



Guyana Wildlife Conservation and Management Commission



Strategic Plan 2019-2029

Appendices

*Securing the Future
of Our Wildlife*



Guyana Wildlife Conservation and Management Commission Strategic Plan 2019-2029

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Appendix 1: SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Diversity in staff background (Education/Training) • Networking skills of staff with those outside of Environmental Agencies • Committed and dedicated staff • Medium-high level of efficiency of staff • Appropriate Legislation (Wildlife Act) • Flexibility of management (communication is top down and bottom up) • Good teamwork and conflict resolution skills among staff • Adaptability of staff to changing circumstances • Good systems in place to counter corruption • Ability to respond to wildlife incident reports • Willingness to try new things • Passionate staff • Good administration of export trade • Semi-autonomous • Opportunity for inter-department exchange of staff (staff work in several areas) • Flexible and supportive HR policies 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Limited collaboration with sister agencies, resulting in limited access to wildlife info they have collected • Lack of intranet network; Lack of IT personnel and infrastructure; lack of telephone system; poor internet • Lack of proper compensation (inadequate salaries) • No enforcement staff/insufficient field & office staff • Insufficient training opportunities provided • Limited financial resources to execute mandate • Lack of own office/office space • No wildlife rescue centre • Lack of field equipment • Regulations under the Act are not all in place • No appropriate accounting software • Shared security system with the EPA can cause conflict • Lack of security for staff (against angry stakeholders)
<p>Threats</p> <ul style="list-style-type: none"> • Disgruntled stakeholders especially exporters (traders) or exotic pet holders • Closing of trade markets & airlines affecting trade, stakeholders and GWCMC income • Dishonest exporters (Exporters Take money for animals from importers and not sending animals) • Misinformation from exporters about animals. E.g. health of animal. Can result in trade restrictions (GWCMC income) • Uncertainty of funding sources • Decision making time of boards (WSC, GWCMC) is too long • GLDA's fees stopping Caiman skin exports (general fee structure & lack of collaboration with stakeholders) • CHPA's not giving lands for holding facilities (affecting WCMC from adding new exporters under regulations related to animal holding) • RST (CITES regulations) restrict exporters, which affects GWCMC's income from high income tradable animals • Lack of border security (illegal trade) 	<p>Opportunities</p> <ul style="list-style-type: none"> • SWM project (CIFOR partnership) • Collaborative partnership with Dr. Cummings • Developing Captive Breeding Protocols (individuals willing to invest) • Building Relationships/ stakeholder willingness • Jacksonville zoo relationship with Guyana (WCMC) • Scholarships available for training (USFWS/CITES) • Sponsorship available to attend international meetings in interest of trade (wildlife) (KfW-ACTO, CITES) • Development into a Commission and having a broader mandate • Eligibility for governmental subventions

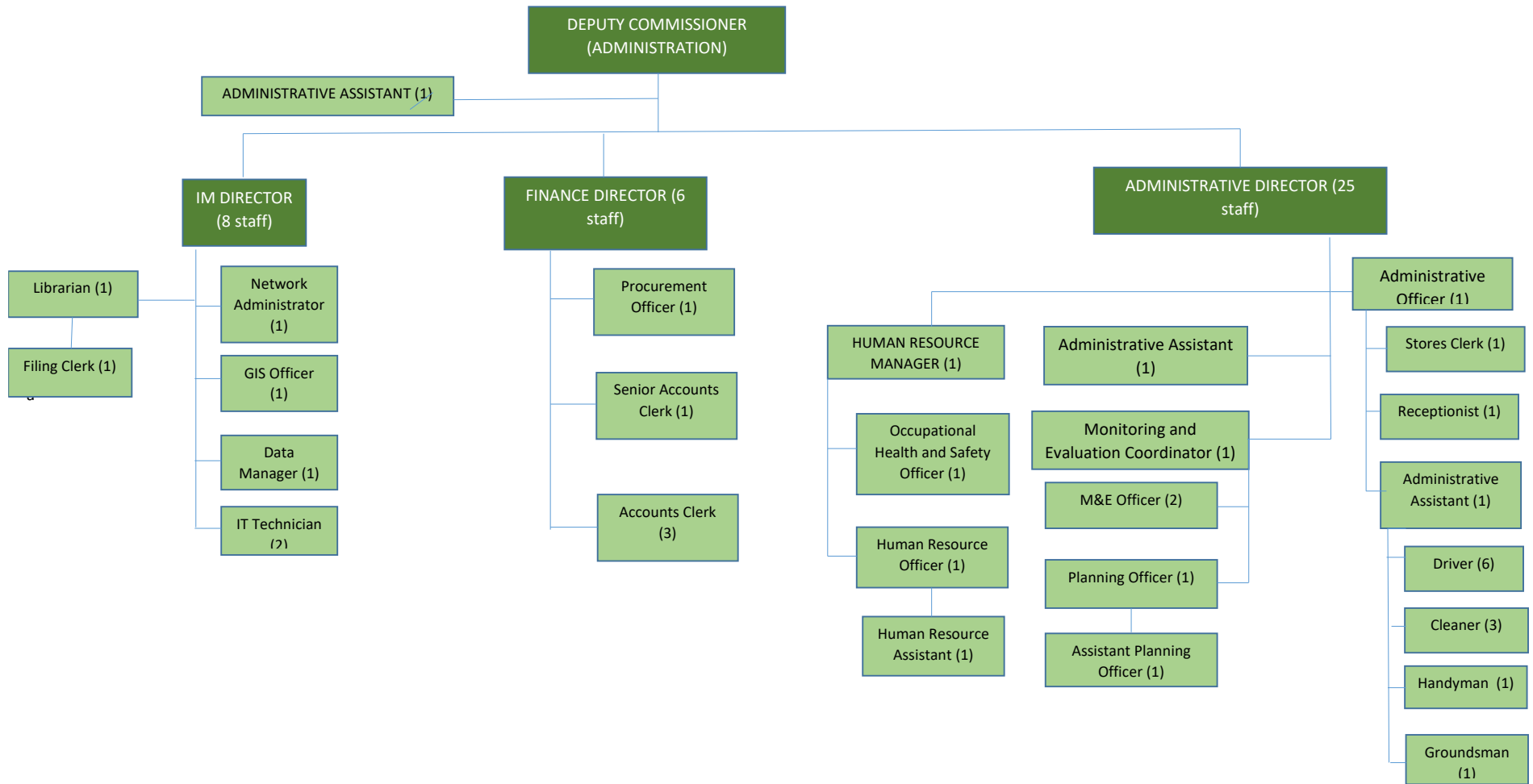
Appendix 2: List of Stakeholders

Stakeholder name	Name	General Areas of collaboration	Specific Areas of collaboration
National government	Department of Environment <ul style="list-style-type: none"> Environmental Protection Agency Protected Areas Commission 	<u>GWCMC → Government</u> <ul style="list-style-type: none"> Providing advice Meeting international obligations Effective policy development and implementation <u>Government → GWCMC</u> <ul style="list-style-type: none"> Legislative and policy support Resources Political support Integrated planning Data and Information sharing 	Integrated planning and joint implementation Technical input General collaboration and Information sharing
	Ministry of Natural Resources <ul style="list-style-type: none"> Guyana Forestry Commission Guyana Geology & Mines Commission Guyana Energy Agency Guyana Lands & Survey Commission 		Integrated planning Joint enforcement activities Information sharing Land provision for infrastructure development
	Ministry of Foreign Affairs		International agreements and commitments
	Ministry of Agriculture		
	Ministry of Finance		Resources
	Ministry of Education		Environmental Education
	Ministry of Public Infrastructure		Infrastructure development
	Ministry of Public Health		
	Department of Public Information		PR and awareness

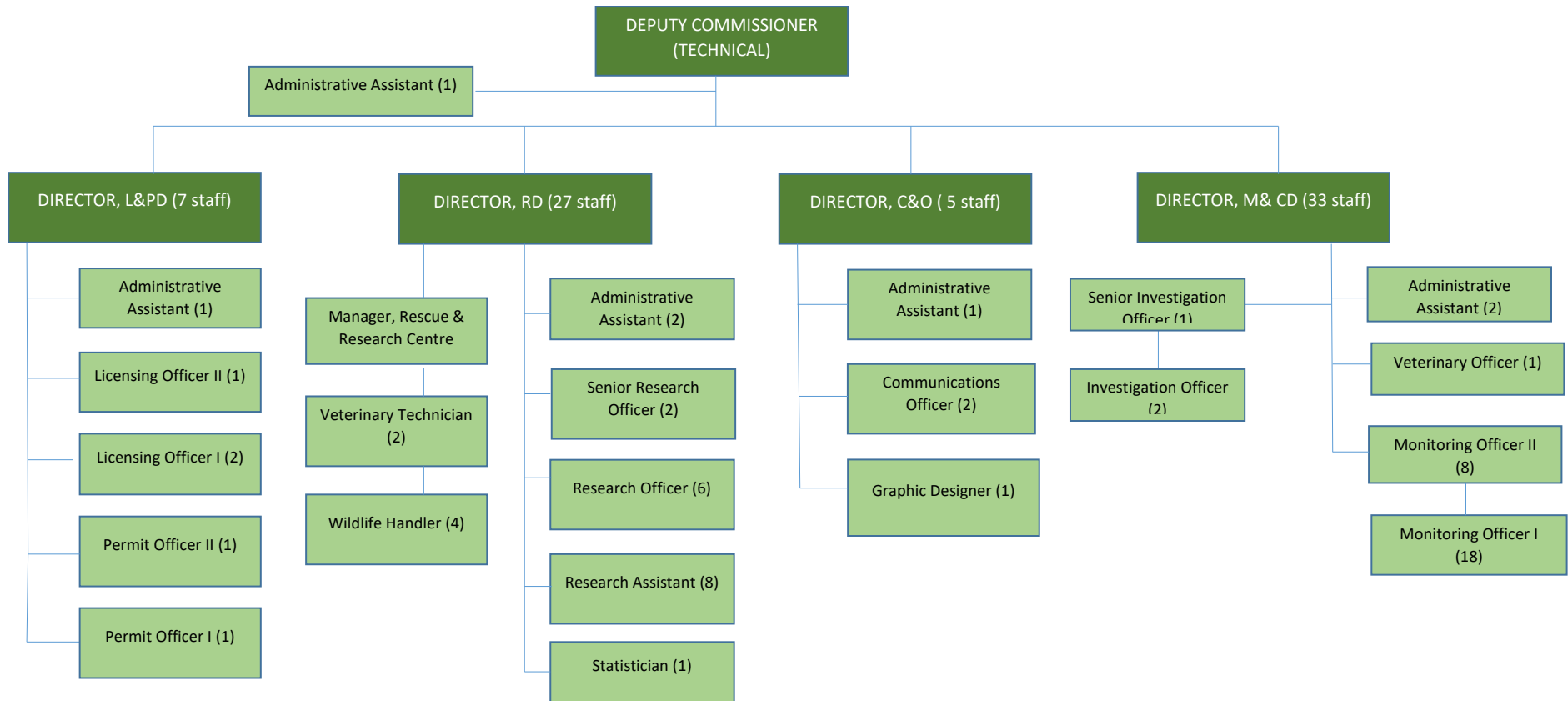
	<p>Law Enforcement:</p> <ul style="list-style-type: none"> • Judiciary • Guyana Police Force • Guyana Defence Force • Guyana Revenue Authority • Customs Anti-narcotics Unit 		<p>Joint enforcement</p> <p>Supporting legislation compliance</p>
Private Sector Civil Society		<p><u>GWCMC → Civil Society</u></p> <ul style="list-style-type: none"> • Employment • Participation • Access to wildlife • Information sharing • Benefits and product and service delivery <p><u>Civil Society → GWCMC</u></p> <ul style="list-style-type: none"> • Support and Cooperation • Responsible use of wildlife 	
	General public		Wildlife emergencies and reporting
	Amerindians (indigenous people)		Sustainable use of resources
	<p>Extractive industry:</p> <ul style="list-style-type: none"> • Miners Association • Extractive industries: Exxon, Miners, Loggers • Guyana Livestock Development Association • Farmers • Trappers • Exporters • Recreational hunters • Middle men (commercial traders) • Commercial Fishermen 		<p>Licensing and permitting</p> <p>Compliance</p> <p>Input into regulations</p>
Donors & NGO's	IUCN	<p><u>GWCMC → Donors/NGO</u></p> <ul style="list-style-type: none"> • Recognition • Consultation • Collaboration <p><u>Donor/NGOs → GWCMC</u></p>	International agreements
	ACTO		
	<p>National NGOs</p> <ul style="list-style-type: none"> • Eco-tours operators • Indigenous NGOs • Potential investors • MOIPA 		General collaboration

	<ul style="list-style-type: none"> • SRDC • KMCRG • NRDDDB • APA 	<ul style="list-style-type: none"> • Funds • Support • Knowledge sharing • Advice • Training and Capacity building 	
	<p>International NGOS</p> <ul style="list-style-type: none"> • Jacksonville Zoo • International Researchers • Potential Investors 		<p>Financing</p> <p>Information sharing</p>
Academia	<p>University of Guyana</p> <p>Guyana School of Agriculture</p>	<p><u>PAC → GWCMC</u></p> <ul style="list-style-type: none"> • Access and logistical support <p><u>Academia →GWCMC</u></p> <ul style="list-style-type: none"> • Provide information and feedback 	<p>Carrying out research</p> <p>Technical input</p>

Appendix 3a: Administrative HR Structure



Appendix 3b: Technical HR structure



Appendix 4: Strategic Framework and Key Performance Indicators

(DD =Data Deficient; baseline data not yet collected)

Securing the Future of Our Wildlife					
Guyana's Wildlife Conservation and Management Commission will effectively manage and conserve Guyana's wild flora and fauna in collaboration with stakeholders, using sound scientific principles, responsible regulation and education, for the benefit of all Guyanese now and in the future					
Strategic objective	Key performance indicators (KPI's)	Baseline	Target 2024	Target 2029	Key activities
1. Effective and efficient operational and financial systems and procedures in place					
1.1 Establish an effective and efficient HR structure	% HR structure filled	15%	40%	100%	1.1.1 Hire staff according to HR structure
	Performance scores	DD	70%	85%	1.1.2 Carry out a capacity building needs assessment and implement staff training 1.1.3 Develop and revise where necessary a GWCMC salary structure
1.2 Build appropriate infrastructure and procure equipment	% needs met	0%	40%	100%	1.2.1 Conduct an equipment and Infrastructure needs assessment
					1.2.2 Procurement and distribution of equipment
					1.2.3 Construct infrastructure at borders for illegal trade monitoring
					1.2.4 Construction of regional offices and expansion of Georgetown Office
					1.2.5 Construct a rescue and rehabilitation centre
					1.2.6 Establish an IT unit
					1.2.7 Develop and place appropriate signage
1.3 Develop and implement efficient financial procedures	% funding needs gap	10%	5%	0%	1.3.1 Identify sustainable financing mechanisms, including income generating mechanisms
	Clean Audit	1 per year	1 per year	1 per year	1.3.2 Carry out an institutional financial needs assessment and develop brochure with funding priorities

and sustainable financing mechanisms					1.3.3 Source and apply for third party funds 1.2.4 Implement appropriate accounting software 1.2.5 Develop efficient internal systems and procedures for financing and procurement
1.4 Improve internal procedures	% reduction in time required to process applications	DD	20%	20%	1.4.1 Develop and revise procedures for licenses and permits 1.4.2 Develop SoPs for Health & Safety; Biosafety;
	No. of SoP's	0	1	2	1.4.3 Carry out an administrative and internal systems needs assessment and develop or amend administrative and internal systems processes
2. To develop an appropriate legal framework and ensure compliance with the laws governing wildlife in Guyana					
2.1 Ensure appropriate and practical legislation is in place	No. of relevant regulations	0	6	12	2.1.1 Draft and revise as necessary regulations in accordance with section 83 of the WCMA
2.2 Monitor compliance of wildlife regulations by wildlife users	As per monitoring programme				2.2.1 Develop and implement a monitoring plan for international trade 2.2.2 Develop and implement a monitoring plan in collaboration with stakeholders for domestic wildlife management and conservation 2.2.3 Train GWCMC staff, border security, and other stakeholders as per monitoring plan 2.2.4 Develop a monitoring feedback system to management, relevant departments and stakeholders ensuring results are incorporated into more effective planning and activities of the GWCMC
	Enforcement protocols developed	0	1	1	2.3.1 Establish an enforcement and investigations unit
	No. of arrests versus penalties	DD	30%	70%	2.3.2 Jointly develop and implement enforcement protocols and investigations with relevant agencies

					2.3.3 Collaborate and build capacity of personnel within the Judiciary on laws, prosecution and implementation of penalties
					2.3.4 Train staff and enforcement agencies in enforcement protocols and procedures
3. To foster appreciation of wildlife across Guyana and to ensure stakeholders understand the rules, regulations and relevant procedures of the GWCMC					
3.1 Foster appreciation and understanding of wildlife and their importance nationwide using education and awareness	% positive attitude and knowledge in general public and youth clubs	DD	10% increase from baseline	10% increase from 2024	3.1.1 Promote and support wildlife events nationally
					3.1.2 Establish new, and support existing wildlife youth clubs
					3.1.3 Develop and implement an awareness and PR campaign for the general public
					3.1.4 Use different media to promote wildlife appreciation and education nationwide
3.2 Promote awareness of, and disseminate information on wildlife regulations and procedures to relevant stakeholders	No of publications disseminated	DD	5	10	3.2.1 Ensure all appropriate stakeholders are aware of the relevant regulations
					3.2.2 Relevant stakeholders are aware of WCMC licensing and permitting processes
					3.2.3 Develop and implement a communication strategy for general public on how to deal with wildlife emergencies
					3.2.4 Advise stakeholders on best practices if no supporting legislation is in place
					3.2.5 Lobby government agencies to consider wildlife in their planning and execution of activities for example, speed bumps on new or existing roads with heavy wildlife crossing
4. To gain a better understanding of the threats to the future of Guyana's wildlife to ensure better decisions and management practices					
4.1 Increase an understanding of wildlife and their threats to inform decision	% priority research carried out	DD	40%	80%	4.1.1 Carry out sound scientific research on priority research areas
					4.1.2 Write technical reports and scientific publications
					4.1.3 Disseminate research information to GWCMC internally and to stakeholders for

<i>making and planning</i>					incorporation into planning and activities
					4.1.4 Promote and facilitate research by external entities that are focused on our priority areas
<i>4.2 Respond and intervene to emergencies in a timely and appropriate way</i>	Respondent satisfaction score	75%	80%	80%	4.2.1 Develop and implement active management mitigation plans 4.2.2 Develop SoPs dealing with problem animals and injured/disabled animals 4.2.3 Develop SOPs for the rescue, rehabilitation and/or relocation of animals 4.2.4 Develop SOPs for other wildlife incidents/emergencies