

# ADMADE Community Constitution of Zambia



*Drafted on 8 December 1998, redrafted on 20 July 1999*

**What is it:** A draft Constitution defining the guidelines and rules to help guide communities under the new ADMADE leadership structure under the Wildlife Act of Zambia

**Who is it for:** For all ADMADE Community Resource Boards to use as their own constitution with amendments as deemed necessary or appropriate for their specific area

**Conditions of approval:** Will require approval by the appropriate Government authority

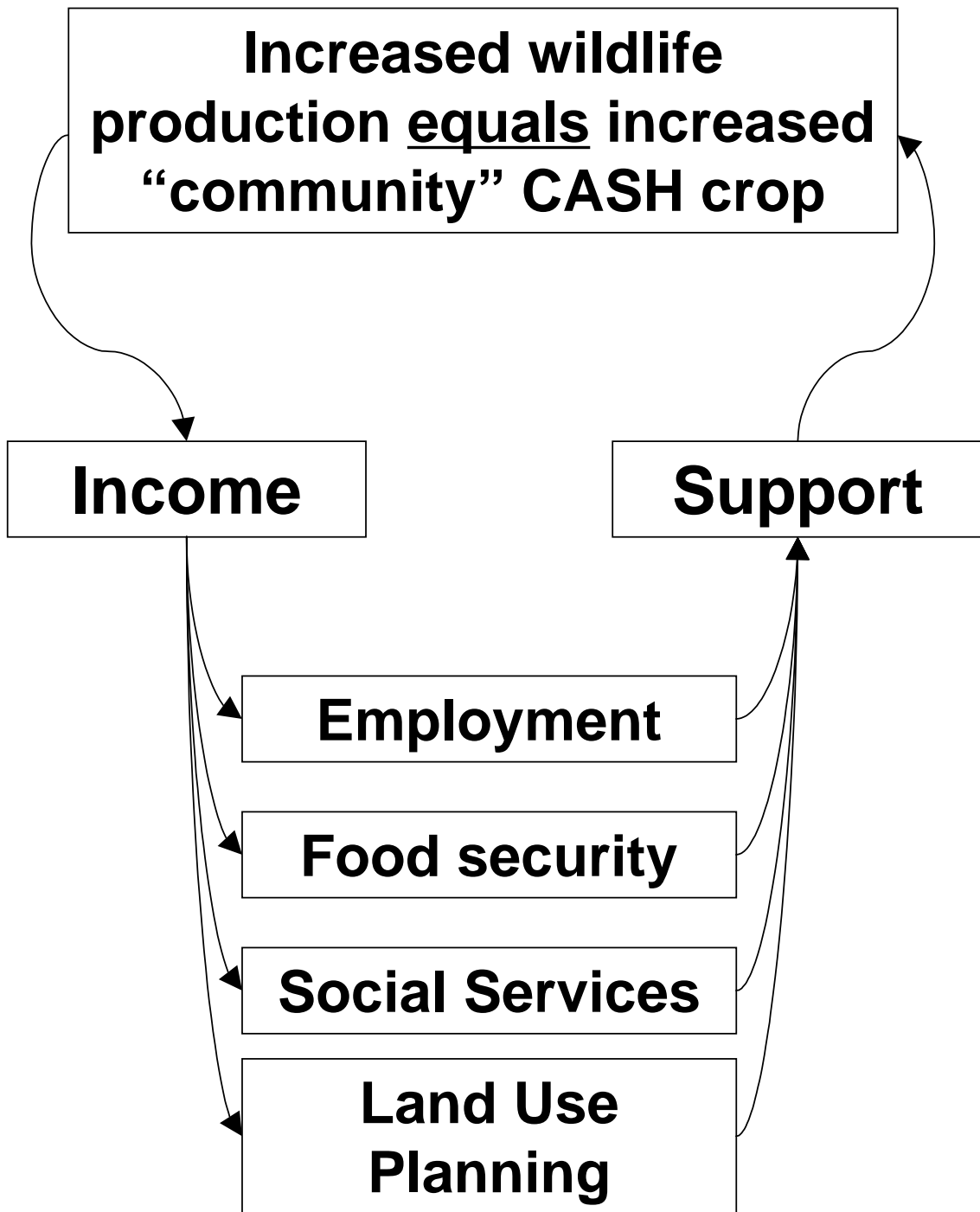
**Who drafted the constitution:** A drafting committee of appointed ADMADE leaders were selected from 7 units, representing 4 Provinces, later revised by the Eastern Province elected Community Resource Board members.

## ***Declaration of Commitment by the Elected ADMADE Leadership***

We, the local residents, living on communal lands endowed with natural resources and serving our communities as elected ADMADE leaders, do declare our complete commitment and resolve to

- 1) achieve total food security in our community and thereby remove the need for residents to destroy wildlife resources as a way of meeting food shortages,
- 2) provide economic alternatives for those people who represent the greatest threat and cost to our wildlife-based industries,
- 3) provide improved health care and thereby remove the need for large families that increase risks of malnutrition and poor education to our children,
- 4) develop the full economic potential of our wildlife resources through sound conservation and management practices,
- 5) keep community funds free of any fraudulent use and allow full transparency of their use for community development and resource management, and
- 6) show respect to our traditional rulers for continued harmony and cooperation in achieving an improved standard of living through the ADMADE programme.

The ADMADE Goal



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## **PART I - Preliminary**

### **1) Preamble**

Having realised the need and importance of wildlife in bringing pride and monetary benefits to the country of Zambia and the community in particular, a partnership has been formed between the government, traditional leaders and the communities. Together they are working to manage these wildlife resources in order to bring development to the country. The following Constitution is a list of guidelines to help all parties work together to ensure that wildlife is protected and utilised within the limits of Zambian law and to also ensure wildlife producers living in game management areas be entitled to the full market value accrued from fees and licenses for the use of the wildlife resources they have been asked to manage.

### **2) Interpretation**

“ADMADE” refers to Administration Management Design which is a community-based approach to wildlife management.

“Authority” refers to the Zambian Wildlife Authority

“Co-management” refers to a working partnership between a community and Zambian Wildlife Authority.

“Common interest group” refers to community members who share the same interests.

“Community” refers to all residents in an ADMADE Game Management Area and those living adjacent to it, and therefore are regarded as wildlife producers of these areas with the same privileges and responsibilities as any other producer that incurs risks and costs to produce a marketable resource.

“CDC” refers to the Community Development Committee. A sub-committee in the ADMADE structure whose members specialise in community development.

“Community participation” refers to active involvement of community members in decision making and development.

“CRB” refers to the Community Resource Board. The legally recognised body to represent government for the management of wildlife resources for a geographically defined game management area, and as such, represent the highest management authority at community level.

“Development” refers to improved standard of living.

“FMC” refers to the Financial Management Committee. A sub-committee in the ADMADE structure whose members specialise in financial management.

“G.M.A.” refers to a game management area.

“Local Resident” refers to a person whose family and home is within the confines of the CRB and has resided in the area long enough as decided by the local Chief to be considered a member of the community.

“N.P.F.” refers to the National Provident Fund.

“NPWS” refers to the National Parks and Wildlife Service.

“Quota” refers to a list of wildlife species to be legally hunted and the number that can be harvested without diminishing the population’s growth rate.

“RMC” refers to the Resource Management Committee. A sub-committee in the ADMADE structure whose members specialise in resource management in the community.

“VAG” refers to a Village Area Group. An area which may consist of one or more villages falling under a Community Resource Board for a particular chiefdom.

“VAG Committee” refers to a Village Area Group Committee. A sub-committee in the ADMADE structure whose members represent the views and interests of a village area group.

“WCRF” refers to the Wildlife Conservation Revolving Fund.

“Wildlife resource” refers to any fauna, flora and other objects given monetary value.

“ZAWA” refers to Zambian Wildlife Authority.

## **PART II - Charter**

### **A CHARTER OF COMMUNITY RESPONSIBILITIES AND RIGHTS AS PRODUCERS, CUSTODIANS AND BENEFICIARIES OF WILDLIFE RESOURCES IN SUPPORT OF THE WILDLIFE ACT OF ZAMBIA**

We, as a community residing within the confines of the CRB boundary, are entrusted with certain responsibilities as the producers and custodians of the wildlife we live with. This responsibility does impose certain risks and costs, and conditional on full acceptance of these responsibilities, we, the community, are endowed with certain rights to benefit from these resources.

#### **RESPONSIBILITIES**

- To protect the wildlife resources and prevent local residents from engaging in all forms of illegal use of wildlife
- To provide an environment conducive to a positive relationship with safari hunting companies and their clients and any other commercial activity the community wishes to form a relationship with.
- To monitor all land use activities in the area and to control those that may threaten commercial interests of the wildlife they depend on
- To help increase the populations of wildlife in our area
- To work as partners with the Government of Zambia for the improvement of wildlife management
- To attend VAG meetings and abide to resolutions thereof.

#### **RIGHTS**

- To benefit from the wildlife resources found on our community lands
- To have fair representation through democratically elected officials within the ADMADE structure
- To be equal partners with Government over the ways wildlife resources are policed, utilised and licensed within our own community
- To have final authority on the terms and conditions of concession leases and to whom those concessions will be leased
- To earn the full market value of our wildlife resources from all fees paid by legally licensed users, understanding that the government exercises its rights to levy taxes on all revenue earners, including the private sector and the community

## **PART III - Village Area Group Committees**

Each VAG within a CRB shall have a VAG Committee, which shall administer its activities.

- 1) **Membership:** Shall be composed of not less than 10 and not more than 15 members democratically elected by the community. These members should fairly represent all common interest groups that have identified themselves to the VAG Committee as members of the community with special work or interests.
- 2) **Qualification:** Any bonafide resident of the particular area.
- 3) **Term of Office:** The term of office for the initial establishment of a VAG committee shall be 3 years and subsequently 2 years. There shall be no limit on the number of consecutive terms one may serve as long as the community democratically elects that person.
- 4) **Meeting Schedule:** The VAG Committee shall meet once every two months but may have extraordinary meetings as need arises.
- 5) **Roles and Responsibilities:**

- a) Report, regulate and protect wildlife resources and disturbances
  - b) Ensure that the community identify and prioritise their development needs
  - c) Prepare project proposals and rough budget estimates for community development needs and forward these to the Community Development Committee.
  - d) In consultation with the CDC, FMC and CRB, shall ensure that all project supplies are purchased in accordance with the approved budget
  - e) Educate the community on proper land use and benefits of wildlife
  - f) Mobilise the people for community participation in all sectors of ADMADE
  - g) Promote public relations between game scouts and community.
  - h) Hold community meetings to share with all residents' information about ADMADE goals, functions and activities.
  - i) Hold meetings and review activities of their VAG
  - j) Maintain a register of bonafide residents of the VAG and monitor the activities of all strangers in the area
- 6) **Minutes:** Minutes must be kept of the proceedings of every meeting by the secretariat. These shall be presented to the CRB through the relevant authorities.
- 7) **Committee Representation:** The VAG Committee shall have representatives on all sub-committees - CDC, RMC, FMC and CRB.

#### **PART IV - Technical Sub-Committees**

Within each Community Resource Board shall be not less than three sub-committees which focus on the three main sectors of ADMADE – Community Development, Resource Management and Finance Management.

##### **1. Community Development Committee**

- a) **Membership:** There shall be not less than 10 and not more than 12 members with equal representation among the VAGs and each democratically elected from within each VAG Committee. The Chairman of this committee shall be an appointed member from the Community Resource Board.
- b) **Qualifications:**
  - i) The Secretary should be able to read and write English with a minimum of Grade 9 education.
  - ii) There are no minimum qualifications for any other members.
- c) **Roles and Responsibilities:**
  - i) Shall be responsible for receiving and consulting on project proposals made by each VAG
  - ii) Shall provide final budgets of each proposed project to the Financial Management Committee, in consultation with the requesting VAG Committee
  - iii) Shall be responsible for submitting final project proposals to the CRB for approval
  - iv) Shall monitor and supervise the progress of all ongoing projects
  - v) Shall mobilise the community for voluntary activities as needed or required
  - vi) Shall work in consultation with the RMC to ensure that VAG development needs and projects do not disturb or interfere with the production of wildlife
- d) **Term of Office:** Elections shall be held every two (2) years. There shall be no limit on the number of consecutive terms one may serve as long as the VAG Committee democratically elects that person.
- e) **Meeting Schedule:** The committee shall meet once every two months but may have extraordinary meetings as need may arise.
- f) **Minutes:** Minutes must be kept of the proceedings of every meeting by the secretariat.
- g) **Reporting Procedure:** VAG representatives shall be responsible to disseminate information to their respective VAGs.
- h) **Assessment of Work:** The CRB shall be responsible to assess the work of the committee members.

##### **2. Resource Management Committee**

- a) **Membership:** There shall be not less than 10 and not more than 12 members with equal representation among the VAGs and each democratically elected from within each VAG Committee. The Chairman of this committee shall be an appointed member from the Community Resource Board.
- b) **Qualifications:**
  - i) The Secretary should be able to read and write English with a minimum of Grade 9 education.
  - ii) There are no minimum qualifications for any other members.
- c) **Roles and Responsibilities:**
  - i) Shall be responsible for setting the hunting quota and monitoring the use of this quota with the capacity to refuse hunters when the quota is exceeded.

- ii) Shall be responsible for selecting individuals to undergo scout training, ensuring that there is equal employment opportunities for all qualified individuals living within the CRB.
- iii) In consultation with the CRB and the Chief, shall be responsible for land use planning
- iv) In consultation with the CRB and through the mother body – ZAWA, shall negotiate agreements with potential investors in any venture that brings monetary benefits to the community
- v) To advise traditional leaders on any land transaction prior to the signing of any agreement
- vi) Shall ensure a workplan (which includes public education, law enforcement , crop damage control, data collection and resource use monitoring) for ADMADE scouts is developed jointly with the Unit Leader and will be responsible for ensuring the workplan is carried out.
- vii) Shall ensure the budget in support of this workplan is strictly followed.
- viii) In conjunction with the Unit Leader, shall be responsible for camp inspections
- ix) Shall participate in the analysis of all data relevant to resource management
- x) In conjunction with the Unit Leader, shall take part in field operations
- xi) Shall be responsible for public education about ADMADE
- d) **Term of Office:** Elections shall be held every two (2) years. There shall be no limit on the number of consecutive terms one may serve as long as the VAG Committee democratically elects that person.
- e) **Meeting Schedule:** The committee shall meet once every two months but may have extraordinary meetings as need may arise.
- f) **Minutes:** Minutes must be kept of the proceedings of every meeting by the secretariat.
- g) **Reporting Procedure:** VAG representative shall be responsible to disseminate information to their respective VAGs.
- h) **Assessment of Work:** The CRB shall be responsible to assess the work of the committee members.

### 3. Financial Management Committee

- a) **Membership:** There shall be not less than 10 and not more than 12 members with equal representation among the VAGs and each democratically elected from within each VAG Committee. The Chairman of this committee shall be an appointed member from the Community Resource Board
- b) **Qualifications:**
  - i) All members must be able to read and write English
  - ii) All members must have basic mathematics skills (addition, subtraction, multiplication, and division).
  - iii) All members should have a minimum of Grade 7 education, but preferably a Grade 9 education.
- c) **Roles and Responsibilities:**
  - i) Shall be responsible for spending money in accordance with the final approved budget
  - ii) Shall strictly keep records of financial matters and make them available for auditing by any internal or external bodies.
  - iii) Shall be responsible for making reconciliation statements for the money at hand
  - iv) Shall be responsible for auditing all reports and accounts of the book keeper
  - v) Shall monitor data forms to determine revenues for the community
  - vi) Provide regular reporting to the VAGs on all financial information
- d) **Term of Office:** Elections shall be held every two (2) years. There shall be no limit on the number of consecutive terms one may serve as long as the VAG Committee democratically elects that person.
- e) **Meeting Schedule:** The committee shall meet once every two months but may have extraordinary meetings as need may arise.
- f) **Minutes:** Minutes must be kept of the proceedings of every meeting by the secretariat.
- g) **Reporting Procedure:** VAG representative shall be responsible to disseminate information to their respective VAGs.
- h) **Assessment of Work:** The CRB shall be responsible to assess the work of the committee members.

### PART V - Community Resource Board

- 1) **Membership:** There shall be not less than 7 and not more than 10 members democratically elected by the community, with fair representation from each Village Area Group. One member from the local authority and one representative of the chief shall also sit on the committee.
- 2) **Qualifications:** All members must be able to read, write and speak English fluently.
  - The Chairperson:
    - a) must not be less than 35 years of age
    - b) must have a minimum of a Grade 9 education

- c) preferably have received a training certificate from the Nyamaluma Training Institute for Community Based Resource Management.

The Secretary:

- d) must not be less than 30 years of age
  - e) must have a minimum of a Grade 9 education
  - f) preferably have received a training certificate from the Nyamaluma Training Institute for Community Based Resource Management.
- 3) **Roles and Responsibilities:**
- a) To promote and develop an integrated approach to the management of human and natural resources in a G.M.A. or open area falling within its jurisdiction.
  - b) With approval and guidance from the Authority, shall be able to negotiate the terms of lease agreements for wildlife commercial activities on their land.
  - c) Shall have powers to manage the wildlife under its jurisdiction within quotas specified by the Authority.
  - d) Shall have powers to appoint village scouts to exercise and perform the duties of a wildlife police officer in the area falling under the Board's jurisdiction.
  - e) In consultation with the Authority, shall have the power to develop and implement management plans, which reconcile the various uses of land in areas falling under the Board's jurisdiction.
  - f) Shall have the power to perform other functions as the Authority or Director General may direct or delegate.
  - g) Shall not engage himself or herself in any criminal act or misdemeanour. Where a member misappropriates community funds or steals community property, such a member shall be suspended and investigations by police shall be instituted.
- 4) **Term of Office:** The initial term of office following the initial CRB elections shall be four years and subsequently every three years. There shall be no limit on the number of consecutive terms one may serve as long as the community democratically elects that person.
- 5) **Meeting Schedule:** The committee shall meet quarterly. Any member, in conjunction with the chairman, has the power to call an extraordinary meetings if need arises.
- 6) **Minutes:** Minutes must be kept of the proceedings of every meeting by the secretariat.
- 7) **Reporting Procedure (Channel of Communication):** The chief will receive a copy of the minutes from all the proceedings. The Sub-committee representatives must read the CRB minutes to their respective committees. VAG representatives shall be responsible to disseminate all information to their respective VAGs.
- 8) **Assessment of Work:** The Authority and independent evaluators (e.g. Nyamaluma, external auditors etc.) shall assess the performance of the Board.

#### **PART VI - Disciplinary Committees**

- 1) Each VAG shall form its own disciplinary committee that shall monitor the work of all the various committee members of its VAG and institute discipline accordingly, within the limits of Zambia Law. The Committee should be comprised of seven (7) members. The Senior Group Headman of the VAG shall be the chairman of the committee. The remaining six (6) members shall be chosen at the discretion of the chairman, but should fairly represent the VAG in reference to area and common interest groups. Membership, aside from the chairman, is not permanent, but will be left to the discretion of the chairman. This committee will only meet when need arises.
- 2) Each CRB shall form a supreme disciplinary committee that shall monitor the work of all committee members, manage all disciplinary cases not dealt with at VAG level and institute discipline accordingly, within the limits of Zambian Law. The CRB will determine the number of members to sit on the disciplinary committee including the role of the chief.
- 3) All disciplinary committees should take action upon any committee member who acts outside of the constitution or the interests of their community and the requirements of wildlife.

#### **PART VII - The Chief's Role in the CRB**

- 1) A chief in whose area a Board is established shall be the patron
- 2) A patron shall be defined as a chief with full customary and legal powers vested in traditional rulers by the State.
- 3) Monitor, advise and support the CRB, and in a manner customary to traditional rulers, will provide stewardship for the community in all matters pertaining to traditions and local values
- 4) In consultation with ZAWA, may recommend that a CRB member be subject to a bi-election if they act outside their constitution or the interest of their community and the requirements of wildlife
- 5) To provide Minister and ZAWA with advice on use, protection and benefits of resources

- 6) Guide the CRB on issues concerning land zonation and land use requests by private sector and shall ensure that all lands are owned by the community and all use is through an operating concession (rather than of tenure).
- 7) Shall consult with the RMC on any land transaction prior to the signing of any agreement
- 8) Shall be accorded full respect as a Traditional Ruler and shall be consulted by the CRB chairperson on all major community issues
- 9) Shall receive an honorarium for these prescribed responsibilities amounting to 5% of the community development share which is for personal use and not subject to audit
- 10) Has a non-executive, non-administrative role but shall freely consult with the CRB members to promote and strengthen CRB leadership and effectiveness.
- 11) May not require or receive any further wildlife income from the community unless specific authority is sought and received from ZAWA and Minister, and is fully supported by the CRB and constituent VAGs by resolution of general meeting.

## **PART VIII - ADMADE Community Employees**

### **1. Village Scouts**

- a) **Qualifications:** Must be a minimum of 18 years of age and a bonafide resident of the game management area. Must obtain a certificate of competence from an appropriate training institute.
- b) **Conditions of Service:**
  - i) The RMC through the CRB, in consultation with the unit leader, is responsible to hire, fire, suspend, monitor and assess the performance of all village scouts
  - ii) May live at home or in the camp if accommodation is available.
  - iii) Shall be employed on contract basis of three (3) years and will be liable to renewal thereafter depending on performance assessment
  - iv) Instant dismissal will be instituted on any village scout found contravening with the following regulations:
    - v) Threatening violence
    - vi) Drunk and disorderly conduct while on duty
    - vii) Absence from work for three (3) consecutive days without permission from supervisor
    - viii) Releasing a poacher unreasonably
  - ix) Shall have the opportunity for promotion according to performance assessment and academic qualification
- c) **Roles and Responsibilities:**
  - i) Educate the community about the value and protection of wildlife, the roles of all sectors of the ADMADE structure and the importance of local residents in conservation and benefits of their resource
  - ii) Shall serve in accordance with the workplans developed by the RMC in conjunction with the Unit Leader
  - iii) Shall uphold the Wildlife Act and enforce all provisions contained in it
  - iv) Shall protect the wildlife resource and wildlife habitats
  - v) Shall assist in counting and monitoring animals
  - vi) Shall ensure that all hunting is done in accordance with the Wildlife Act of Zambia and with the authority of their respective CRB by accompanying all holders of hunting licenses and monitoring and reporting on their activities
  - vii) Shall assess crop damage and monitor problem animals and in collaboration with the Unit Leader assist the community to control crop damage and animals that may be threatening human safety
  - viii) Compile monthly reports summarising their activities

### **2. Book-keeper**

- a) **Qualifications:**
  - i) Must be a minimum of 25 years of age
  - ii) Must be a local resident of the area
  - iii) Must pass an examination given by Nyamaluma Institute and NPWS
  - iv) Must have completed Grade 12 with passing marks in English and Mathematics. Passing marks in commercial subjects will be an added advantage
  - v) The post shall be advertised and applications shall be received and considered by the CRB
- b) **Conditions Of Service**
  - i) Shall be an employee of the CRB and under its supervision.
  - ii) Shall be employed on a contract basis for three (3) years and will be liable to renewal thereafter depending on assessment of performance
  - iii) Any allowances will be catered for by the respective accounts pending approval by the supervisor
  - iv) His/her work shall be assessed annually by the FMC, CRB and any independent evaluator (e.g. Wildlife Warden, Nyamaluma, WCRF)

- v) The Unit Book-keeper shall be given first priority to become Senior Book-keeper on the CRB with reference to experience, academic qualifications and performance
  - (1) The Senior Book-keeper shall audit all other book-keepers in the CRB
  - (2) The Senior book-keeper shall compile the financial reports of all other book-keepers within the CRB
  - (3) The Senior Book-keeper shall prepare and present audit reports to the CRB and WCRF
- vi) Instant dismissal, without recourse to a higher authority, will be instituted on any book-keeper contravening with the following regulations:
  - (1) Misappropriation of funds
  - (2) Destruction or tampering of documents
  - (3) Drunk or disorderly conduct while on duty
  - (4) Absence from work for three (3) consecutive days without permission from supervisor
- c) **Roles and Responsibilities :**
  - i) Shall prepare all books of account and write reports in accordance with the ADMADE monthly accounting system
  - ii) Must make all books and reports available to the FMC for their review
  - iii) Must ensure that the community is made aware of all financial spending by periodically checking in each VAG whether the FMC members have delivered financial reports to the community
  - iv) Must not be a signatory of the ADMADE community accounts
  - v) Shall act as an ex-official member of the FMC, but should not be a voting member of the committee
  - vi) Must keep all records in box files or hardcover folders
  - vii) Ensure that the community adheres to the approved budgets for community development and resource management
- d) **Reporting Procedure(Channel of Communication):**
  - i) Shall report directly to the FMC monthly
  - ii) Shall be responsible for reviewing and helping promote the flow of information through the community by ensuring that the FMC and VAG committees are fully understanding financial results for their ADMADE programme
  - iii) Shall provide complete and comprehensive quarterly reports to the CRB and WCRF with copies provided to the FMC Chairperson and the Unit Leader

### **PART IX - Compensation and Benefits for ADMADE Employees**

- 1) All CRBS shall be registered to the Zambian Compensation Board.
- 2) ADMADE employee salaries shall be determined by the CRB's financial capacity.
- 3) All ADMADE employees shall be entitled to compensation in case of accident.
- 4) All ADMADE employees shall be entitled to terminal benefits
  - a) funeral grant
  - b) leave benefits of 2 1/2 days per month
  - c) maternity leave
  - d) annual salary increment based on performance assessment
  - e) Shall abide by all contractual agreements
- 5) All ADMADE employees shall contribute to N.P.F.

### **PART X - Civil Servants of NPWS**

#### **1. Unit Leader**

##### **a) Roles and Responsibilities:**

- i) To the Community:
  - (1) Provide capacity building in wildlife management skills including providing the CRB with technical advice on all matters pertaining to wildlife management and community development
  - (2) Follow all regulations, guidelines and responsibilities as outlined by the employers-NPWS
- ii) To the RMC
  - (1) Attend all RMC meetings as technical advisor and facilitate discussions and understanding on all matters pertaining to wildlife resource management
  - (2) Work closely with village scouts to provide additional skills
  - (3) Provide field support where needed (e.g. lead or support operations especially where armed personnel are needed , co-ordinate activities with regular scouts)

- (4) To monitor the performance of village scouts as part of the process of devolving responsibility to the CRB
- (5) To develop the resource management budget and annual workplan jointly with the RMC
- iii) To the CRB
  - (1) Attend CRB meetings as a technical advisor and facilitate discussions and understanding on all matters pertaining to wildlife resource management
  - (2) Maintain his own office at the CRB administration centre
  - (3) Assist the CRB to monitor and report on their activities
  - (4) Independently monitor the CRB, in terms of compliance with legislation, rules and guidelines relating to finance and provide such reports to the chairman of the CRB
- iv) To the Area Wildlife Warden
  - (1) Answer, in writing with copies given to the CRB and RMC, any complaints on work performance raised by the CRB
- b) **Community Responsibilities to the Unit Leader:**
  - i) Support the Unit Leader by:
    - (1) reporting wildlife disturbances or any illegal activities by local residents
    - (2) reporting misconduct of officers while in the community
    - (3) providing financial and material support of anti-poaching and field operations and trainings
  - ii) Monitor the Unit Leader's work and send written evaluations, prepared by the RMC, to the Warden's office annually or when need arises.

## 2. Regular Game Scouts

- a) **Community Responsibilities to the Scouts:**
  - i) Monitor and evaluate their work
  - ii) Support them in all facets of their job
  - iii) In consultation with the Unit Leader and Wildlife Warden, institute disciplinary action for any misconduct
- b) **Roles and Responsibilities of Scouts to the Community:**
  - i) Educate the community about the value and protection of wildlife, the roles of all sectors of the ADMADE structure and the importance of local residents in conservation and benefits of their resource
  - ii) Shall serve in accordance with the workplans developed by the RMC in conjunction with the Unit Leader
  - iii) Shall uphold the Wildlife Act and enforce all provisions contained in it
  - iv) Shall protect the wildlife resource and wildlife habitats
  - v) Shall assist in counting and monitoring animals
  - vi) Shall ensure that all hunting is done in accordance with the Wildlife Act of Zambia and with the authority of their respective CRB by accompanying all holders of hunting licenses and monitoring and reporting on their activities
  - vii) Shall assess crop damage and monitor problem animals and in collaboration with the Area Warden assist the community to control crop damage and animals that may be threatening human safety
  - viii) Compile monthly reports summarising activities

## 3. Area Wildlife Warden

- a) Shall be responsible for settling disputes between the community and the Unit Leader
- b) Shall independently visit and evaluate project implementation in various VAGs

## PART XI - Controls

### 1. External controls

- a) WCRF, Nyamaluma Institute or any other organisation representing the Authority shall audit the book-keeper and review all committee records quarterly or as often as possible
- b) WCRF will withhold funds if money has been misused. If it is discovered that the misuse of funds is concentrated in one specific VAG, then WCRF will withhold money for that VAG only.
- c) WCRF, Nyamaluma Institute or any other organisation representing the Authority shall physically inspect community projects to ensure that reports reflect accurate progress.
- d) WCRF shall annually assess the performance of the book-keeper by completing an annual performance assessment form
- e) WCRF will independently investigate any misuse of funds exceeding K1,000,000.00 and will take appropriate action regardless of any separate investigation by the community.
- f) Nyamaluma Institute or any other organ of ZAWA shall inspect or monitor the use of the wildlife resource of the area.

## 2. Financial Controls

- a) One signatory from each panel must sign any cheque in order to withdraw money from the two accounts maintained by the community for community development and resource management. The bank holding the account for each account must be told in a written letter copied to the Warden that one signature from each of the required panels is required for the cheque to be cashed.
  - 1) Community Development Account
    - a. Panel A, representing the community (Patron, CRB Chair, FMC Chair)
    - b. Panel B, representing the interests of each VAG (VAG committee chair for each VAG)
    - c. Panel C, representing ZWA/GRZ (Unit Leader)
  - 2) Resource Management Account
    - a. Panel A, representing ZWA/GRZ (Warden, Unit Leader)
    - b. Panel B, representing the interests of the community (RMC chair, FMC chair)
- b) There shall be strict adherence to budgets. There shall be no credits allowed unless signatories from all approved signatories agree in written prior to the transaction of such a credit.

## PART XII - Revenue Distribution

### 1. Distribution of Total Profits:

- a) Chief – 5%
- b) Administration Activities – 25%
  - i) Quarterly bonus
  - ii) Travel allowances for committee members
  - iii) Promotion of theatre groups
  - iv) Stationary
  - v) Fuel
  - vi) Office maintenance
- c) Projects – 70%

### 2. Distribution of “Project Allotment”:

- a) Each VAG under the jurisdiction of a CRB must be given an equal percentage of the annual "project allotment" regardless of the projects within the VAG. This percentage will be determined within each CRB, but must be uniform among all the VAGs in its jurisdiction. The balance remaining in the "project allotment" is to be shared amongst the VAGs according to need, at the discretion of the CRB.

### 3. Bonus for Performance:

- a) A VAG which performs best in resource policing and project implementation shall be awarded a performance bonus, which will be determined by their CRB.

## PART XIII - Emoluments

- 1) A maximum of 50% of the “administration allotment” should be set aside for emoluments. Each CRB will be responsible for determining the quarterly emolument for each member of its committee and technical sub-committees.
- 2) The CRB chairperson shall evaluate the work of all members of the CRB and technical sub-committees and decide whether or not the quarterly emolument shall be given.
- 3) The technical sub-committee chairpersons shall evaluate the work of all VAG committee members and decide whether or not the quarterly emolument shall be given.
- 4) CRB members shall evaluate the work of the CRB chairperson using the method of “Appraisal by Sub-ordinates” with a vote of confidence at the Annual General Meeting of the chairperson’s performance.

## PART XIV - Community Meeting Schedule and Functions

- 1) There shall be a quarterly presentation of the ADMADE Community checks by the Area Wildlife Warden through general public meetings.
- 2) The RMC shall announce the hunting quotas, after approval by the research department of NPWS, to all VAGs through general public meetings.
- 3) The FMC shall announce the shares given to all VAGs through general public meetings.

- 4) There shall be an annual general public meeting to evaluate and assess the ADMADE activities of the past yeas and to promote ADMADE within the community through such activities as drama performance, football matches, award presentations etc.
- 5) There shall be performance appraisal for CRB members and the community in general on how well they have cooperated in the reduction of poaching, adherence to the land use plan, etc.
- 6) There shall be amendments of the Constitution if need be, following the procedures stipluated in the Statutory Instruments in support of the Wildlife Act.

#### **PART XV – Community Assets**

- 1) All assets purchased with community funds through the ADMADE program shall be legal property of the community and shall be administered by the CRB with strict controls to avoid misuse, theft, breakage or unnecessary extra costs to the community.
- 2) All such community assets shall be recorded in an inventory record book maintained by the FMC and Community Bookkeeper.
- 3) These community assets shall be subject to external audit

#### **PART XVI - Electoral**

- 1) An electoral committee comprised of ZAWA Officers in liaison with the District Council shall be formed.
- 2) The electoral committee shall announce the dates when nominations of the candidates shall be made
- 3) Nominations of candidates shall be voluntary. Prospective candidates shall be required to fill in application forms which are intended to provide background information on the candidates
- 4) A period of one week will be provided for campaigning
- 5) Elections shall be conducted by secret ballot and will be counted openly.

#### **PART XVII - The Role of Nyamaluma Institute**

- 1) Shall be recognised as an international training institute for community based resource management for:
  - a) Community leaders
  - b) Unit leaders, village scouts, book-keepers
  - c) Local professional hunters
  - d) Social welfare officers
  - e) Financial Management, Community Development and Resource Management Committee members
- 2) Shall act as a facilitating institute for all aspects of community based resource management, including skills and capacity development in land use planning, private sector negotiations, resource data collection and analysis, and the use of maps as tools for decision making.
- 3) Shall be a Trust Institution with a Board of Trustees whose members shall include community leaders such as chiefs or elected ADMADE leaders to ensure that the training needs of the community are met.
- 4) Shall receive from CRB, financing to assist in the training of ADMADE managers and decision-makers should the need arise