

NCRC

Strategic Plan -- (2008 - 2012)

Introduction and context:

NCRC was officially launched at Accra in February 1996 as a start-up NGO working in the area of nature conservation. The organization has grown rapidly over the past decade to its current position as the main indigenous conservation organization in the country and a leading civil society environmental group in West Africa.

As a result of its 1st decade of activity, the Centre is recognized by the Government of Ghana and international partners as a key partner in the development rural ecotourism and community protected areas. NCRC's community tourism model has been articulated in national policy as the Government's preferred approach to the development of rural tourism. Our ecotourism work is acknowledged globally as one of the most successful rural tourism initiatives being implemented today.

NCRC's pioneering work in developing community protected areas in Ghana is increasingly being cited as one of the main alternatives to conventional protected areas strategies driven by state actors.¹

This document is NCRC's 3rd strategic plan. It lays out a courageous path for the organization to build on our past success and continue with our pioneering nature in blazing the path of the future for others to follow.

NCRC's mission:

Nature Conservation Research Centre (NCRC) is a Ghanaian non-profit organisation implementing conservation initiatives in order to promote a greater awareness of and protection for the natural, historic and cultural diversity of Ghana and ultimately the West African sub-region.

NCRC's philosophy:

NCRC endorses a simple core philosophy that conservation in Ghana is pursued in settings where there are economic and cultural incentives to its implementation. In other words, conservation in Ghana should emerge from local cultural belief systems and must have tangible economic returns for the human beings living in the

¹ NCRC is increasingly seen as a leading voice on the African continent in this regard together with other groups in Kenya, Namibia and Zambia.

immediate area. Without culture and economics as core elements we believe conservation will not succeed in Ghana.

In line with this core philosophy, NCRC seeks to use positive cultural practices and income generation potential to advance our organisational mission.

NCRC's strategic goals:

NCRC has three strategic goals for the next five years (2008-2012). The goals are as follows:

1. Climate change and biodiversity conservation

NCRC will become a frontline leader in West Africa in actions to mitigate global climate change through the implementation of practical interventions in rural Ghana.

- 1.1 Support the growth of the total number of hectares in pro-carbon sequestration and biodiversity management systems using NCRC's model for locally-controlled protected areas and encouraging the private sector to promote full environmental services into their business plans;
- 1.2 Expand our efforts demonstrating reforms to the domestic charcoal industry. Focus on enhancing sustainability, efficiency, stakeholder equity, reduced carbon emissions and renewable sourcing in the charcoal trade;
- 1.3 Support targeted research efforts focused on endangered species within the West African sub-region which are under stress as a result of global warming and climate change. Lead the process to establish a Centre of Excellence in the Captive Breeding and Re-introduction of Endangered Species in the West African sub-region;
- 1.4 Catalyze efforts in Ghana with NGOs and corporate partners in promoting thinking and best practice in environmental services, carbon sequestration and carbon trading returns. Particular emphasis will be placed on the extractive timber and cocoa industries;
- 1.5 Collaborate with NGOs and corporate partners in promoting solar energy solutions in rural locations linked to positive conservation initiatives.

2. Capacity-building & mentoring in conservation

NCRC will lead by example within the environment and conservation community through the provision of mentoring and capacity-building assistance to sister conservation organizations in Ghana and other West African countries.

- 2.1 Expand our efforts in training young African conservationists.
 - Ghanaian university students
 - Staff of conservation organizations across the sub-region
 - Grow the available trust funds for enhancing focused capacity at specific sites and conservation themes.
- 2.2 Provide our expertise in Ghana and the sub-region to build better performing conservation NGOs.

- organize trainings, attachments & mentoring based at NCRC project sites in Ghana,
 - organize trainings & mentoring hosted in other NGO project sites,
 - organize trainings that are class-room based,
 - assist other organizations in organizational development issues in their premises (constitutions, re-structuring, re-focus missions, strategic planning, financial controls)
 - assist other organizations in developing project design, proposals and funding sources.
- 2.3 Document and disseminate our successful approaches and methods in community conservation and ecotourism.
- Develop proven training manuals on community ecotourism, financial management for community conservation projects.
 - Develop a “how to” manual or tool box on NCRC’s approach to community conservation and ecotourism initiatives.
 - Undertake case studies and publish results.
 - Expand efforts to create environmental champions in industry through engaging corporate employees in practical field attachments.

3. Community Ecotourism

NCRC will expand its network of community-based destinations linking tourism development with positive environmental, historical and cultural conservation and the growth of economic opportunities for rural poor communities.

- 3.1 Expand NCRC’s ecotourism activities to 50 locations involving 400 rural poor communities,
- 3.2 Focus our ecotourism activities on Ghana’s 6-8 internationally competitive products agreed with our implementing partners in country,
- 3.3 Grow total combined visitor days at NCRC related ecotourism locations to 500,000 visitor days/annum,
- 3.4 Grow total combined ecotourism site-level revenue to \$5 million/annum,
- 3.5 Grow total direct ecotourism jobs at NCRC related sites to 2,000 and indirect jobs to 6,000.

NCRC’s strategic partners:

The following organisations have been identified of strategic importance to ensure the success of NCRC’s 5-year plan. These are as follows:

Government of Ghana entities:

- Ministry of Tourism (MoT)
- Ghana Tourist Board (GTB)
- Wildlife Division (WD)
- Forestry Services Division (FSD)
- Ghana Museums and Monuments Board (GMMB)

- Council for Scientific and Industrial Research (CSIR)
- Cocoa Research Institute of Ghana (CRIG)
- Various local government entities at site level (DAs)

Non-governmental entities:

- Calgary Zoological Society (CZS)
- Earthwatch Institute - Europe (EWI)
- Forest Trends – USA (FT)
- Rainforest Alliance – USA (RA)
- IUCN – Netherlands Committee (IUCN-NL)
- Zoological Society of London (ZSL)
- Concern Universal – Ireland
- US Peace Corps - Ghana
- SNV – Netherlands Development Organization
- Various universities in Ghana and internationally

Donor organisations:

- United States Agency for International Development (USAID)
- European Union (EU)
- Canadian International Development Agency (CIDA)
- Department for International Development (DfID)
- United Nations Education, Science and Cultural Organisation (UNESCO)

Private sector entities:

- Wienco Ghana Ltd.
- Databank Financial Services Group Ltd.
- Newmont Gold Ghana Ltd.
- Cadbury-Schweppes plc.
- Canadian Hydro Developers Inc.
- HSBC Bank Ltd.
- Barclays Bank Ghana
- Union Bank of Switzerland
- Clark Sustainable Resource Developers Ltd.
- Other corporate entities to be engaged in due course.

NCRC's Funding strategy:

In order to successfully implement our strategy NCRC will pursue the following approach to secure the necessary funds.

Project income

- Donor organisations – project grants
- Corporate sponsorship – linked to specific projects

Fee income

- International researchers – facilitation fees

- Vehicle use – daily usage fees
- International filming - rights fees
- NCRC memorabilia items – sales of items at project sites
- Ecotours - percentage of fee from partners

Investment income

- NCRC Trust Funds – return on investment and donations at sites
- Ecolodges – annual dividend

The project, fee and investment incomes are already well established and will continue to be strengthened over the period. Two of the fee income items (NCRC memorabilia and ecotours income) are yet to start. One of the investment income (ecolodges) is also yet to start.

NCRC’s Profile and Publicity strategy:

In order to successfully implement our strategy NCRC needs to raise its profile both within the country and internationally. In this regard the Centre will pursue the following elements:

- Preparation of NCRC Annual report and official launch event each year,
- Re-development of the NCRC website,
- Participation in Local and International Forums,
- Press conferences once a year announcing achievements and issues,

NCRC’s Strategic office locations:

In order to successfully implement our strategy NCRC will require two offices in the country. The Head Office will remain in Accra and one northern office will be necessary for effective operations. The Centre will consolidate its Bolgatanga and Techiman offices into one office. The offices will be as follows:

Head Office: Accra
Northern Office: Techiman

Toward the goal of establishing the necessary office space, NCRC will seek support from our partners to pay rent of our premises in Accra and will move forward with plans to develop permanent (non-rental) premises for our Techiman office.

NCRC will acquire a parcel of land near Techiman and aim to begin construction on a permanent northern office in 2008. This Northern office will be headed by an office Coordinator who will be the senior responsible officer in that office for all of the Centre’s activities, results, assets and corporate image.

NCRC will also put up site office space at the key community protected area sites where Centre staff will be posted. These will include the following locations:

Wechiau, Avu Lagoon, Asumura, Nyankamba Scarp, Boabeng-Fiema, Adjeikrom and Afram Plains.

NCRC's Board of Directors

NCRC Board of Directors will continue the process of oversight and guidance in planning overall strategy and direction. The Board membership will reach its maximum of 12 members for the first time since establishment of the organization. Some members may rotate off the Board and be replaced for a variety of reasons. Current Board membership includes the following:

No.	Name	Date Of Appointment
1.	Dr. James Nti (Chairman)	February 1996
2.	Mrs. Philippa Pepera (Treasurer)	February 1996
3.	Mrs. Dinah Ayensu (Member)	May 1998
4.	Mrs. Norkor Duah (Member)	May 1998
5.	Mr. Joseph Gelbire Bewong (Naba Sigri Bewong II) (Member)	February 2002
6.	Mr. Danyagiri Walaman-i (Tokali Naa) (Member)	February 2003
7.	Mr. Nelson Yawo Avega Agbesi (Member)	May 2003
8.	Mr. Keli Gadzekpo (Member)	March 2007
9.	Mrs. Shola Safo-Doudu (Member)	June 2007
10.	Mr. Mark Appleby (Member)	June 2007
11.	Vacant (Member)	---
12.	Mr. John J. Mason (Secretary & Executive Director)	February 1996

NCRC's Strategic staffing and organizational diagram:

NCRC staffing

NCRC will require increased human resources in order to fulfil our mission and strategic goals. We will regularly review and revise our organizational structure and staffing compliment to adjust to the challenges of implementing this mission. Whenever possible the organisation will seek to identify and recruit women to fill key positions.

The organisation will continue to place the majority of staff on performance contracts linked to specific funding sources so that NCRC is not saddled with a large permanent staff force should resources become tight in the future.

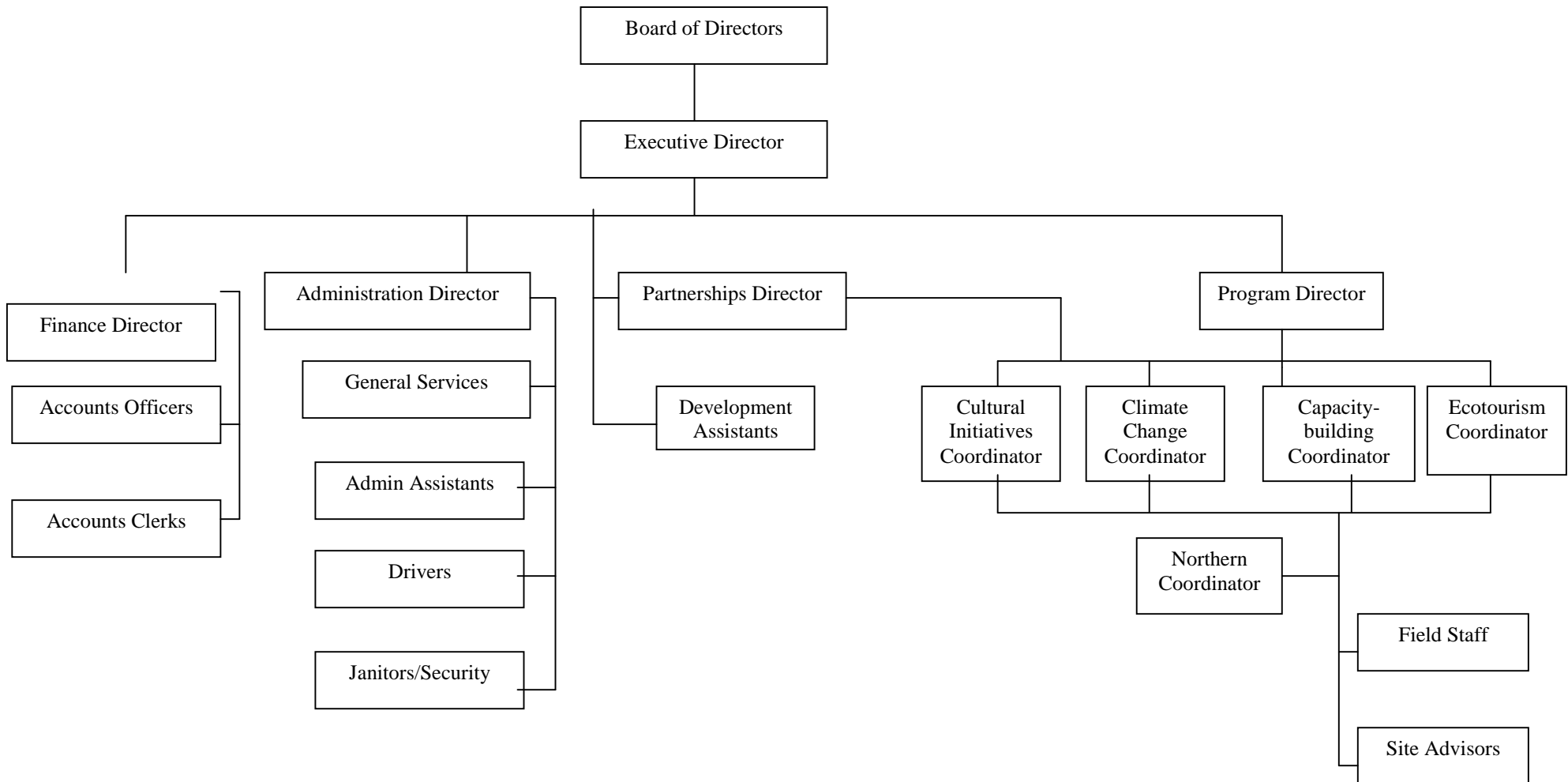
The new strategic plan will require some re-structuring of the Centre's staffing. These changes will see all existing staff members retained and several new positions created including the following:

No.	Position	Status	No. persons	Source of Support	Name of Staff Member
1.	Finance Director	Ghanaian position	1	USAID/ EU / others	Charles Bandari
2.	Administration Director	Ghanaian position	1	USAID/ EU / others	Barbara Kamassah
3.	Program Director	Ghanaian	1	All projects	Victor Mumbo

		position			
4.	New Initiatives & Partnerships Director	New – international position	1	TBD	TBD
5.	Climate Change & Biodiversity Coordinator	New – Ghanaian position	1	Forest Trends and others	TBD
6.	Capacity-building Coordinator	New – Ghanaian position	1	IUCN-NL & EW	Martin Yelibora
7.	Ecotourism Coordinator	Existing – Ghanaian position	1	USAID & corporate	Bob Badoun
8.	Northern Office Coordinator	Existing – Ghanaian position	1	EU & corporate	Joe Gondona
9.	Cultural Initiatives Coordinator	New – International position	1	EU and SPEED	Urji Ebba
10.	Key project sites (Wechiau, Avu, Asumura, Nyankamba, Adjeikrom, etc)	Existing & new – Ghanaian positions	8	USAID & corporate	James Braimah, Mavis Boateng,

NCRC Organogram

Revised November 2007



NCRC's Strategic assets:

The Centre will require the following key assets to be able to function successfully.

Asset category	Current Status	Requirement	Asset Gap
Vehicles	7	12	5
Motorbikes	12	24	12
Computers	10	30	20
Field equipment	assorted	assorted	assorted
Land - Techiman	0	1	1
Site offices	0	10	10

The Centre will strive to include asset acquisition in various project documents so that incrementally we build up the asset base of the organization.