CBNRM Governance Manuals
CRB Reporting Requirements

Zambia Community-Based Natural Resources Management (CBNRM) Governance Manuals

Guidance on Reporting Requirements for CRBs

2023

ACKNOWLEDGEMENTS

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ACRONYMS

AGM	Annual General Meeting
CBNRM	Community-Based Natural Resource Management
CBO	Community-Based Organization
CDC	Community Development Committee
CRB	Community Resources Board
DNPW	Department of National Parks and Wildlife
FMC	Finance Management Committee
GM	General Meeting
GMA	Game Management Area
GMP	General Management Plan
NGO	Non-Governmental Organization
SOP	Standard Operating Procedure
USAID	United States Agency for International Development
VAG	Village Action Group
ZCRBA	Zambia Community Resources Boards Association

1.0 INTRODUCTION

The Wildlife Act No 14 of 2015 provides for local level governance structures to support the implementation of the Act and provides for Community Resources Boards (CRBs). A CRB is formed by the elected leaders from the Villages Action Groups (VAGs).
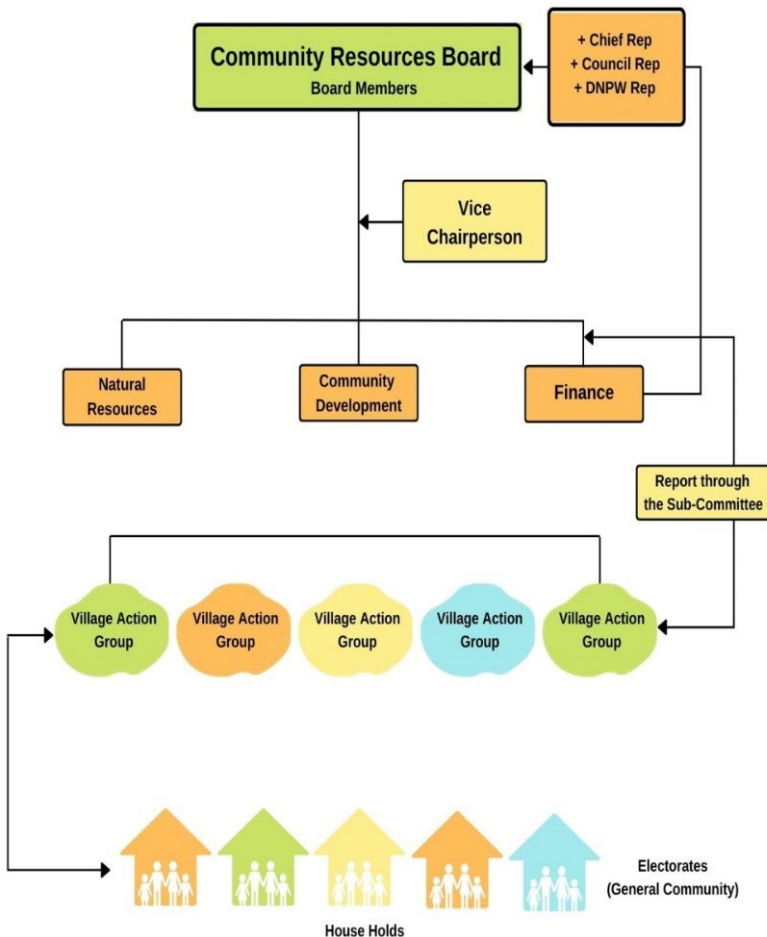
The Department of National Parks and Wildlife (DNPW) is responsible for the implementation of these community-based governance structures.

CRBs are responsible for community management of wildlife resources in Game Management Areas (GMAs) and Open Areas. Communities are given conditional rights to manage wildlife and to benefit from its management through co-management mechanism with government.

In order for a CRB to be formed, communities have to meet certain requirements. Once formed, CRBs are required to develop systems for accountability and good governance. One such requirement is reporting.

The Board superintends on the day to day running and administration of the CRB and is responsible for implementing decisions on behalf of community of the Chiefdom. However, where CRBs have resources, they constitute a Secretariat with full time staff to undertake the administrative functions of the Board. The Board is supported by the Secretariat in carrying out the general responsibilities of the CRB which includes ensuring compliance with laws and regulations. The Board is also responsible for making sure that all the required reporting is done.

> **Reporting** is a written or spoken account of something which has been seen, heard, or done.

1.1   REPORTING TO MEMBERS

The CRB is elected by the members of the community into the VAGs and must report on activities and financial management to the VAG members. The members need to hold the Board accountable for the management of the CRB. To do this, they need to be well informed about the functioning of the Board and the status of the finances as well as the activities of the various committees and sub-committees.

The beneficiaries of the various projects need to be provided with updates on progress and have the opportunity to provide inputs.

Reporting to members can be done in several different ways:

- The Chairperson of a VAG can hold a community meeting to report back to members on discussions at a Board meeting.

- The Community Development Committee (CDC) and individuals responsible for implementing a project can hold a meeting with the households involved in the project to discuss progress or share information.

- The Board can share information through messages by phone to the VAG members.

- Posters or notices can be displayed in a place that all the members pass by or have access to.

- Announcements can be made via Public Address (PA) System.

1.2 REPORTING TO DNPW

CRBs are required to submit quarterly reports to DNPW on all the aspects of CRB activities. CRBs are also required to submit Annual Expenditure Reports to DNPW for onward submission to the Ministry of Tourism. Some of the active CRBs have been requested to submit monthly reports to DNPW and Zambia Community Resource Board Association (ZCRBA) using the Open Data Kit.

In addition to routine reporting (monthly and quarterly), DNPW requires detailed reporting on three aspects of CRB management: natural resources management, financial management, community development projects and institutional management. CRBs are required to report back by 30 January on any wildlife utilization of the past year or as it is specified in the conditions attached to the approved quota.

Each CRB is required to comply with all the major provisions of its constitution and report to DNPW on these. This includes the presentation of an Annual Financial Statement at the Annual General Meeting (AGM), the status of the membership and the equitable distribution of benefits (if any). Generally, these AGM reports need to be submitted to DNPW within a month after the AGM.

1.3   REPORTING TO STAKEHOLDERS

CRBs serve as the communication channel between projects and activities of government agencies, local authorities, Non-Government Organizations (NGOs) and other Community-Based Organizations (CBOs) such as Farmers Associations or Co-operatives operational in the area.

CRBs may also have a concession with hunting or tourism operators or other partners and reporting may be needed as part of these agreements. Some CRBs are given ongoing support by NGOs and reporting requirements are sometimes attached to this support.

Reporting can be done in **many different ways.**

2.0 REPORTING AS PART OF COMPLIANCE

For a community to maintain its status as a CRB, there are requirements that must be repeatedly satisfied. Reporting is one of these requirements and is an auditable requirement especially the activity report. The reports submitted by the CRB to the DNPW are a means of demonstrating that the CRB is meeting the requirements of the Government with regard to the CRB management functions. It is not only the information in the reports that shows whether or not the CRB is following the rules and regulations, but the submission of the correct and complete reports at the required time is also part of the requirements of Government.

> **Compliance** means adhering to a rule which is part of a law, policy, or regulation of the government.

The Constitution of a CRB may also indicate requirements for reporting. This will depend on the Constitution of each individual CRB. A CRB Constitution might indicate:

- The roles and responsibilities of the Board and the Secretariat regarding reporting;

- The number of General Meetings (GMs) to be held each year where the Board can report to the membership on activities;

- The way in which reporting, and information sharing is done with the Chief and traditional authorities; and

- How reporting to the VAG membership is done.

2.1 WHAT DOES THE WILDLIFE ACT SAY ABOUT REPORTING?

The following information comes from sections 32, 33, and 34 of the Wildlife Act (2015):

- The Board shall take minutes of the proceedings of every meeting of the Board.

- The Board shall keep proper books of account and other records relating to its finances.

- Ninety days after the end of the financial year, the Board shall submit Financial Reports to the DNPW.

- The Board shall submit quarterly reports.

2.2 WHAT DO THE STANDARD OPERATING PROCEDURES SAY ABOUT REPORTING?

Standard Operating Procedures (SOPs) have been developed to guide and standardize CRBs in their operations. The information that follows is from the SOP guidelines. The DNPW staff members are required to:

- Annually monitor the CRBs by checking that a work plan is available, attending the AGM and obtaining a copy of the Financial Reports presented at the AGM.

- Evaluate the performance of hunting concessionaires.

- Keep files of reports and send copies to the DNPW Headquarters and notify the DNPW Headquarters of any reported or suspected non-compliance.

3.0 WILDLIFE UTILIZATION REPORTS

Wildlife utilization reports should be prepared by the Resource Management Committee (RMC) and submitted by the Board Chairperson to DNPW once a year in January (before the 30th) and should meet the following requirements:

- Indicate how much of the allocated quota was used.

- State how each animal in the quota was used:

    o For trophy hunting,

    o For own-use hunting (for meat),

    o For live sale,

    o For shoot and sell etc.

- Document other resources utilized.

- Indicate the amount of income generated from the quota and other natural resources.

4.0 FINANCIAL REPORTING

Sound Financial Reporting is one of the most important components of good governance and a key component of compliance. The Financial Management Committee (FMC) should develop the financial management processes and ensure that the following reports are compiled:

- Monthly income and expenditure reports with variance analysis.

- Quarterly income and expenditure reports with variance analysis.

- Annual income and expenditure reports with variance analysis.

- Annual internal and independently audited financial report.

- Internal annual project reports where CRB funds have been allocated to projects as part of benefit distribution.

5.0 MONTHLY AND QUARTERLY REPORTS

It is the responsibility of the CRB to compile quarterly reports on the activities and finances of the CRB. This should be done by the Secretariat with support from the Board. DNPW will monitor and review these reports.

The quarterly reports should summarize the information contained in the monthly reports. Active CRBs have been requested to submit monthly reports to DNPW and ZCRBA. These can either be submitted in writing or by using a mobile device (smart phone).

Many CRBs have been issued with an appropriate mobile device. The standardized format for monthly reports is found in an app on the mobile devices and the information is entered directly into the form.

Whether the report is a written report or submitted electronically, the content should be the same. Not all CRBs are able to complete all the sections of the monthly report.

Submit to DNPW

Present to members at quarterly general meetings

Review with Board members
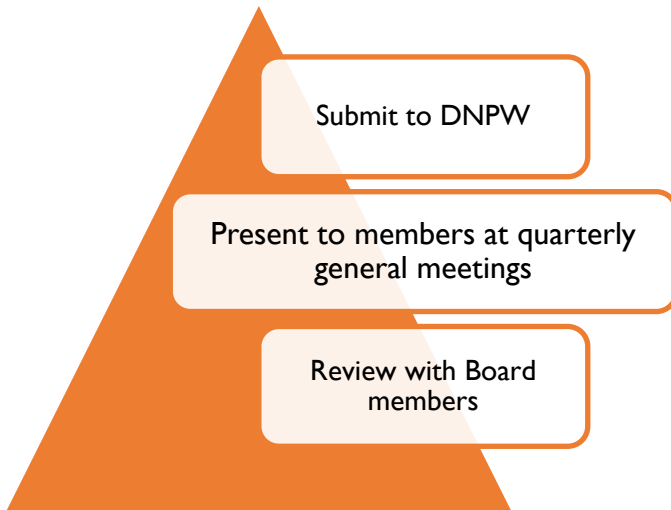
The decisions made at all meetings should be recorded (minutes) and a gender disaggregated attendance sheet completed. The reporting app allows for the uploading of files – these can be documents such as attendance sheets or minutes of meetings or photos of projects or events.

TOPIC	REPORTING NEEDS
General information	• The month for which the report is being submitted. • The name of the CRB. • The name and gender of the person compiling the report or entering the information.
Meetings	How many meetings? Give the total number. *For each meeting:* • What type of meeting was held? • With which VAGs was the meeting held? • How many female participants? How many males? • Summary of the results or decisions from the meeting.
Group community projects	How many projects were advanced this month? *For each project:* • What type of project was advanced this month? • How many men were involved? How many women? • What is the status of the project? • What are the challenges facing this project?
Finance report	• What was the balance from the previous report? • What is the current balance? • From which sources was income received during the month? • How much was received from each source? • What expenditures were made – category and amount? • What was the total expenditure for the month? • Are the work plans and annual budgets adhered to?
Employees and enforcement	• List the number of employees within each designation and the gender. • Is SMART mobile data collection used by patrol groups?

TOPIC	REPORTING NEEDS
	• How many patrol groups were active in the last month? • How many poachers were caught this month? • How many firearms were confiscated this month? • How many snares were collected? • How many people were caught fishing illegally? *For each patrol group:* • How many days was the group on patrol? • How many female members? Male members? • How many females were DNPW? How many males were DNPW? • How many kilometres were covered by this patrol group this month?
Permits issued	How many permits were issued this month? *For each permit issued:* • What was the permit issued for? • Who was it issued to? • For how long is the permit valid? • How much was paid for the permit?
Hunting	List all the species that were hunted this month *For each species that was hunted:* • How many were hunted or collected? • What is the amount (kwacha) due to the community as a result of this hunting or collection?
Human wildlife co-existence	How many cases of losses due to wildlife occurred last month? *For each case:* • Which type of attack is this case? • Which animal was involved in this case? • Describe the incident? • Action taken? • Has this been reported to DNPW? • Has any support been given to the victims (not compensation)?

TOPIC	REPORTING NEEDS
Community interactions	Comments or descriptions of interactions with: • Chief • DNPW • Forestry • Fisheries • NGOs • Private sector • Others

6.0 MINUTES OF MEETINGS

Minutes should be recorded for all formal meetings linked to CRB activities. The Secretariat (at Board level) and the VAG secretary (at the VAG level) records the minutes and keeps the record. Here are some guidelines.

- The extent of detail recorded in the minutes will vary and should be decided by the meeting participants.

- Most important part of taking minutes is accurately recording the decisions taken.

- If the person taking minutes is unsure about something during the meeting, he/she should ask for clarification.

- The minutes should be written up immediately after the meeting.

- The accuracy of the minutes should be checked by the Chairperson before being distributed.

- The information in the minutes should be presented clearly and have headings and numbering that links to the agenda.

- List any items that need to be discussed or voted on at the next meeting as well as the date/location of the next meeting – these also include actions that need to be completed before the next meeting.

- Minutes should be recorded (or pasted into) in a minutes book or filed in a dedicated file so that all minutes can be kept together and in order according to the date of meeting.

7.0 REPORTING AT AN AGM

The following reports should be presented at the AGM. Hard copies should also be available. These reports should be submitted to DNPW along with the minutes of the AGM within a month after the AGM.

- Report on major activities and community projects.

- Detailed income and expenditure report as well as a variance analysis.

- Report on wildlife utilization and the amount of income generated from the quota.

- Report on work done by Secretariat and Community Scouts.

- Draft budget and work plan for next financial year for review and approval.

8.0 WHO IS RESPONSIBLE FOR REPORTING?

It is the responsibility of the Chairperson of the Board to ensure that compliance reporting is done. However, gathering the information and compiling the reports should be a combined effort by Board members, members of the Secretariat and members of the various sub-committees or project committees.

- Financial Reports should be compiled by the Bookkeeper where available and checked by the FMC.

- The annual wildlife utilization report should be compiled by the Secretariat or Natural Resources Chairperson with inputs from the local DNPW representative, the hunting operator, and the Community Scouts.

- The quarterly and annual reports on progress of the implementation of the General Management Plan (GMP), activities and projects, should be co-ordinated by the Chairperson with inputs from the CDC and members of the various sub-committees or project committees.

- Where CRBs have a Secretariat, the members of the Secretariat should support the process of compiling all reports.

9.0 YEARLY COMPLIANCE REPORTING SCHEDULE

Within the DNPW, a file is kept for each CRB. In addition to the documentation required for the CRB formation process (application, boundaries, constitution, benefit distribution plan, tourism development plan etc.), the GMP and the AGM reports from each year are placed in the main file. The following sub-sections are created for each CRB file:
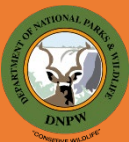
- Management and utilization.

- Legal compliance.

- General correspondence.

The hard copy documents which are part of the compliance requirement are submitted to the local DNPW representative who passes them on to the Regional DNPW Office from where the documents are placed in the appropriate file.

MONTH	WILDLIFE UTILIZATION ANNUAL REPORT	QUARTERLY REPORTS	AGM REPORTS	MONTHLY BOARD MEETING MINUTES
Jan		Present at GM		
Feb				
Mar				
Apr		Present at GM	Present at AGM	
May			Submit to DNPW	
June				
July		Present at GM		
Aug				
Sept				
Oct		Present at GM		
Nov				
Dec				

Extraordinary GMs can be held at any time of the year