



CBNRM Governance Manuals

CRB Roles & Responsibilities



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

CRB Roles & Responsibilities

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Cover photo: Matt Sommerville/IRLG (top); North Luangwa CRB elections, IIRG (bottom), verbal consent gained.

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ACRONYMS

AGM	Annual General Meeting
CBNRM	Community-Based Natural Resource Management
CBO	Community-Based Organisation
CDC	Community Development Committee
CRB	Community Resources Board
DNPW	Department of National Parks and Wildlife
FMC	Financial Management Committee
GM	General Meeting
GMA	Game Management Area
GMP	General Management Plan
NRC	Natural Resource Committee
RMC	Resource Management Committee
USAID	United States Agency for International Development
VAG	Village Action Group

I.0 INTRODUCTION

The Wildlife Act No. 14 of 2015 describes the structure of a Community Resources Board (CRB) and how representation from the Village Action Groups (VAGs) combines to form the CRB. It also describes the function of the CRBs and the legal requirements that need to be met.

The governance and operations of the CRB are determined by the Constitution of the CRB which outlines the details of the rules by which the CRB will operate as well as the roles and responsibilities of the Board members, the Secretariat and the membership. The Department of National Parks and Wildlife (DNPW) provides the regulatory oversight to the CRBs, ensuring their roles are performed in accordance with the Act and the CRB Constitution.

Some of the designated roles within the Board are linked to the roles and responsibilities of members of the Secretariat. The VAG members also have rights and obligations that contribute to the successful functioning of the CRB.

In this booklet, the various roles and responsibilities within and associated with a CRB will be described. Through the election process, the community members place their trust in the members of the Board and thus have expectations of the Board members to deliver on their responsibilities.

A **role** is a position or purpose that a person has within an organization.

A **responsibility** is a duty that a person has made a commitment to doing or is accountable for.

I.1 BACKGROUND

The functions of the CRB are broadly described in the Wildlife Act No 14 of 2015 and details are provided in the Constitution of the CRB. The Board is responsible for facilitating active community involvement in decision-making through the VAGs as well as coordination and oversight of activities.

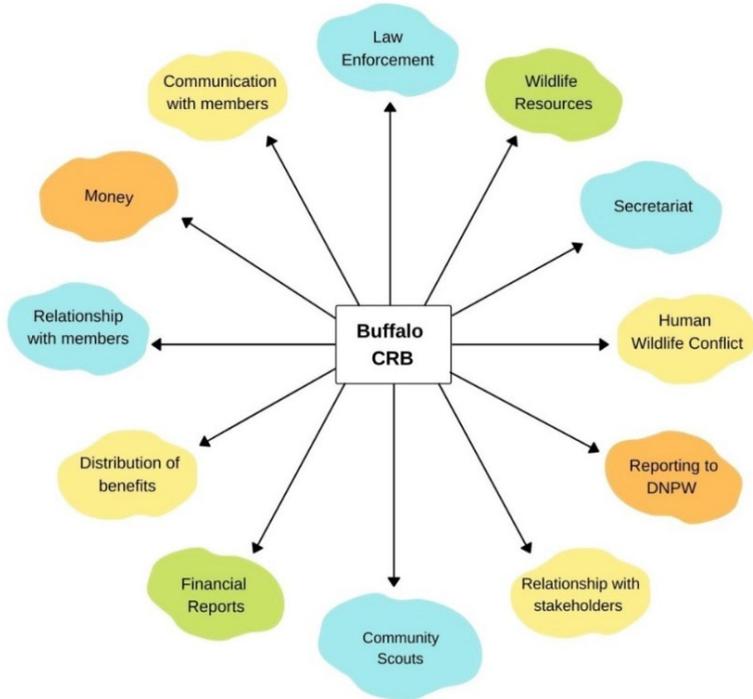
It is important to know who must take responsibility for various decisions or actions so that the CRB can fulfil the role assigned to it by the Government of the Republic of Zambia through DNPW.

The local community through the CRB receives income from wildlife and other natural resources in open areas and Game Management Areas (GMAs). DNPW is responsible for collecting 100% of wildlife revenues from safari hunting concessions and hunting fees generated in GMAs. Hunting fees are shared on 50-50 basis between the CRBs and the Central Treasury. The CRB share is shared as follows: 45% is given to CRBs for wildlife management and community development projects and 5% to the Chief as the CRB Patron.



The Board is responsible for managing the many different components of the CRB. These will vary depending on the extent of the wildlife resource of the CRB as well as the level of development of the CRB.

The Board through the Secretariat is also responsible for the day to day running and administration of the CRB. The example that follows shows some of the things that a CRB must manage.



The 45% portion of wildlife revenue allocated to the CRB for its activities is then split in three: 45% is meant for wildlife protection, 35% for socio-economic development or projects and 20% for the administration of the CRB and VAGs. It is the responsibility of the Board to ensure that these funds are properly managed and result in benefits to the community.

I.2 THE STRUCTURE OF THE CRB

A CRB is a legal Community-Based Organisation (CBO) which is established through a democratic process by the community to meet

their development and natural resource conservation objectives in GMAs and open areas. Like other CBOs, a CRB is a membership-based organization consisting of VAGs in a given Chiefdom that has been formed in line with the provision of the Zambia Wildlife Act no. 14 of 2015. A CRB should be structured in such a way so as to allow community members to work together in planning and doing conservation and community activities. The focus of the CRB is the sustainable utilisation of wildlife resources to generate benefits for the people who live with wildlife both in open areas and GMAs falling under its jurisdiction. The CRB consists of the following groups of people:

The Patron: The Chief is the Patron of the CRB and appoints his representative to sit in the Board and provide guidance and leadership to the CRB and its functions.

Board: This is the overall coordinating body for the CRB, consists of representation from the various VAGs and functions through the activities of the sub-committees. The Board should consist of seven to ten members.

Generally, the following roles are allocated to individuals on the Board - the Chairperson, the Vice Chairperson, the Finance Management Committee (FMC) Chairperson and vice, the Resource Management Committee (RMC) Chairperson and vice, and a Community Development Committee (CDC) Chairperson and Vice.

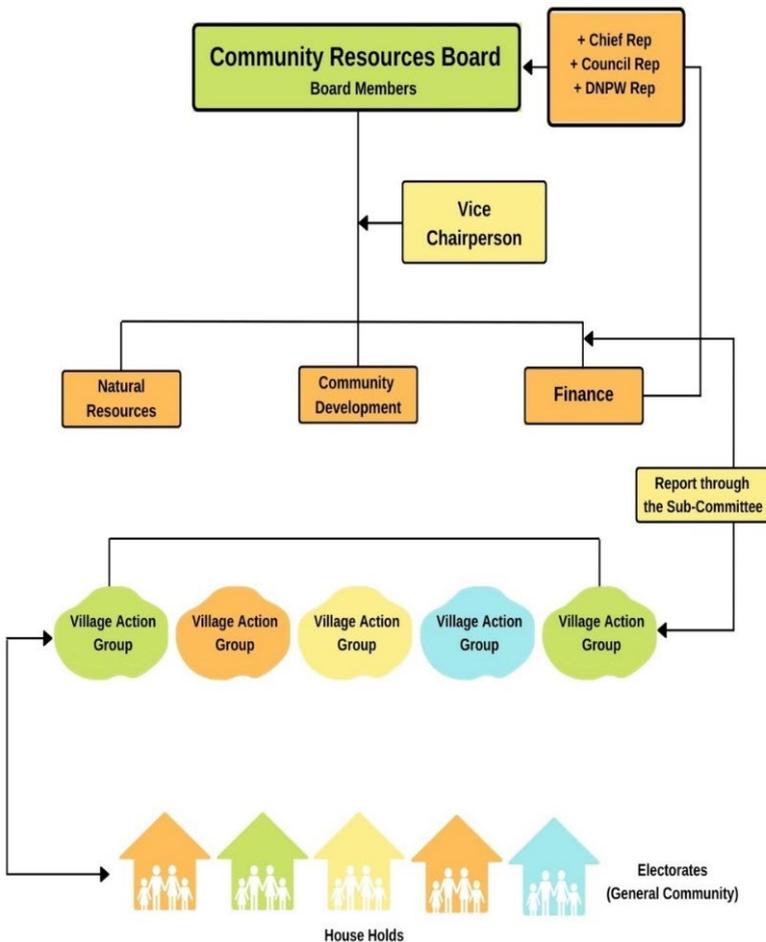
The designated roles are usually listed in the Constitution of the CRB. Some CRB members may not hold any specific portfolio but can be assigned any specific tasks by the Board when there is need.

Secretariat: This is the executive body of the Board and consists of employed staff members e.g., a Bookkeeper and Executive Officer or Coordinator. The Secretariat works under the Board on the day-to-day administration and processes of the CRB. However, due to financial constraints, only a few CRBs have a full Secretariat, resulting in Board members carrying out the decision-making as well as some

of the management functions, secretarial and administration duties of the CRB.

Technical Sub-Committees: The CRB Technical Sub-committees are linked to the VAG Technical Sub-committees at VAG level which are task-oriented or project-based sub-committees which coordinate specific activities of the Board. The sub-committees accountable to the Board include the FMC, RMC, and the CDC.

Members: The members elect the CRB (through VAG-based elections) and have a responsibility to participate in CRB/VAG activities and to hold the Board to account.



I.3 ROLE OF THE CRB

The purpose of a CRB is to provide a platform which allows community members to work together in planning and carrying out community activities. To fulfil its purpose, a CRB needs to assign roles and responsibilities to clearly indicate who should carry out various duties and who is accountable for ensuring that these are done in a satisfactory way.

In general terms, the role of a CRB can be summarized as:

- To promote and develop an integrated approach to the management of human and natural resources in an area within its jurisdiction;
- To provide a conduit for sharing benefits from wildlife and other natural resources;
- To provide a forum for community participation in decision making and planning in wildlife and related natural resource management issues; and
- To provide a platform for environment and other support organizations to assist the community.

2.0 THE ROLES AND RESPONSIBILITIES OF THE BOARD

2.1 WHAT ARE THE ROLES AND RESPONSIBILITIES OF THE BOARD?

Responsibilities are the functions or tasks which the Board is expected to perform since they have been given the power and authority to carry out these responsibilities. In addition to the information regarding this in the Act, the Standard Operating Procedures for CRBs further describe the roles and responsibilities of the Board.

General responsibilities include:

- Manage the CRB and administer its property and rights for the benefit of the community in accordance with the decisions made at General Meetings (GMs) in respective VAGs to ensure the expenditure adheres to the approved budget.
- Ensure fair and equitable distribution of benefits.
- Acquire, receive, hold, and manage on behalf of the members, the property, rights, and assets of the CRB (this could be in the nature of land, buildings, real rights, money or other tangible and intangible assets).
- In consultation with DNPW determine policies and processes of the CRB.
- Ensure compliance with laws and regulations relating to the management and utilisation of wildlife and other natural resources of the CRB.

Specific responsibilities include:

- Organize activities of the CRB and make sure that staff members are performing their duties.
- Manage the human and natural resources in the GMA and open areas.
- Organize meetings of the CRB including Board meetings (monthly or quarterly), GMs and the Annual General Meeting (AGM), and present reports at these meetings.
- Every three months, report on the activities of the CRB to the members and report on the current expenditure compared to the budget.
- Identify opportunities to generate economic benefits
- Approve new business development, joint ventures, and resource mobilization strategies.
- Keep all financial records, minutes of all meetings, and records of all contracts and joint venture agreements
- Appoint Community Scouts.
- Contribute to the development and implementation of a General Management Plan (GMP) for the GMA.
- Submit quarterly reports on the activities of the CRB to the DNPW Director.
- Integrate other natural resources conservation programs and benefits.
- Explore the benefits of a CRB registering as a community forest to gain authority over forest resources.
- Perform other functions as directed or delegated by the DNPW Director.

The **financial provisions** for a CRB in the Act state that:

- A Board shall establish a fund to enhance the economic and social well-being of the local community.
- A Board may accept grants and donations from any source within or outside Zambia in consultation with DNPW.
- A Board must keep proper books of account and other records relating to its accounts.
- The accounts must be available for inspection by the authorities or by a member of the local community.
- The Board must prepare an annual budget and monitor that expenditure stays within the budget.
- The accounts of a Board shall be audited annually by independent auditors approved by the Minister.
- Within 90 days after the end of the financial year, the Board has to submit an audited balance sheet, an audited statement of income and expenditure and a report concerning its activities during that financial year.
- A person who misuses CRB money is liable to a surcharge and upon conviction, to a fine not exceeding one hundred thousand penalty units or to imprisonment for a term not exceeding one year, or to both.

2.2 WHAT IS THE ROLE OF THE CHAIRPERSON?

The primary role of the Chairperson is to:

- Ensure that the Constitution is followed;
- Emphasise that the Board's role is to receive instructions from the community through the VAGs and to implement these instructions;

- Ensure that an AGM is held;
- Prepare for and convene meetings including the three quarterly GMs;
- Set the date, time and place of meetings and prepare the agenda for the meeting with the Secretary;
- Preside over the meetings, providing guidance for the direction of meetings and facilitate the conclusion of the discussions;
- Participate and contribute during meetings without dominating the discussion;
- Ensure that expenditure follows the agreed budget;
- Ensure that misuse of allowances and loans does not occur;
- Oversee the management of Board and employees to ensure that the instructions and wishes of the people are implemented;
- Submit reports to the Patron and DNPW Extension Officer through the CRB Secretary, Community Coordinator or Executive Officer of the CRB; and
- Assign tasks to members of the Board as the case may be according to the resolutions taken.



2.3 WHAT IS THE ROLE OF THE VICE CHAIRPERSON?

The CRB by law is required to establish a Secretariat. Subject to the other provisions of the Act, a Board may regulate its own procedure, and must keep minutes of the proceedings of every meeting of the Board. However, in the absence of the Secretariat, the CRB Vice-Chairperson will perform the functions of the Board Secretary or Secretariat.

The Secretariat for the Board should consist of appropriately qualified officers that are appointed by the Board. The Minister can appoint an officer to the Board who then serves as part of the Secretariat.

The number of staff to be employed as Secretariat (this includes the Executive Officer/Coordinator, Bookkeeper, Natural Resources Officer etc.) will however depend on financial strength of that particular CRB.

The role of the Vice-Chairperson depends on the Constitution of the CRB. In general terms the Vice-Chairperson duties are:

- Maintain up-to-date records, documents, and registers of the CRB, including records of all VAG correspondence;
- Facilitate the preparation of the calendar of meetings;
- Inform members of date, place and time of Board, quarterly GMs, and AGMs well in advance;
- Send out the agenda in advance of meetings;
- Incorporate into the agenda suggestions or proposals from members;
- Record the proceedings of every meeting in the designated minute book;
- Receive and report apologies for meeting absences;

- Participate in and contribute to meeting discussions;
- Sign and conduct the correspondence of the CRB;
- Keep an inventory/register of the property of the CRB;
- Maintain the register of members of CRB and the VAGs;
- Prepare reports; and
- Perform any other duties that may be conferred upon her/him by the Board or in the terms of the bylaws/Constitution of the CRB.

The responsibilities of the Vice-Chairperson might be supported by the Secretariat if the CRB is able to hire the Secretariat staff members.



2.4 WHAT IS THE ROLE OF THE FINANCE MANAGEMENT COMMITTEE CHAIRPERSON?

One of the key designated positions on the Board is that of the FMC Chairperson (also referred to as the Treasurer) who supervises the work of the Bookkeeper. The FMC Chairperson is head of the FMC

of which the Secretariat is also a part. It is the responsibility of the FMC Chairperson to ensure that the FMC fulfils its responsibilities and to work through and involve all FMCs at VAG level. The FMC is crucial to ensuring some of the requirements of CRB compliance.

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

The Treasurer and the FMC shall:

- Maintain true and accurate accounts which are open to inspection by any members of the community upon request.
- Keep an accurate account of the assets and liabilities of the CRB.
- Ensure the safety of the CRB books of accounts.
- Prepare a plan and budget to cover CRB administration before the beginning of each financial year (this needs to be 20% Administrative Share of the total CRB budget).
- Present this plan to the AGM for approval by the members.
- Ensure that costs adhere in all respects to the budget approved by the AGM unless modified by a GM.



- If asked by the community, implement projects and activities as agreed by the community at the AGM.
- Submit a written quarterly report on income and expenditure of each project or activity.
- Take a lead in resource mobilisation efforts of CRB.
- Advise CRB on financial matters.
- Submit the required reports through the channels to DNPW.

2.5 WHAT IS THE ROLE OF THE COMMUNITY DEVELOPMENT COMMITTEE CHAIRPERSON?

The CDC Chairperson leads the activities of the CDC and ensures that project activities are implemented as agreed in the annual work plan. The role of the CDC Chairperson and his Vice is to monitor, supervise and coordinate all VAG CDC committees.

The activities will vary depending on the resources available and the needs identified by the members. It is the responsibility of the CDC Chairperson to ensure that the Benefit Sharing Plan (BDP) is consulted and followed when the Board makes decisions about projects to be implemented.

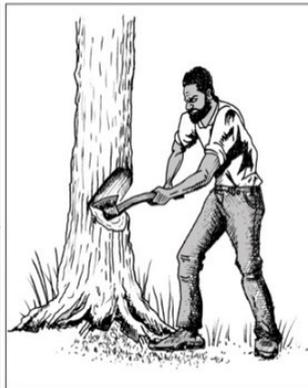
The CDC must work in consultation with RMC to ensure that VAG development needs and projects do not disturb or interfere with the protection of wildlife.



2.6 WHAT IS THE ROLE OF THE NATURAL RESOURCE COMMITTEE?

The sustainable management of wildlife resources is fundamental to the existence and operations of the CRB. The Natural Resource Committee (NRC) is to ensure that wildlife and other conservation activities are implemented as agreed in the annual work plan and budget. The role of the NRC Chairperson and Vice-Chairperson is to monitor, supervise and coordinate all VAG RMCs and work closely with DNPW to fulfil the following roles:

- Responsible for managing the wildlife quotas allocated to the CRB.
- Monitoring of the use of the resources within the Chiefdom (wildlife, fish, wood, land, water, etc.).
- Taking a leading role in employment matters in the CRB and ensuring fairness to employment opportunities for all qualified individuals living with the CRB.
- Together with the Patron, lead CRB participation in land- use planning processes and compliance.

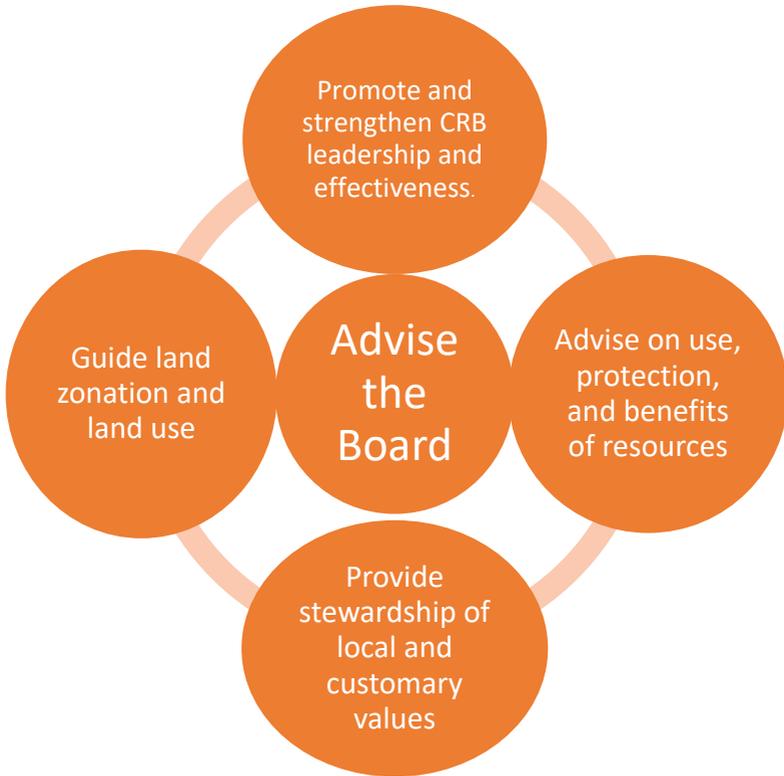


- Participate in any agreement negotiations between the CRB and DNPW with potential investors in the area
- In coordination with DNPW Officers, be responsible for operations and inspections at Wildlife Outposts.
- Participate in analysing and sharing resource management data.
- Contribute to public education conservation work in partnership with government and other partners.

3.0 THE ROLE AND RESPONSIBILITIES OF THE PATRON

The Patron has a non-executive, non-administration role but shall freely consult with the Board, the CRB members and other stakeholders to promote and strengthen CRB leadership and effectiveness.

- The Patron will advise DNPW and the Board on conservation and development matters.
- The Patron will guide the CRB on issues concerning land zonation and land use requests by the private sector.
- In full consultation with the community and DNPW, the Patron may recommend that a CRB member be removed from the Board and call for a bye-election if a member breaches the Constitution.



4.0 THE RESPONSIBILITIES OF THE MEMBERS

A CRB may have specific responsibilities for community members, and these will be described in the Constitution. Generally, the roles and responsibilities of members include the following:

- To follow and adhere to the Constitution and the GMP;
- To support the activities of the CRB;
- To abide by the lawful decisions of the Board;
- To attend all AGMs and GMs and participate in elections; and
- To hold their elected members or paid staff accountable for proper management of the CRB's finances, and implementing the objectives, principles, procedures, by-laws, and decisions of the CRB.



5.0 CONCLUSION

It is useful for everyone involved with the CRB, and especially the VAG members, to know who has the responsibility of different tasks. One way of sharing this information is to draw up an organogram that shows the names of the individuals in the different positions and how they work together. An example of an organogram is shown below.



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