, presentation and communication in English.

7.2 General Professional Experience

The Consultant should have

- a) Experience of teaching and training in accounting.
- b) A proven track record of successful mentoring of Treasurers and Managers in Conservancies.

- c) A proven track record of successful accounting, financial management, training, facilitation, administration, and project administration.
- d) The consultant should have extensive experience of working with the communities in north eastern Namibia.
- e) Previous experience of working with MET, Namibian NGOs and the conservancies and communities of north eastern Namibia would be an advantage.