



Zimbabwe rhino policy and management framework 2011–16





The Framework gives stakeholders a clear framework for carrying out key activities and for monitoring that activity for the next 5 years



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Left: Vets cut ear notches in a white rhino, to aid identification.
Credit: Verity Bowman

Foreword by the Minister



The Government of Zimbabwe considers the rhinoceros as an important part of our national heritage. The national population size of our rhinoceros species is critically low, primarily due to poaching. At global level, the black rhinoceros is described as Critically Endangered while the white rhinoceros is Near Threatened. At national level, both our black and white rhinoceros species are legally classified as 'specially protected species', meaning that they are being afforded the highest legal protection in the country. We therefore regard very gravely the ongoing threat from poaching and illegal trade in rhinoceros products.

In signing this Rhino Policy and Management Framework, the Government recognizes and appreciates the heavy responsibility borne by those who choose to dedicate themselves to protecting and increasing the rhino populations of Zimbabwe. The Government is aware of the current conservation environment, which is characterized by the shortage of resources, and is calling for sustained stakeholder commitment to the noble cause of rhino conservation. We thank those who give their time, money and experience, both from within Zimbabwe and from the international community, for the conservation of rhinoceros.

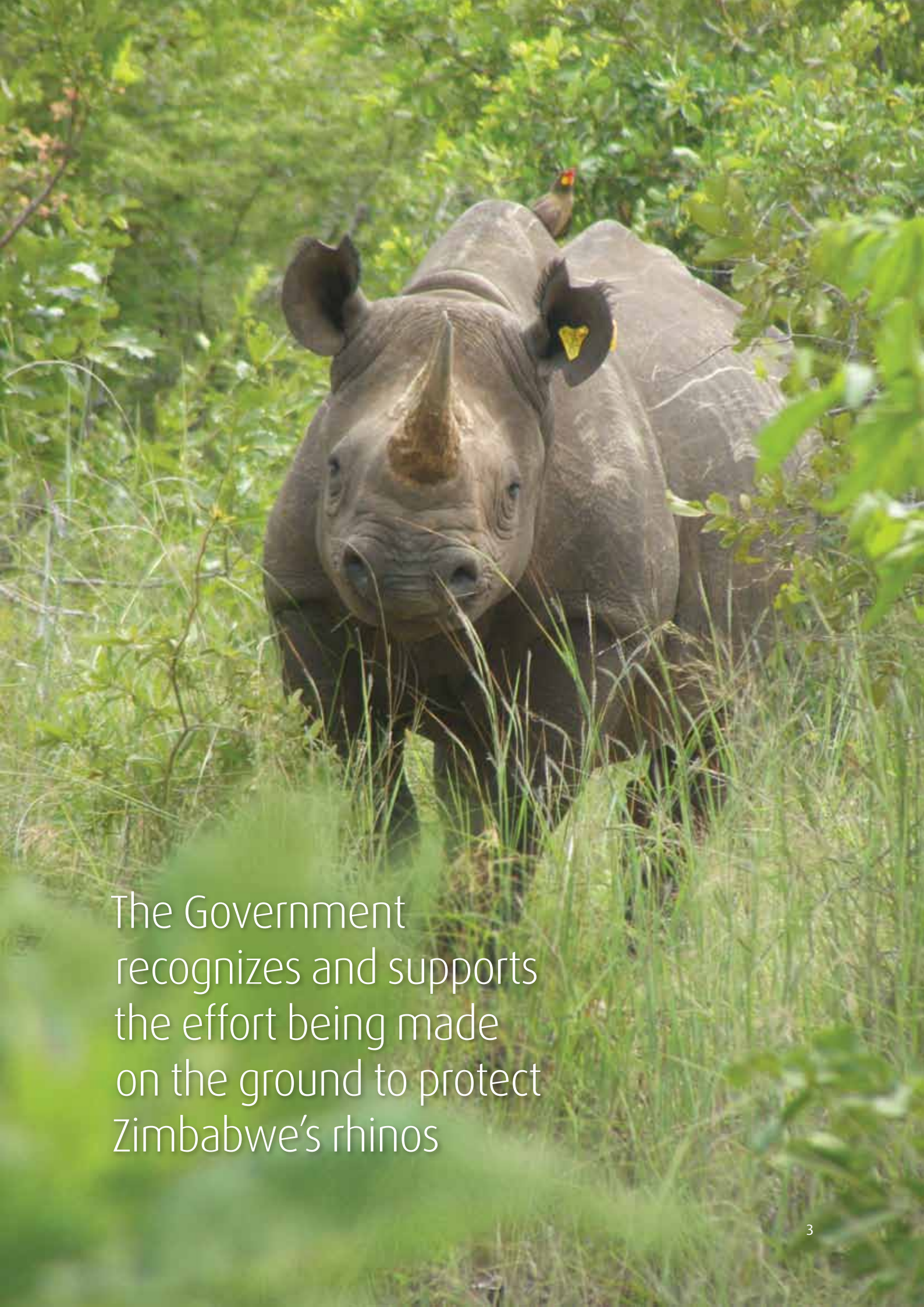
In signing this Framework, the Government recognizes and supports the effort that is being made on the ground by the rhino custodians to physically protect the rhinos. We salute Government institutions, private rhino custodians, local communities and other players who are collaborating with each other on issues of rhino conservation. We urge those involved in this vital work to continue and increase their vigilance.

We believe that this document is going to give a clear guideline and support to the efforts being made across a range of fronts to safeguard and nurture these iconic animals.



Honourable Francis D C Nhema (MP)
Minister of Environment and Natural Resources Management

Right: A black rhino cow,
Boma, in Matusadona
National Park.
Credit: Zambezi Society



The Government recognizes and supports the effort being made on the ground to protect Zimbabwe's rhinos

1 Introduction and background

As of June 2011, over 900 rhinos have been poached in sub-Saharan Africa during the last three years, with the main targets being South Africa and Zimbabwe. The poaching crisis is at the highest level since the late 1980s and early 1990s, and threatens to undo much of the good conservation work that has been done during the last 15 years, as well as potentially reversing the gains in black and white rhino population numbers.

Zimbabwe responded to the previous crisis by formulating and acting upon the 1992 Zimbabwe Black Rhino Conservation Strategy and the 1993 Black Rhino Conservation Project Emergency Plan. These plans were developed from a sequence of workshops and led to the establishment of and operations within Intensive Protection Zones (IPZs) and in private conservancies. The initial four IPZs were Sinamatella, Matusadona, Chipinge and Matopos, selected based on suitability of habitat, presence of rhino, long distance from international borders, friendly neighbouring communities, ease of response and possibility of effective patrolling. A range of other measures were also contemplated, some of which were subsequently implemented (notably de-horning).

These plans and the actions that they stimulated were initially successful. Post-1993, few cases of black rhino poaching were reported and the population grew at a rate of 10% per annum (1997 Zimbabwe Rhino Policy and Management Plan). White rhino numbers, also badly affected by poaching mortalities, stabilized, albeit at a low level.

In 1997, following workshops held at the end of 1996, the management strategies for both species were reviewed. Updated policies and longer-term objectives for both species were agreed and set out in the 1997 Zimbabwe Rhino Policy and Management Plan.

Towards the end of the past decade, two planning initiatives or reviews were undertaken. Following a workshop at the

end of 2007, the 'Emergency Rhino Action Plan For 2008' was agreed. Unfortunately, little of what was planned was actually implemented due to a wide range of resource constraints. In 2009, a major review of the implementation of Zimbabwe's rhino policy and management strategy between 1997 and 2008 was carried out ('Review Of Zimbabwe's Rhino Policy And Management Strategy 1997–2008'). The Review concluded that

'...future policy probably needs not change much; the current goal and set of objectives still mostly remain appropriate, but require shifts in emphasis and a degree of modification and restructuring. Lacking from the 1997 management plan are clear sets of outputs, activities, milestones and indicators at the Objectives level. These will help implementation and management greatly.'

The Review included detailed recommendations (area by area) for future management action and was to lead to the formation of an updated rhino policy and management strategy, to be used for planning annual work programmes and annual strategy reviews. However, to date there has been no apparent outcome from this Review, and so the last strategy to be formally ratified remained the one dating from 1997.

Recognizing the need to re-energize the planning process, and in order to allocate resources and rhinos in the most cost-effective way so as to arrest the national population decline, a series of workshops was held in Harare in March 2011. These workshops led to the creation of this new six-year national rhino strategy: 'The Zimbabwe Rhino Policy and Management Framework 2011–16', referred to in this document as 'The Framework'.

2 The structure of The Framework

The March 2011 workshops yielded many suggestions from delegates for ways in which management action should be directed, monitored, reported and coordinated. With regard to the monitoring of management action, the workshop spent considerable effort in examining Key Performance Indicators (KPIs), which could be used to ascertain whether appropriate levels of effort have been meaningfully directed, thus addressing one of the weaknesses of the 1997 Plan as identified in the 2009 Review.

Two points were made at the workshops. Firstly, the final set of objectives and KPIs should be SMART. That is to say: Specific,

Measurable, Achievable, Realistic and Time-bound. Secondly, that the final set of objectives and KPIs should not themselves be burdensome or overly bureaucratic. Specifically, monitoring the progress towards the overall strategic target should not impose an onerous level of additional cost or effort on those who are tasked with carrying it out.

The complete list of suggestions made at the workshop is a valuable record, and takes the format of a 'Logical Framework' or 'LogFrame', rather than a conventional set of minutes that record the detail of who said what. The level of detail presented in that LogFrame and the complexity of deriving some ►

Table 1: Layout of The Framework

Long-term vision	The long-term vision suggested by the workshop is unchanged from the long-term vision drafted in 1997, which, as noted in the 2009 Review, remains applicable today.
Targets	The specific targets for rhino numbers have been based on 5% per annum net growth in both species. A 5% per annum net growth target was also adopted by the 1997 Plan, and again remains applicable today. Note: To achieve a 5% per annum net growth, Zimbabwe's rhino population will either have to grow at 5% per annum with no poaching whatsoever, or, more realistically, will have to grow faster than 5% per annum, so the net rate accounting for poaching losses is 5% per annum.
Key Components	The Key Components of the strategy are the main heading(s) or strands under which The Framework is organized. The Key Components have been adapted from, and are similar to, those utilised in the 1997 Plan.
Strategic Objectives	The Strategic Objectives are, in effect, a statement elaborating the policy intention for each of the Key Components in slightly more detail.
Outputs	The Outputs are statements of the resulting position, assuming the Strategic Objectives are met over the term of The Framework.
Key Activities	The Key Activities are the detailed actions that are required to ensure that the Strategic Objectives are indeed met, and therefore that the Outputs are delivered. The Key Activities are, in practice, a subset of the overall activity required, but are those that are considered to be the most vital ones on which to focus within The Framework. In other words, the fact that an activity is not mentioned explicitly within The Framework does not mean that the activity should not take place.
Key Performance Indicators	The KPIs are measures of the success or otherwise of the Strategic Objectives, Outputs and Activities. (Table 3, pages 10, 11 discusses how the KPIs may be verified or calculated.)

The Framework starts
by giving a top-level,
long-term vision of rhino
conservation in Zimbabwe



Left: Pupils at Tapudzai school in the Chatama cluster, Lowveld celebrate Rhino Quiz day in 2012. Credit: Lowveld Rhino Trust

of the suggested KPIs goes beyond what is presently realistic or achievable and with current available resources. Thus, in order to produce a final strategy that conforms to the above two points, considerable synthesis and distillation has been necessary. Ultimately, The Framework has been summarized so that it can be set out on a single page, together with some notes that give further elaboration where necessary.

The Zimbabwe Rhino Policy and Management Framework for the period 2011 to 2016 will require a concerted and coordinated effort on the part of multiple stakeholders if it is to be implemented fully and effectively.

The Framework starts by giving a top-level, long-term vision of rhino conservation in Zimbabwe. Successive layers underneath this top-level vision then drill into ever-increasing levels of detail as to how that long-term vision might in practice be achieved. This is described in Table 2.

This structure may at first glance appear rigid. This is not the intention. As was noted in the 2009 Review,

‘No plan must be constrained by its framework so that any plan must be able to adapt and adjust quickly to changing circumstances, as happened country-wide in Zimbabwe post the 1997 Policy and Management Plan. Strategy and action plans over the next 5 years must remain flexible and responsive to change. But only close monitoring will detect such change so regular reviews and adjustments as needed, will be extremely important.’

It is worth repeating that the list of actions and indicators within The Framework set out overleaf is not intended to be exhaustive. The Framework gives all the multiple stakeholders in the Zimbabwe rhino population a clear framework for carrying out key activities and for monitoring that activity at regional and national level over the next five years.

In order to maintain the necessary flexibility, it will be necessary from time to time to examine the effectiveness and completeness of the KPIs set out in The Framework overleaf. This should be done at National Coordination Committee (NCC) level. If the NCC agrees that an alternative, revised or additional KPI would prove a more effective management tool, it is empowered under this Framework to make such changes.

Figure 1: Black rhino mortalities & poaching from 2008–10

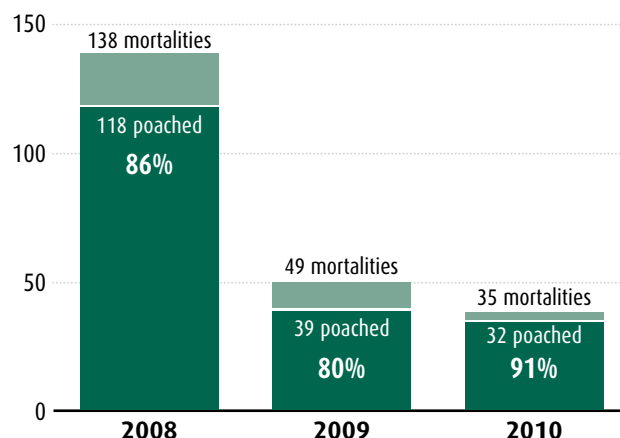
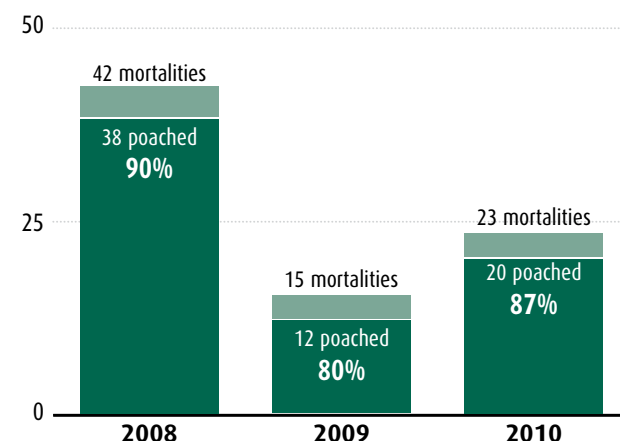


Figure 2: White rhino mortalities & poaching from 2008–10



The Framework (Table 2, pages 8, 9) should be read in conjunction with the means of verification (Table 3, pages 10, 11) and with the notes on The Framework (page 12).

An update of the status of the rhino populations of Zimbabwe at the end of 2010 was presented at the workshops. One of the measures to show the trend in poaching mortalities is a percentage of all recorded mortalities (Figures 1 and 2). This statistic is used in reports to CITES’ Conference of the Parties and so is a key measure, as it is more independent of search efforts.

3 The Framework

Table 2: The Framework

Long-term vision	Increases in Zimbabwe's black and white rhino populations achieved, to levels of at least	
Targets	<ul style="list-style-type: none"> ■ To achieve metapopulations of 550 black rhinos and 370 white rhinos in Zimbabwe by ■ To increase the numbers of black and white rhinos, under sustainable conservation 	
Key Components	Key 1 Effective protection and law enforcement	Key 2 Biological monitoring and management
Strategic Objectives	Objective 1 Ensuring the effective protection of all sub-populations of both species, if necessary consolidating vulnerable sub-populations into more secure areas if a given sub-population cannot be effectively protected with available resources	Objective 2 Implementing effective biological and ecological management and monitoring of each rhino population and their respective habitats to achieve optimum population growth rates
Outputs	Output 1 Appropriate management actions, security and law enforcement to minimize illegal losses of rhinos from all populations implemented	Output 2 Net growth rates of at least 5% per annum for all key rhino populations maintained and positive growth rates proven for smaller sub-populations
Key Activities	<p>Activity 1a Set up joint anti-poaching units in IPZs and other rhino areas with adequately trained and equipped staff</p> <p>Activity 1b Manpower for IPZs and other rhino areas established at effective levels</p> <p>Activity 1c Appropriate informer systems established and supported at regional, national and local level</p> <p>Activity 1d Improve investigation and prosecution of crimes</p>	<p>Activity 2a Establish thresholds of potential concern to trigger management action in respect of population performance for all rhino populations in the country</p> <p>Activity 2b Rhino population monitoring improved for all populations</p> <p>Activity 2c Transfer at least one unrelated rhino into each sub-population every generation, provided that this sub-population is showing positive growth</p>
Key Performance Indicators	<p>KPI 1a Percentage of total rhino population poached or missing per annum</p> <p>KPI 1b Percentage of offences that result in deterrent sentencing of rhino poachers</p> <p>KPI 1c Rhino poaching incidents/number of rhinos per area/year</p>	<p>KPI 2a Net population growth rates of at least 5% per annum realized in at least 3 Key Populations of each species</p> <p>KPI 2b Positive growth rates proven for all other sub-populations through monitoring</p> <p>KPI 2c Overall net population growth of 5% per annum for each species' national metapopulation</p>

2,000 individuals of each species through meta-population management in suitable habitats throughout the country

2016 (based on net growth of 5% per annum)

initiatives, to a combined total of 1,000 rhinos within 7 years

Key 3 Socio-economic sustainability	Key 4 Building conservation capacity	Key 5 Coordination, collaboration and programme management
Objective 3 Facilitating the development of social and economic policies and activities that serve to enhance rhino conservation and its sustainability	Objective 4 Ensuring that sufficient and appropriately trained human resources, equipment and financing are mobilized, available, and deployed efficiently	Objective 5 Ensuring effective coordination and collaboration nationally and internationally to achieve these strategic objectives, including accountability monitoring and evaluation
Output 3 Sustainable financing of rhino conservation through income generation and conservation incentive schemes for rhino custodians and neighbours, reinforced by education and awareness schemes	Output 4 Sufficient numbers of effective field staff established, equipped and trained in each rhino area	Output 5 Appropriate coordination structures for rhino meta-population management established, including national strategic planning and information flow as needs indicate
Activity 3a Enhance incentives for rhino conservation through public-private-community partnerships	Activity 4a Keep appropriately trained staff in rhino areas in the longer term (reduce staff transfers between rhino and non-rhino areas)	Activity 5a Establish a national rhino conservation coordinating committee that meets at least annually to review progress
Activity 3b Facilitate sales of white rhino from over-stocked areas	Activity 4b Attend to indemnification and, if necessary, attestation of privately employed conservancy staff to engage in firefights with poachers	Activity 5b Establish three RMCs to meet at least once per year
Activity 3c EEPs established and run for schools and communities surrounding key rhino populations	Activity 4c Establish and deploy a baseline level of kit/equipment within IPZs	Activity 5c Strengthen links with the various bodies and within the TFCA framework
KPI 3a Incentive schemes for rhino conservation developed and sustainably implemented	KPI 4a Effective manpower density/km ² of rhino range (men must be appropriately trained, equipped and legally indemnified)	KPI 5a National and regional committees functional, meeting at specified intervals
KPI 3b Policy for live sale of rhinos implemented, with total funds realized from live sale of rhinos disbursed for conservation of source populations	KPI 4b Percentage of available man-days/year expended in the field (on patrols)	KPI 5b NCC minutes approved and circulated
KPI 3c Positive impact of EEPs on rhino conservation	KPI 4c Kit list/requests for additional or replacement items submitted via RMCs annually	KPI 5c Percentage meeting attendance at and active reporting to regional and international rhino conservation bodies, where Zimbabwe is a member

4 Means of verifying the KPIs

It is clearly necessary that Key Performance Indicators are standardized across regions and areas in order that a balanced view can be obtained, so management decisions are made without distortion. With this in mind, Table 3 sets out at a glance how the KPIs within The Framework (page 8, 9) should be derived or verified.

Table 3: Means of verification at a glance

Key Components	Key 1 Effective protection and law enforcement	Key 2 Biological monitoring and management
Key Performance Indicators	<p>KPI 1a Percentage of total rhino population poached or missing per annum</p> <p>KPI 1b Percentage of offences that result in deterrent sentencing of rhino poachers</p> <p>KPI 1c Rhino poaching incidents/number of rhinos per area/year</p>	<p>KPI 2a Net population growth rates of at least 5% per annum realized in at least 3 Key Populations of each species</p> <p>KPI 2b Positive growth rates proven for all other sub-populations through monitoring</p> <p>KPI 2c Overall net population growth of 5% per annum for each species' national metapopulation</p>
Means of verifying the KPIs	<p>Verify 1a Collating population reports presented to the NCC via the RMCs on an annual basis (see Table 5, page 14 for Status category definitions)</p> <p>Verify 1b Records of arrests, prosecutions and sentences as reported to NCC via RMCs</p> <p>Verify 1c Annual survey of 'current position' submitted to the NCC</p>	<p>Verify 2a Collating population reports for Key populations as presented to the NCC via the RMCs on an annual basis, assessed by reference to estimates based only on Category A or B identifiable rhinos confirmed to be present during the year, and any Category C clean animals (see Table 5, page 14 for Status category definitions)</p> <p>Verify 2b As Verify 2a, for all other sub-populations</p> <p>Verify 2c As Verify 2a, at national level</p>

Notes **EEP** Environmental Education Programme **RMC** Rhino Management Committee **NCC** National Coordination Committee

Key 3 Socio-economic sustainability

KPI 3a Incentive schemes for rhino conservation developed and sustainably implemented

KPI 3b Policy for live sale of rhinos implemented, with total funds realized from live sale of rhinos disbursed for conservation of source populations

KPI 3c Positive impact of EEPs on rhino conservation

Verify 3a US\$ (or US\$-equivalent of reciprocal assistance) received annually per rhino

Verify 3b US\$ (or US\$-equivalent of reciprocal assistance) received annually per rhino area that is producing rhinos for sustainable off-take

Verify 3c Attitude surveys undertaken in target areas before and after EEPs show greater awareness of, and more positive attitudes towards, rhino conservation

Key 4 Building conservation capacity

KPI 4a Effective manpower density/km² of rhino range (men must be trained, equipped and legally indemnified)

KPI 4b Percentage of available man-days/year expended in the field (on patrols)

KPI 4c Kit list/requests for additional or replacement items submitted via RMCs annually

Verify 4a Survey of 'current position' submitted to the NCC annually

Verify 4b Derived from reports to RMCs

Verify 4c Derived from reports to NCC

Key 5 Coordination, collaboration and programme management

KPI 5a National and regional committees functional, meeting at specified intervals

KPI 5b NCC minutes approved and circulated

KPI 5c Percentage meeting attendance and active reporting to regional and international rhino conservation bodies, where Zimbabwe is a member

Verify 5a Minutes are produced detailing the percentage of actions/KPI(s) that have been completed

Verify 5b Minutes circulated within one month of date of meeting

Verify 5c From minutes of relevant meetings

KPI Key Performance Indicator **IPZ** Intensive Protection Zone

5 Notes on The Framework

Some further elaboration as to the underlying thinking behind The Framework (Table 2, pages 8, 9) is given in this section.

Acronyms

The following acronyms are used in this document:

Table 4: Acronyms

EEP	Environmental Education Programme
IPZ	Intensive Protection Zone
KPI	Key Performance Indicator
NCC	National Coordination Committee
RMC	Rhino Management Committee
TFCA	Trans-frontier Conservation Area

Net growth of 5% per annum

Net of poaching

The target of 5% per annum is net of poaching losses. In other words, if in a given year, poaching losses amount to 2% of the total population, it would be necessary to have achieved biological population growth of 7% in order that the net target of 5% per annum for the overall, underlying population growth (after allowing for translocations) is met in that year.

Impact of translocations

It is also possible for a population's demographic performance to be positive but for absolute numbers to decline if there have been a large number of animals translocated out from a population. Translocations in and out of populations therefore also need to be taken into account when deriving these figures, so that growth rates better reflect the overall underlying performance.

Wherever population growth of 5% per annum is referred to, it invariably means net growth, after taking account of poaching losses and adjusting for translocations.

Smoothing for small populations

It should be noted that for small populations in particular, net growth can be highly variable from year to year, even without any poaching taking place. This is partly due to birth lags associated with typical inter-calving intervals, which normally exceed two years. Cows that have calves this year cannot have calves next year; with the result that smaller populations generally do not grow smoothly from one year to the next. Therefore, when examining population growth trends, calculations should be averaged over a number of years – using a moving window period better to separate out the longer-term trends from year-to-year variation. A 4-year rolling average should be used where data permit (ie, the first average 4-year annual growth rate is calculated from the start of year 1 to the end of year 4, and the next from the start of year 2 to the end of year 5 and so on). These calculations should also make allowances for any translocations in or out of a population each year.

For example, under **Key 2** Biological Monitoring and Management, **KPI 2b** is 'Positive growth rates proven for all other sub-populations through monitoring'. The 'positive growth rate' should be taken over an averaging period of the last four years. Again, it will be growth net of any poaching losses, after making allowances for any translocations.

Metapopulation management principles

Under **Key 2** Biological monitoring and management, **Activity 2c** calls for the transfer of at least one unrelated rhino into each sub-population every generation. Here, a generation is defined to be a 14-year period. The transferred animal must be an effective breeder.

Note that the transfer of unrelated rhino could be of either sex and does not necessarily have to be male. In fact, transfer may be more safely achieved with cows, but since the availability of cows is very limited in some cases, it may be that more risky male introductions will have to be attempted.

KPIs in general

The purpose of a KPI is not to blame and accuse. Neither is it to award prizes. The real purpose is to identify where targets are not being met on the face of it, in order that a deeper management enquiry can be made. A person cannot take good photographic evidence of their rhino population without equipment. The person is not to blame for that lack of equipment, unless he or she wilfully or negligently broke it. The same would be true of binoculars and ID sightings.

Thus it is important to stress that the KPIs should not be used to make accusations but should instead be used to direct support, after further and more detailed management consideration as required, and after taking the whole set of KPIs and circumstances into account. It is usually important to explain this to the people on the ground, so that they understand that the measurements are to help them, rather than punish.

Note also that the NCC can, from time to time by agreement, use alternative, revised or additional KPIs if such would prove a more effective management tool.

There is a very large list of other KPIs that might have been chosen to measure whether adequate efforts are being made in terms of protection and law enforcement. They are set out in the previously circulated LogFrame, which formed minutes to the Workshop. The RMCs may wish to consider which of these they wish to utilize in addition to the national ones as set out in The Framework.

For a copy of the LogFrame, please contact the Zimbabwean National Rhino Coordinator.

Key 1 Effective protection and law enforcement

It is worth noting that there are two similar KPIs:

KPI 1a Percentage of total rhino population poached or missing per annum

KPI 1c Rhino poaching incidents/number of rhinos per area/year

To clarify:

- **KPI 1a** relates to actual mortalities or missing animals
- **KPI 1c** refers to incidents and infractions, which may have resulted in mortality, or may have been foiled

For definitions used in rhino population monitoring, please refer to the Status categories (Table 5, page 14).

Deterrent arrests, prosecutions and sentences

KPI 1b refers the 'percentage of offences that result in deterrent sentencing of rhino poachers'. The means of verification for this KPI is '**Verify 1b** Records of arrests, prosecutions and sentences as reported to NCC via RMCs'.

Whether a particular jail sentence and/or fine is considered to be 'deterrent' is a matter for the RMCs and NCC to consider in the light of the specific circumstances. However, as a guideline, a term of at least 5 years and a fine of at least the gazetted value of a rhino (currently US\$120,000) might start to be considered deterrent. (Note that if the poacher was, eg, a wealthy South African farmer, then US\$120,000 would be wholly insufficient, which is precisely why the RMCs need to consider each case on its merits.)

Key 2 Biological monitoring and management

There is a need for improvement and a degree of uniformity in monitoring rhino populations. The following status categories of animals should be used:

Table 5: Status categories

Category A Easy ID	Individuals known by easily identifiable features and in particular ear notches (ie, identifiable by ‘all trained observers always’)
Category B Harder ID	Individuals known by more subtle, harder-to-record ID features such as distinctive horn configurations, small ear nicks, major scars etc. Such animals will not be identifiable by all trained observers always and rather may only be identified by a key observer and/or in photographs
Category C Clean	Complete sightings of Clean animals without clear ID features. (See notes on minimum clean below.)
Incomplete	Non first-class, incomplete sightings (eg, if rhino sex or both ears not seen clearly)
Not in the population	Animals that have been translocated out of the population or that have died
Missing	Animals in Categories A, B and C not seen in the last 12 months are defined as Missing

The current population estimate for a given year is **the total number of animals in Category A, B and C that have been seen in the last 12 months**.

Animals **Not in the population**, or **Incomplete**, or **Missing** are **not** counted in the current population estimate unless they are subsequently seen again, when they can be added back.

In summary, the **only** animals counted in a population assessment will be:

- **seen and identified during in the last year with date-stamped photograph of the sighting** To count as **seen** in the last 12 months, a good, date-stamped ID photograph of the sighting **must** be provided as evidence. Up-to-date, filled-in, sighting register books with quality-controlled ID forms (filed) and up-to-date master files should also be maintained.
- **any verifiably distinct, clean animals seen during each year** Animals in Category C are **only** counted if there is defensible and auditable data. This will give a defensible **minimum clean** number. Defensible and auditable evidence would be, eg, photos of clean animals showing horn shapes are different, or complete sightings of clearly different animals of different age and sex combinations.

For small populations (eg, 20 or so animals), it should be possible to obtain photographic evidence of all animals within a 12-month period, by focused and concerted effort.

For large populations particularly, this means some hard-to-trace animals might be left out in any given year. However, if they are subsequently found alive another year (photographed/verified), they will be added back into one of the current animal categories A, B or C, and will thus be taken into account in the rolling 4-year average.

Small numbers of animals falling into or back out of current categories at any given point in time will not distort the overall picture.

Key 3 Socio-economic sustainability

The point was strongly made at the workshop that resources are severely limited for many stakeholders. It is therefore necessary to maximize all possible avenues for generating conservation funds in a manner that is sustainable in the long term.

It should also be noted that EEPs (Environmental Education Programmes) need to have clear objectives with measurable impacts before time, effort and funding is spent on them. The target audience also needs careful thought. The purpose of an EEP could be ‘general awareness’ or specifically ‘anti-poaching’ or more broadly around community economics as they relate to rhino populations. The point is that the purpose and objective must be agreed at outset.

An alternative to **KPI 3c** (which relies on attitude surveys as a measure) for EEPs might be based on numbers of local informants coming forward (where an increase is sought), or conversely numbers of local poachers being caught. However, whether this is a suitable alternative KPI will depend on the exact purpose of the EEP.

Key 4 Building conservation capacity

The workshop spent much time discussing the issue of increasing the quantity and quality of patrols, particularly within IPZs. The KPIs suggested go to the heart of this – how many men, how often they patrol, and the equipment they have at their disposal. One of the other main aspects discussed centred on the interlinked themes of motivation, morale and leadership. If the men on the ground are to do a good job, then they will require the motivation that comes with good leadership – leadership which is visible and on the ground, providing feedback and (in)formal training, which demonstrates visibly the behaviour and dedication required.

Key 5 Coordination, collaboration and programme management

There was strong agreement that a revitalised system of coordination was required. To this end, it was agreed to establish and maintain three effective RMCs meeting at least once per year, reporting into the NCC.

The agenda of the RMCs and the NCC should largely follow the Key Components of this Plan, namely:

- Key 1** Effective protection and law enforcement
- Key 2** Biological monitoring and management
- Key 3** Socio-economic sustainability
- Key 4** Building conservation capacity
- Key 5** Coordination, collaboration and programme management

Emergency meetings should be held on an ‘as required’ basis with no set agenda.

An initial suggestion for the coverage of the three RMCs was to divide broadly into the following groups, with the Chairs being the respective Regional Managers.

- Northern and Central
- Western
- Lowveld

6 Acknowledgments

The workshop of March 2011 was funded by U.S. Fish and Wildlife Services' Rhino and Tiger Conservation Fund and Save the Rhino International, with organizational support provided by Dambari Wildlife Trust.

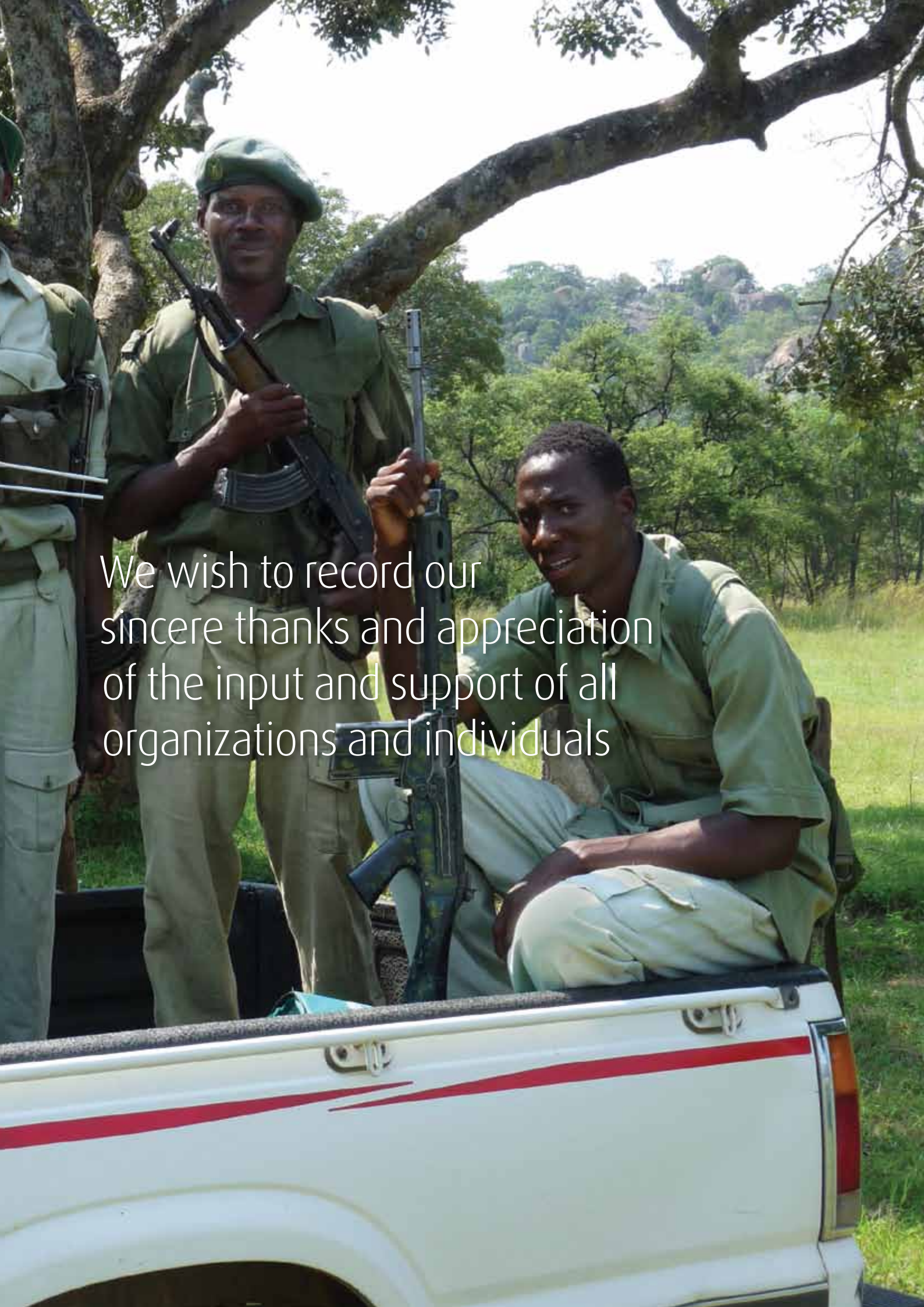
It was facilitated by Dr Rob Brett of Flora and Fauna International. International expertise was provided by Mr Tony Conway of Ezemvelo KZN Wildlife and by Dr Richard Emslie, Scientific Officer of the IUCN SSC African Rhino Specialist Group. Initial work on the Logical Framework was done by Dr David Cumming.

To all these organizations and individuals, we wish to record our sincere thanks and appreciation of their input and support.



Right: Rangers using telemetry equipment to track rhinos in Matobo National Park. Credit: Verity Bowman





We wish to record our sincere thanks and appreciation of the input and support of all organizations and individuals



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Cover: Black rhino, after wallowing,
Matobo National Park. Credit: J Mvula

