



Strategic plan

2022 - 2026



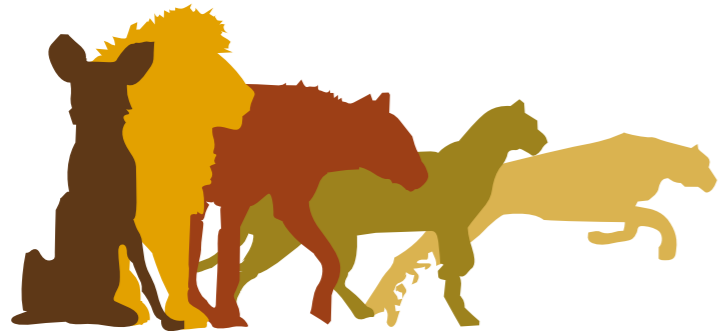
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Introduction




The **Zambian Carnivore Programme (ZCP)** is a non-governmental, non-profit field-based organization- dedicated to conserving large carnivores and ecosystems in Zambia and the broader region.

ZCP's team maintains a year-round presence throughout Zambia's most critical ecosystems, conducting intensive work on carnivore populations and the threats they face, building the capacity of local conservation leadership, and working closely with partners to develop and adapt conservation management and policy to a complex and ever-changing ground reality. Since its founding in 1998, ZCP has become an essential partner to a diverse array of local, national, and international organizations and institutions, who rely on ZCP's rigorous and adaptive science-based approach to guide conservation strategies and action. This role has come with a significant expansion in the scope and volume of ZCP's work, stretching the organization's capacity. In 2021, ZCP engaged in a strategic planning process to chart its path toward expanding and strengthening its capacity, and building on the successes of its first two decades. The following plan outlines ZCP's strengths and challenges, its long-term vision, and its core activities and priorities for the next several years.



Zambia's Context



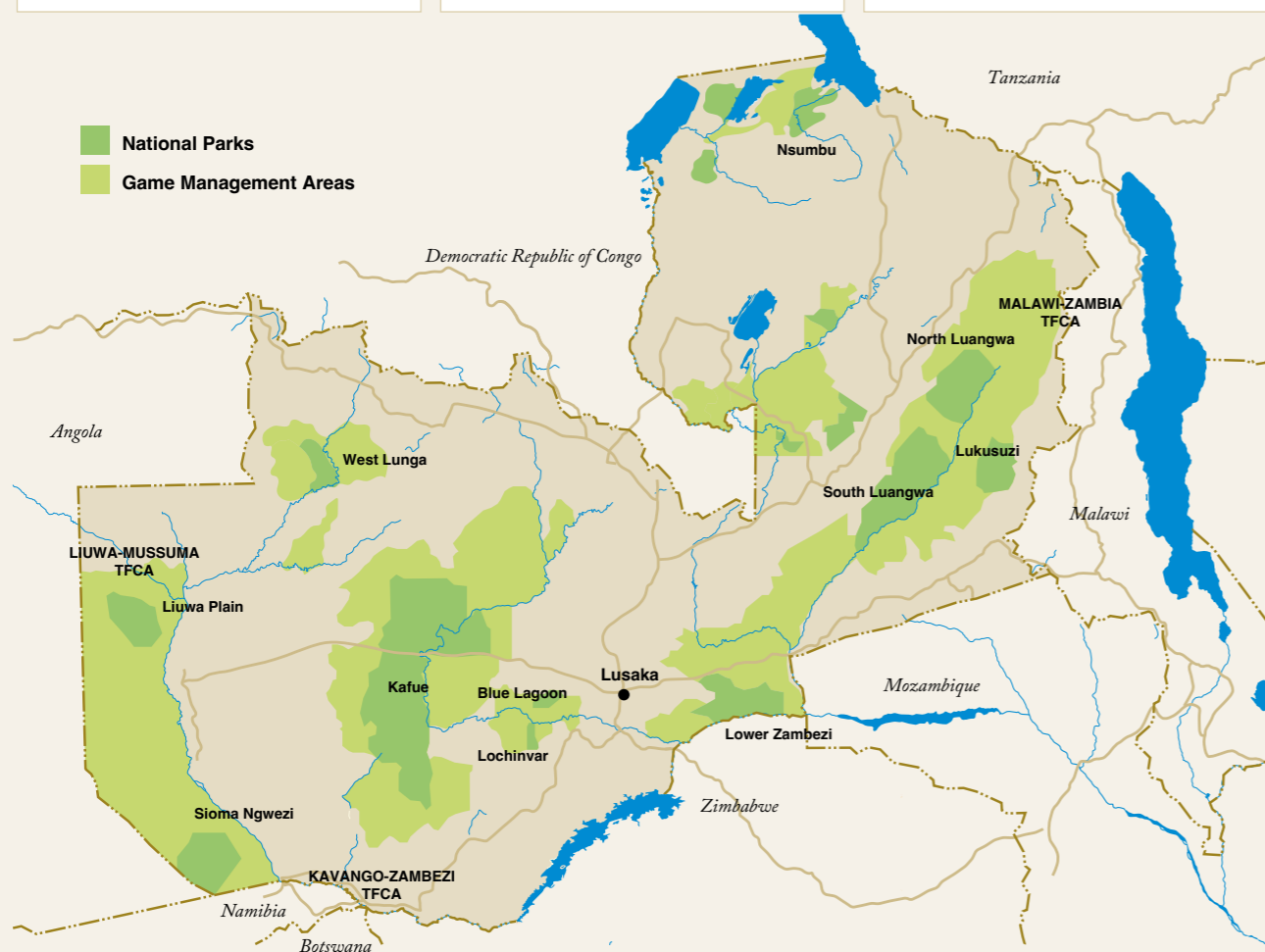
Zambia's 50 million hectares of forests and abundant freshwater systems host some of the most important habitats for wildlife in Sub-Saharan Africa, including large carnivores. Bordered by eight countries, Zambia also occupies a crucial position in connecting Eastern and Southern African wildlife populations and in hosting large-scale ecological processes that depend upon this connectivity.¹

ZAMBIA: THE CROSSROADS OF CONNECTIVITY

Connects Eastern and Southern African Wildlife Populations.

Heart of the Zambezi River watershed, draining much of the region.

Large-scale ecological processes (migration, dispersal, flooding, etc) still occur.



Borders eight countries with multiple Transfrontier Conservation Areas.

Multiple areas of unfenced continuous land over 70,000 Km².

Over 30% country managed as protected area complexes.

Connectivity and mobility are critical for both wildlife and people, particularly in dryland ecosystems characterized by strong seasonality in rainfall patterns, flooding, and subsequent water availability. In these areas (comprising most of Africa and much of the planet) animals and people must regularly adapt and respond to changes through movement, particularly in the face of climate change. Without large, connected landscapes, this adaptive mobility is not possible, and fragmentation endangers the ability of wildlife and people to effectively respond to changes in climate, threatening the viability of populations and ecosystems.

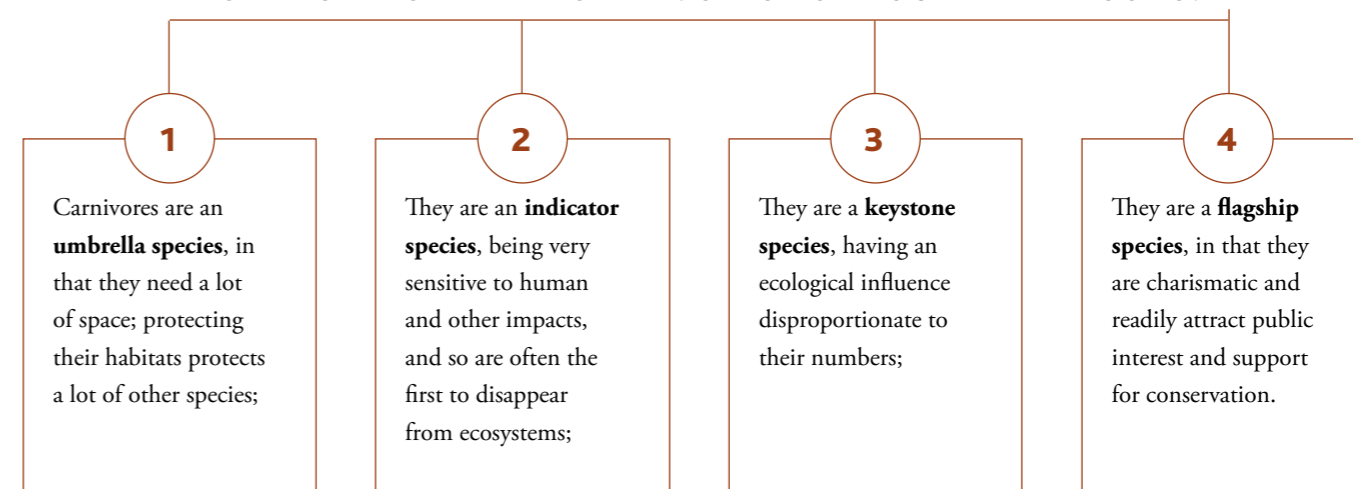
At present, Zambia faces some of the most rapid ecosystem degradation of anywhere in Africa, jeopardizing the survival of its species and ecosystems, and human well-being. Zambia loses 250,000 ha annually of miombo woodlands and forests, and has lost 80-90% of the original and potential wildlife stocks in many of its wildlife areas.² In the national parks, poaching, regular uncontrolled burning, and mining threaten wildlife and habitats.³ Game Management Areas (GMAs), which were established as buffers around the parks, have seen extensive land clearance and conversion to agriculture, exacerbated by challenges with land-use planning and effective community conservation models.⁴

Fortunately, almost 40% of Zambia's critical landscape has been placed under some form of management for wildlife and wildlife-based economies, with over 231,000Km² covered by national parks, forest reserves and co-managed GMAs.⁵ Zambia thus represents not only an essential opportunity for effective conservation in Africa, but also an endangered resource, should conservation efforts fall short.

A SCIENCE-BASED APPROACH

The range, complexity and interconnectedness of the factors that threaten wildlife and ecosystems present a challenge for conservation initiatives to identify effective strategies, and adapt to changing conditions over time. An array of environmental influences (such as flooding, fire and climate change), biological influences (such as competition, predation, and migration), and human influences (such as habitat loss, poaching and conflict), all result in rapid, complex ecosystem change. Current extinction rates are unprecedented in human history and are comparable to five prior mass extinctions in the earth's history. Large mammals are among the most affected taxa, and large carnivores have experienced particularly large declines in numbers and geographic distribution. Assessing and addressing the rates and consequences of ecosystem change, both at landscape and population level, requires long-term integrated ecological research and monitoring projects. Nevertheless, such projects are extremely rare in Africa and the world, making adaptive conservation management in a time of unprecedented ecological change extremely difficult. This is the gap that the Zambian Carnivore Programme aims to fill, providing applied ecological research to guide conservation initiatives and management strategies, and enabling Zambia to pursue an effective, sustainable conservation approach.

ZCP HAS PRIORITIZED CARNIVORES FOR FOUR KEY REASONS:



CARNIVORES AS KEY TO ECOSYSTEM CONSERVATION

ZCP's long-term work focuses on three of Zambia's most important large carnivore populations in the Luangwa Valley, Greater Kafue and Greater Liuwa Ecosystems, while leveraging work with partners to cover the Greater Kabompo and Nsumbu Ecosystems. A core partner is Zambia's Department of National Parks and Wildlife (DNPW). In addition, ZCP collaborates closely with WWF Zambia, the African Parks Network, Conservation South Luangwa, Chipembele Wildlife Education Trust, Wildlife Crime Prevention, Panthera, Mukese Conservation, and the Frankfurt Zoological Society, among others.

Our Journey

ZCP HISTORY & TRACK RECORD

1998

African Wild Dog Conservation (AWDC) founded by Dr. Kellie Leigh with a focus on the African Wild Dog as a flagship species for protected area conservation. Activities included scientific research, education, capacity building and on the ground action, to ensure that conservation is informed, effective and sustainable.

2005

With funding from WWF-Netherlands, AWDC expands into the Luangwa Valley to focus on a landscape-level wild dog conservation strategy.

2008

Multi-species intensive studies developed for the Luangwa with the Zambia DNPW (then ZAWA). Dr. Matthew Becker appointed as CEO/Programme Manager.

2009

Multi-species carnivore project developed for the Greater Liuwa Ecosystem, led by ZCP-DNPW Ecologist Jassiel M'soka. AWDC changes name to the Zambian Carnivore Programme (ZCP).

2011

ZCP initiates long-term conservation work on wild dogs and cheetah in the Greater Kafue Ecosystem. ZCP's first Zambian graduate student enrolls with Montana State University.

2012

With funding from the National Science Foundation, ZCP launches one of the largest ongoing studies of predator-prey dynamics ever conducted. The first long-term, intensive study of blue wildebeest is initiated in Liuwa. The country's first detection dog work is implemented by ZCP and partners.

2020

Since 2012, ZCP has authored or co-authored 50 peer-reviewed scientific papers on management and conservation of large carnivores, herbivores and ecosystems. Management of the country's longest-running carnivore project in the Luangwa Valley is assumed by Thandiwe Mweetwa and Henry Mwape, who grew up in the Valley. No snared lions detected in the Luangwa for the first time in 20 years.

2019

Human lion-conflict programme developed and implemented in the Luangwa Valley and Liuwa. In the Liuwa Ecosystem, ZCP helps create the first Predator Management Plan to help restore predators while ensuring communities are protected and benefitting from restoration. Genetic tools to combat anti-trafficking of lions and leopards are developed.

2018

Work in the Greater Kabompo Ecosystem commences. Over a decade of intensive multi-species/ multi-site work completed.

2017

The Women in Wildlife Conservation, Conservation Biologist and Wildlife Vet Training Programmes are formalized. Collaborative work in the Nsumbu Ecosystem commences. Big cat anti-trafficking work begins with partners.

2016

ZCP extends secondary school Conservation Club activities to all sites. Zambia's first graduate students to study large carnivores complete their degrees at Montana State with ZCP. ZCP's Thandiwe Mweetwa awarded 2016 National Geographic Emerging Explorer.

2013

The country's first wildlife vet for a conservation NGO is hired by ZCP and Conservation South Luangwa. ZCP's first Zambian Ph.D. student begins at Montana State University.

2021

No snared wild dogs detected in the Luangwa for first time in 15 years. ZCP greatly expands human-carnivore conflict work. Each long-term project reaches over a decade of operation. ZCP attaches 14 trainees per year to Women in Wildlife Conservation, Conservation Biologist, and Wildlife Vet Training Programmes. Two thirds of Management and senior positions at ZCP held by women.



ZCP's Landscapes

ZCP currently works in five key ecosystems across seven national parks, seven Game Management Areas, and parts of three Transfrontier Conservation Areas (TFCAs). All told, ZCP covers the majority of Zambia's large carnivore populations across 34,500 km².



THE LUANGWA VALLEY ECOSYSTEM

The Luangwa and Mid-Zambezi Valley ecosystems stretch over 70,000 km². This is an unfenced and relatively intact wilderness which hosts Zambia's largest lion, wild dog and leopard populations. Here, ZCP has its oldest field site and organization headquarters in South Luangwa, with long-standing projects focused on wild dogs, lions and leopards. ZCP has long term partnerships with other local non-profits in the Luangwa, including Conservation South Luangwa (CSL) - with whom ZCP conducts joint anti-snaring and human-carnivore conflict mitigation work - and the Chipembele Wildlife Education Trust (CWET) - with whom ZCP has trained hundreds of secondary school students on fieldwork methodology and ecological concepts.⁶

THE GREATER KAFUE ECOSYSTEM

The Greater Kafue includes Kafue National Park, the largest protected area in Zambia and Africa's second largest national park, as well as surrounding Game Management Areas. These make up part of the five-country Kavango-Zambezi Transfrontier Conservation Area (KAZA), which is one of the world's largest protected ecological networks, and home to one of the largest remaining populations of wild dogs on the continent. The Greater Kafue contains Zambia's largest cheetah population, and second-largest populations of wild dogs, lion, and leopard, as well as the highest antelope diversity of any national park in Africa. ZCP's key partners in the Greater Kafue include DNPW, Panthera, African Parks, Musekese Conservation, and Game Rangers International.

THE GREATER LIUWA ECOSYSTEM

Liuwa Plain, located in Western Province, is a vast, seasonally flooded ecosystem, whose stunning wildlife was nearly decimated following years of heavy poaching and civil war in neighbouring Angola. ZCP's key partner in this area is African Parks Zambia, who has managed the area since 2003 under a public-private partnership with the government. Work in Liuwa is focused on well-designed research and monitoring efforts implemented in concert with ecosystem restoration efforts to help guide, inform and evaluate conservation as the ecosystem changes rapidly. Liuwa currently hosts important populations of spotted hyena and cheetah, as well as Africa's second largest wildebeest migration. ZCP works closely with African Parks and DNPW to strengthen adaptive conservation management strategy and practices.

OTHER KEY AREAS

In addition to ZCP's three core ecosystems, ZCP is part of key collaborations on landscape levels in the Kabompo and Nsumbu Ecosystems with DNPW, WWF-Zambia, Frankfurt Zoological Society, and the West Lunga Conservation Project.

Situational Analysis:

Understanding ZCP's Strengths, Weaknesses, Opportunities & Threats

As ZCP enters its next phase of organizational growth, it seeks to build on the strengths of its first two decades, and address structural challenges that could impede its role as a leader of Zambia's science-based conservation approach. It must also take into account the broader evolution of conservation in Zambia and the region, making the best of new opportunities and being resilient to threats.

KEY ACHIEVEMENTS AND ORGANIZATIONAL STRENGTHS

Over the past two decades of its evolution, ZCP has built a strong reputation as a southern African leader in field-based conservation science. ZCP has achieved impressive results in conservation impact, policy change and local capacity strengthening.

- **Top Quality Science.** Since its founding, ZCP has been committed to science-based conservation, working closely with the DNPW and emphasizing long-term intensive studies that provide accurate and current recommendations to inform, guide and evaluate management and conservation efforts. Each of the projects across the country is designed to capture the wide array of human and ecological variables affecting large carnivores and their prey, and a coordinated case-study approach ensures that these studies are comparable and generalizable to landscape levels. Conservation actors across Zambia have relied on this information to guide management priorities and decisions, including where to invest resources, and point to impacts on wildlife populations stemming directly from ZCP's work. ZCP's high publication rate in top peer-reviewed publications provides credibility and a reputation of impartiality, which is key to influencing policy in a politically sensitive environment. At present, with three long-term ecological research and monitoring projects across the country each over a decade in duration, ZCP's work comprises one of the largest field-based carnivore conservation efforts on the continent.
- **Building Local Conservation Capacity and Leadership.** ZCP believes that successful and sustainable conservation practices must be locally-driven and has thus prioritized building local talent in the conservation field. Eighty-five percent of our near 50-person team is local Zambian. Through primary and secondary school Conservation Clubs, ZCP provides a foundation in basic science for all students. ZCP has nurtured, mentored, and ultimately hired a number of students who came through Conservation Clubs, supporting their higher education, including Master's and PhD degrees abroad. These mentees have become highly capable conservation leaders and role models, rising quickly through the ranks in both small, agile NGOs and the Zambian government. Prior to this work Zambia had no specialists trained in field-based carnivore conservation, but today there are dozens, with a groundswell of interest in the younger generations. ZCP also provides significant training and educational opportunities to DNPW Ecologists and Officers, ranging from graduate and undergraduate degrees to field-based training.
- **Talented and Team-Oriented Staff, Committed to Fieldwork.** ZCP "hires for character, and trains for skills," resulting in a team whose passion and interests are deeply aligned with ZCP's vision, mission and values. Most team members begin as volunteers, providing the opportunity to assess organizational fit, with the result that team members tend to be well-suited to the work and committed to the vision. In addition, ZCP has a strong culture of teamwork and equality - "no one is above doing any task" - creating a sense of camaraderie in the team. Along with equality, ZCP has a culture of independence and autonomy, where team members are required, and trusted, to make many of their own decisions on the job.

"ZCP has resulted in more Zambians becoming qualified as PhDs and Masters in Conservation-related fields than in any other country or NGO. This is a major achievement and legacy that they leave in Zambia." ~ ZCP Partner]

- **Effective Collaborations with Key Partners.** ZCP has a strong sense of its purpose and niche. The organization avoids taking on work that is best done by others, rather seeking out opportunities to collaborate and leverage partners' strengths. This is evidenced by the strong relationships built with partners in speciality fields such as education (e.g. Chipembele Wildlife Education Trust), anti-snaring and human-carnivore conflict (e.g. Conservation South Luangwa), wildlife crime (e.g. Wildlife Crime Prevention), and supporting protected area management (e.g. DNPW, African Parks). ZCP also works with many other partners and stakeholders in conservation, including NGOs, tourism operators, universities (both local and abroad) and INGOs.

ORGANIZATIONAL CHALLENGES

ZCP's organizational challenges stem from its success: a strong reputation and central role in the country's and region's conservation science have led to a rapid expansion of work in a short space of time. Meanwhile, ZCP's funding, staffing and organizational structures have not kept pace, straining internal capacity. These challenges are interconnected, since limited funding restricts ZCP's capacity to hire more staff and invest in fundraising and marketing, as well as in planning and partnerships. As ZCP grows, the organization will also need to invest further in partnerships and a more strategic approach to influencing conservation policy.

- **Fundraising & Marketing.** ZCP has a clear need to diversify and increase its funding portfolio which requires both more human resources as well as a more strategic fundraising approach. ZCP particularly needs more unrestricted funding to build core internal functions.

- **Staffing.** ZCP faces a critical shortage of staff, particularly a need for key dedicated positions in operations and management. Like many field-based organizations, ZCP has grown by adding projects and programs as its work has attracted more support over time. As it has grown in scale, reach, and field teams, it has not built sufficient internal management and administrative capacity to accompany this programmatic expansion and growth. This has led to progressive overstretch of existing senior staff and leadership and under-resourcing of core organizational functions.

- **Internal Systems & Structures.** ZCP has a growing need for greater role division and clarity, more protocols and communication systems, as well as more structured staff development. ZCP is working to put in place additional systems and protocols, while retaining the agility and flexibility needed to respond to dynamic conditions in the field.

- **Honing Science Strategy & Dissemination.** ZCP aims to evolve its science strategy in line with the dynamic nature of ecosystem threats. This may require increased attention to the areas of human-wildlife conflict and climate change, which are steadily growing in importance. Alongside gathering data, ZCP has recognized the need for better data processing capacity, synchronization, and database management, as well as further dissemination of findings and recommendations to meet increasing demands for policy guidance.

- **Strengthening Partnerships.** Limited staffing has restricted ZCP's ability to invest as much as desired in all of its partnerships. Going forward, ZCP hopes to work more closely with a number of partners, and to strengthen communication and coordination around providing science-based guidance for conservation management.
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ORGANIZATIONAL OPPORTUNITIES

While ZCP's recommendations have already impacted conservation policy, ZCP hopes to increase this impact through closer and more strategic collaboration with partners to develop an advocacy strategy and ensure ZCP findings are widely accessed and understood, and readily actionable by policy makers. ZCP also intends to increase the impact of capacity building work through better leveraging partnerships within the Zambian education system, both at university level and in more strategic integration into school curriculums.

- **Leveraging Partnerships to Expand Impact.** ZCP has already extended its work in training and mentoring students, and engaging external researchers and scientists, with some of its partners. ZCP plans to build upon this, given the interest of other partners in expanding and supporting ZCP's model.

- **More Strategic Approach to Capacity Building.** External partners and ZCP staff recognize the strengths of ZCP's education and training activities, both in fostering youth interest in conservation and in teaching analytical and research skills critical to professional and personal development. ZCP can strengthen this program by engaging trained educators for curriculum development and possibly integrating its approaches within existing school curriculums. ZCP also hopes to expand on its work building capacities of Zambian higher education and conservation institutions.

- **Strengthening Impact of Scientific Findings and Recommendations.** ZCP plans to strengthen and expand its ways of communicating conservation science findings and recommendations. Working closely with partners, ZCP aims to formalize a strategic approach for increasing the impacts of scientific findings and recommendations on key conservation policy priorities, while buffering potential political implications.
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ORGANIZATIONAL THREATS

A key organizational threat for ZCP lies in navigating how best to adapt to increasing human-wildlife conflict. In addition, as ZCP adapts and evolves, there are numerous challenges to managing internal and external expectations of its stakeholders.

- **Increasing human-wildlife conflict.** Encroachment and the resultant increase in human-wildlife conflict are changing Zambia's conservation landscape. Such a change in conditions implies a need to reevaluate strategy and examine both how ZCP should respond to these growing challenges, and how its current work will be affected by them.

- **Managing expectations through organizational transition.** As ZCP transitions into its next phase of growth and development, it is critical to manage expectations around change - both internally and externally. Internally, greater systematization and role divisions may entail a degree of culture change. Simultaneously, ZCP will need to work to keep up momentum through quick progress on easier changes, while taking steps to address longer term organizational development priorities.
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Vision, Mission, Values



VISION

Restored and thriving ecosystems that are collaboratively conserved by local communities, scientists, and policy-makers through evidence-based approaches.

MISSION

We conserve Zambia's large carnivores and the ecosystems they reside in through science, action and strengthening local leadership.

VALUES

- » We are passionate about protecting wildlife and restoring ecosystems, and about spreading this passion to others.
- » We apply rigorous science to guide conservation.
- » We actively seek, and then grow, new local conservation leaders, knowing that visionary leaders are key to solving the immense challenges facing conservation.
- » We hire for character and train for both skills and leadership.
- » We are a team and a family. This means team-first, no one is above doing any task, and we do all possible to support each other and our partners.

LEADERSHIP VISION

ZCP is an organization which intentionally builds the leadership and character of its team, not just their technical skills and knowledge. Recently, conservation has rightfully focused on securing economic benefits to communities. However, it is important to note that great conservation initiatives rely not only on broad community support, but also upon passionate, inspired leaders working for a cause larger than themselves. ZCP recognizes the serious need for leadership development programmes in conservation to mentor and inspire those who will drive and shape conservation's future. Leadership development is crucial for strengthening ZCP as an organization, how ZCP collaborates with partners and communities, and for developing local conservation leaders who will lead, not only in ZCP, but in other organizations and in government.

VALUE PROPOSITION

ZCP's field-based, long-term and multi-species scientific research across multiple sites and ecosystems provides world class data that drives conservation management and policy in Zambia and across the region. ZCP magnifies its impact through building the skills and capacity of local Zambian conservation leaders.

Strategic Framework

ZCP achieves its impact through four pillars of work: Conservation Science, Conservation Action, Conservation Leadership, and Coexistence. Within each pillar, ZCP is striving to achieve the following goals over the next five years:

- 1.** Conservation of large carnivores and ecosystems in Zambia and the greater region is strongly guided by science.
- 2.** Current and future threats to large carnivores and ecosystems in Zambia and the region are effectively mitigated.
- 3.** Zambia has well-trained, passionate, and committed conservation leaders fulfilling key roles in Zambia and the region, and helping Zambia become a model for locally-led conservation.
- 4.** The cost of coexistence is reduced for communities, with communities able to effectively manage wildlife and more appreciative of the value of conservation.



1. Conservation Science

In Zambia, and across the region more broadly, there is a lack of rigorous long-term scientific data on large carnivores, ecosystems, and the threats facing them, to guide evidence-based and adaptive management. Without an evidence-based and adaptive approach, conservation efforts may fail to address the core threats facing wildlife and ecosystems, particularly given the complexity and constantly changing nature of these threats. Through Conservation Science, ZCP provides long-term, accurate and current information to guide conservation actions and science-based decision-making.

ULTIMATE GOAL:

Conservation of large carnivores and ecosystems in Zambia and the greater region is strongly guided by science.

Objective 1: Conduct studies and analyses to understand the dynamics, trends and threats for carnivore and herbivore populations across Zambia's focal ecosystems.

- ⌚ Conduct long-term landscape and range-wide field studies of large carnivores, their prey, ecosystems, and the threats they face.
- ⌚ Analyze and evaluate threats to focal species and ecosystems.

Objective 2: Enable Zambia to become a model of science-based decision-making in conservation for the region.

- ⌚ Provide findings and recommendations to guide adaptive management and science-based policy through effective partnerships & communication.
 - Work closely with the Department of National Parks & Wildlife to train and support their staff, and provide actionable recommendations for conservation policy.
 - Work closely with conservation organizations and other stakeholders to ensure that threats to focal species and ecosystems are identified, evaluated and addressed.
- ⌚ Communicate findings broadly to both academic and non-academic audiences through peer-reviewed publications, as well as a range of communications materials.

2. Conservation Action

Threats to wildlife, and in particular large carnivores, require close alignment between science and conservation. Many conservation organizations lack the in-house capacity to bridge these gaps. While ZCP works closely with several partners to strengthen their conservation impact, as a long-term, field-based conservation project, ZCP also has the foundations, resources, and relationships that enable a rapid and appropriate response to many conservation threats as they arise. Through Conservation Action, ZCP leverages its specific strengths to address threats to carnivores and ecosystems identified by Conservation Science.

ULTIMATE GOAL:

Current and future threats to large carnivores and ecosystems in Zambia and the region are effectively mitigated.

Objective 1: Leverage field-based position to conduct targeted actions that mitigate threats to key species for each site.

- ⌚ Combatting the bushmeat trade by conducting anti-snaring work .
- ⌚ Combatting Illegal Wildlife Trafficking through the development and application of genetic tools.
- ⌚ Conserving connectivity and large landscapes through work on encroachment, corridor conservation, climate change adaptation, and watershed conservation.
- ⌚ Reducing diseases by vaccinating domestic animals.

Objective 2: Analyze and evaluate implementation of conservation action initiatives to inform management strategies and recommendations.



3. Conservation Leadership

Long-term, the success of conservation depends on the capacities and leadership of those with the most stake in the survival of Zambia's ecosystems - Zambians themselves. However, there is a lack of resources and opportunities to identify and empower aspiring and current leaders in field-based conservation. Conservation Leadership helps identify, develop, and build technical and leadership skills among aspiring and current conservationists in Zambia and the region.

ULTIMATE GOAL:

Zambia has well-trained and committed conservation leaders fulfilling key roles in Zambia and the region, and helping Zambia become a model for locally-led conservation.

- Objective 1:** Identify, mentor and train Zambians in secondary school, graduate school and professional levels, to strengthen current capacity and build a pipeline of future conservation leaders.
- ⌚ Identify promising & interested secondary school students through Conservation Clubs, to nurture their skills, awareness and abilities in basic science and conservation
 - ⌚ Field-based mentoring and training through the Women in Wildlife Conservation Training Programme, the Conservation Biologist Training Programme, and the Wildlife Vet Training Programme
 - ⌚ Support promising Zambian conservation students to complete advanced education and training, through bachelor programs, technical schools and other graduate programs, both in Zambia and internationally.
 - ⌚ Provide training, educational opportunities, and support to professionals in the DNPW and in local NGOs and institutions, to build up conservation science capacity
- Objective 2:** Provide specific leadership and professional development to complement skills training.
- ⌚ Conduct and expand Professional Development Training Programme with ZCP team and partners
 - ⌚ Conduct specialized Leadership Training Programme for the ZCP team



4. Coexistence

There is currently a high 'cost of coexistence' for the people living in proximity with wildlife, greatly increasing threats to wildlife and people alike. Compounding this, there is often a lack of understanding of conservation work and its potential value. Through the Coexistence pillar, ZCP works to:

- 1) decrease the costs of living in close proximity with wildlife,
- 2) reduce competition over resources between humans and wildlife through better land use planning and natural resource management, and
- 3) increase awareness and understanding of conservation work.

ULTIMATE GOAL:

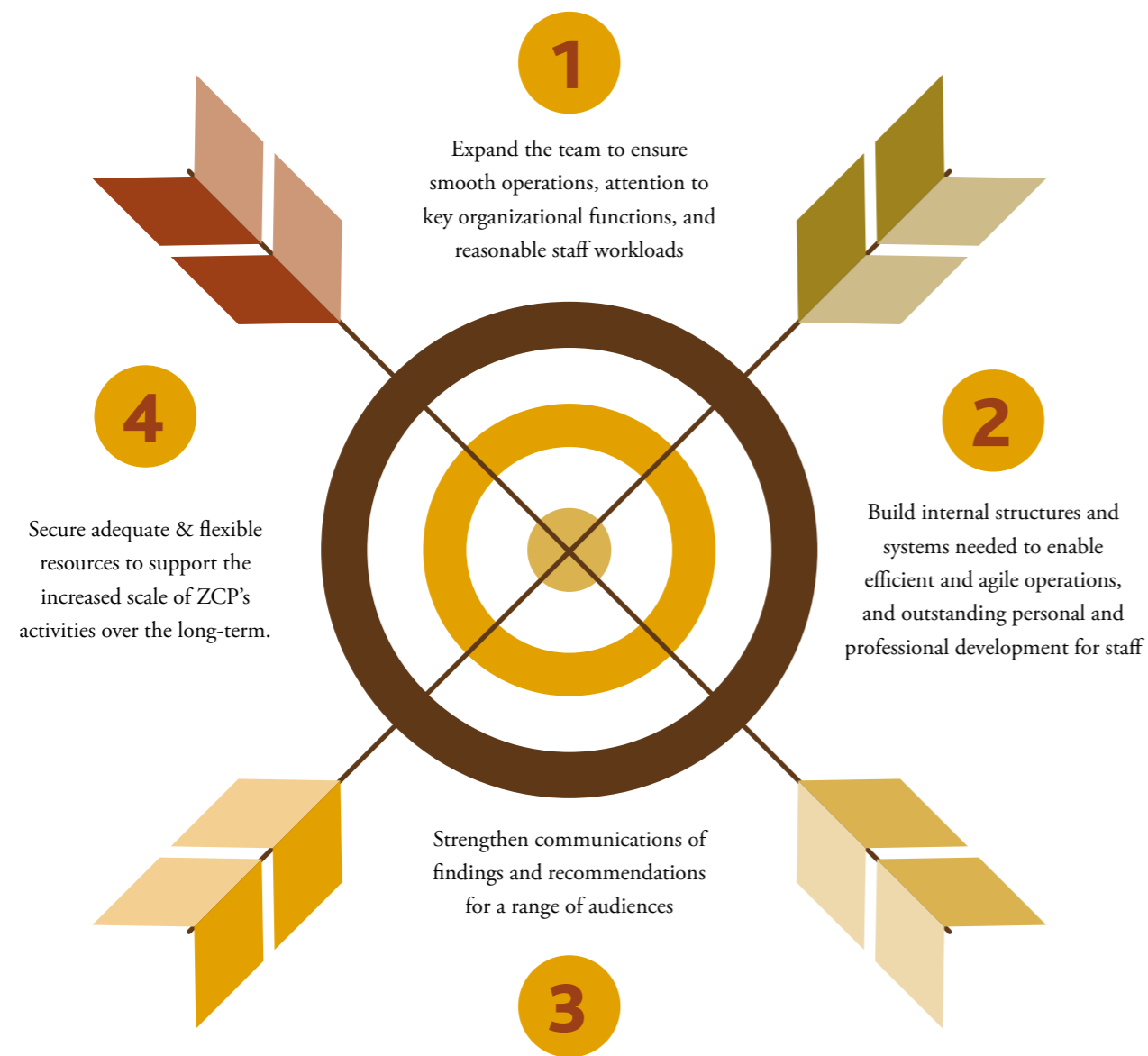
The cost of coexistence is reduced for communities, with communities able to effectively manage wildlife and become more appreciative of the value of conservation.

- Objective 1:** Decrease the costs of living with wildlife
- ⌚ Working with partners to mitigate human wildlife conflict through improved husbandry (eg. through boma construction and reinforcements), lighting, noise etc., early warning systems, pilot initiatives, and radio shows
 - ⌚ Disease mitigation at the human-wildlife interface (eg. vaccination)
- Objective 2:** Reduce competition over resources between humans and wildlife through better land use planning and natural resource management
- ⌚ Working with partners, provide advisory and technical support to inform community-based natural resource management and land-use planning, e.g. Evaluation of Game Management Areas and documenting encroachment, assisting in evaluating development proposals and their wildlife impact, etc.
- Objective 3:** Increase understanding of - and appreciation for - wildlife and conservation
- ⌚ Work with communities to improve tolerance & appreciation for/pride in wildlife through activities such as: community sensitization, community game drives, raising the profile of conservation nationally, radio shows, sport team/football tournaments, education programs, and Conservation Clubs.

Building Organizational Capacity

GOALS & OBJECTIVES

In order to achieve the goals of this strategy, it is essential that ZCP build its internal capacity across a range of dimensions. Specifically, ZCP aims to achieve the following over the next 3 to 5 years:



ORGANIZATIONAL ANNUAL WORK PLAN:

Whilst work planning has always taken place, it has generally been site- or project-driven. To enable achievement of these organizational capacity building goals, and this strategy as a whole, ZCP will also invest in developing detailed Annual Organizational-Level Work Plans each year, setting out short-term priorities within each strategic objective and action plans to guide implementation.



1. Expanding the team

ULTIMATE GOAL:

ZCP has the positions required to ensure smooth operations, attention to key organizational functions, and reasonable team workloads.

Objective 1: Hire a Deputy Director to take on organizational management and administration responsibilities, help manage key partnerships, and assist with financial management and fundraising. The ideal candidate has subject matter expertise, is highly experienced in organization management, and has capacity to represent the organization with external stakeholders and partners.

Objective 2: Hire additional positions, as funding permits, including a database manager and camp managers

2. Organizational Strengthening

ULTIMATE GOAL:

ZCP has the internal structures and systems needed to enable efficient and agile operations, in an environment that provides outstanding personal and professional development to its staff.

Objective 1: Clarify and systematize roles, internal communications systems, protocols, and Standard Operating Procedures (SOPs)

- ⌚ Develop camp level SOPs at the three main field sites
- ⌚ Clarify role division & expectations within each camp and across the organization
- ⌚ Institute more regular meetings within camps, and organization-wide, for regularly reviewing priorities, making space for issues to be raised, and communicating plans and protocols.

Objective 2: Strengthen organizational norms to ensure better work/life balance and clarify organizational expectations

- ⌚ Clarify standard operating procedures, roles, communications and expectations around work, work communications, role assistance, and leave time.

Objective 3: Strengthen and systematize financial management

- ⌚ Financial management SOPs, with the goal of having regular updates on funding and budget status across the organization, eliminating delays in ordering equipment and supplies, and having clear roles & responsibilities on financial management.

Objective 4: Establish holistic leadership and technical training, as well as a system for professional development

- ⌚ Systematize onboarding / training of new hires
- ⌚ Establish leadership development curriculum
- ⌚ Institute system of regular performance reviews



3. Communications

ULTIMATE GOAL:

ZCP effectively communicates its findings and recommendations for a range of audiences, raising the profile of science-based conservation for Zambia and beyond, while providing tailored adaptive management guidance to key partners

- Objective 1:** Build communications capacity to package ZCP’s findings and recommendations in the multiplicity of ways necessary to impact conservation management and policy, reaching a broad range of audiences and users.
 - ⌚ Create dedicated communications function within an existing position, with clear short and long-term goals
 - ⌚ Invest in developing more communications materials, such as photos and videos
- Objective 2:** Diversify ZCP’s communications materials and approach. Prioritize communicating ZCP’s role in Zambia and the broader region’s conservation story, as well as the significance and potential for conservation in the region as a whole.
 - ⌚ Launch a communications product (e.g. annual poster summarizing conservation science findings and trends), that packages ZCP’s achievements in short, accessible & compelling forms
 - ⌚ Launch a quarterly call with partners in which ZCP presents on a topic of interest or importance to conservation work, and facilitates discussion on implications for partners.

4. Resourcing

ULTIMATE GOAL:

ZCP has resources adequate to support the increased scale of its activities, the ability to flexibly and efficiently allocate these resources, and a stable, long-term base of support.

- Objective 1:** Goal of 30% increase in funding in the next 3-5 years, with a priority on flexible core funding. This will enable key investments in internal capacity, such as hiring a few additional roles, so that ZCP can efficiently and effectively meet its goals.
 - ⌚ Fundraising goal of 15% increase in 2021-2022
 - ⌚ Secure at least \$100,000 in flexible core funding from 2-3 donors, over the next 2 years
- Objective 2:** Creating a fundraising strategy
 - ⌚ Expand the senior team’s responsibilities to include fundraising for their programs
 - ⌚ Create dedicated communications material for fundraising, with a focus on impact achieved
 - ⌚ Diversify modes of engagement with funders and expand the funder base through existing connections, including involving ZCP’s board.



Endnotes

1 [Zambian Carnivore Programme](#)

2 Davis, A-L., Blomley, T., Homer, G., Sommerville, M., & Nelson, F. (2020). Community-based Natural Resource Management in Zambia: A review of institutional reforms and lessons from the field. Washington, DC.

3 Lindsey, P. A., Nyirenda, V. R., Barnes, J. I., Becker, M. S., McRobb, R., Tambling, C. J., ... & t'Sas-Rolfes, M. (2014). Underperformance of African protected area networks and the case for new conservation models: insights from Zambia. *PLoS one*, 9(5), e94109.

4 Watson, F., M.S. Becker, J. Milanzi, and M. Nyirenda. 2014. Assessing Human Encroachment Trends in Protected Area Networks Using Land Use Change Data: Implications for Large Carnivore Conservation. *Regional Environmental Change* 15:415-429.

5 Davis, et al. (2020)

6 [Zambian Carnivore Programme Website, 2020 Annual Report](#)



Zambian
CARNIVORE PROGRAMME

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