

Collaborative Management Models in Africa



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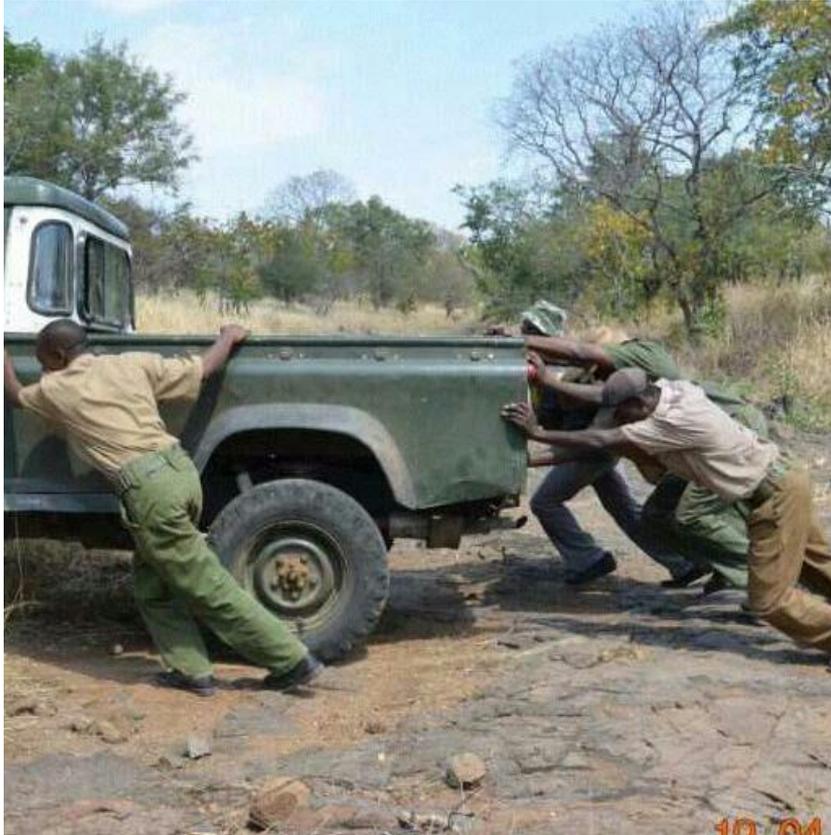
Introduction to the context behind the development of and rationale for CMPs in Africa



Africa's PAs represent potentially priceless assets due to the environmental services they provide and for their potential economic value via tourism



However, the resources allocated for management of PAs are far below what is needed in most countries to unlock their potential

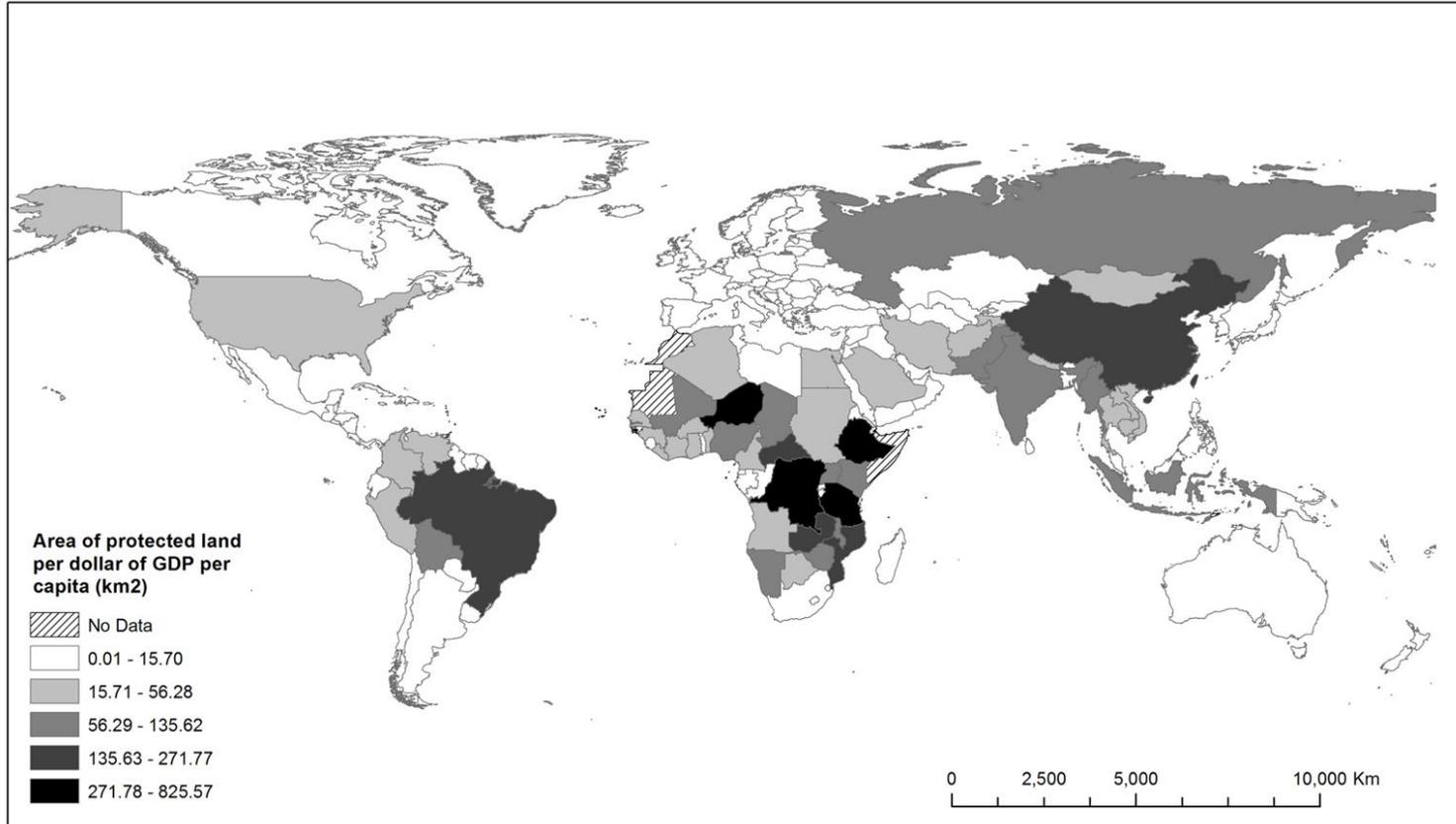


A study in progress indicates that of 22 countries assessed, half have average PA management budgets of <10% of what is needed for effective management (Lindsey et al. in prep)

This means that many countries will lose their wildlife assets before ever really being able to benefit from them

So why is there such under-investment?

Two big reasons - a) competing needs and overall budget shortages; b) a high burden of PAs relative to wealth



However, in some cases underinvestment may be due to:

- Misconceptions that PAs can pay for themselves on a park level
- Lack of appreciation among policy makers that PAs need investment to yield economic dividends



[This mistake has grave consequences...](#)

This means that in most countries, PA networks are not close to delivering their potential:

- Economic value
- Social value
- Ecological value

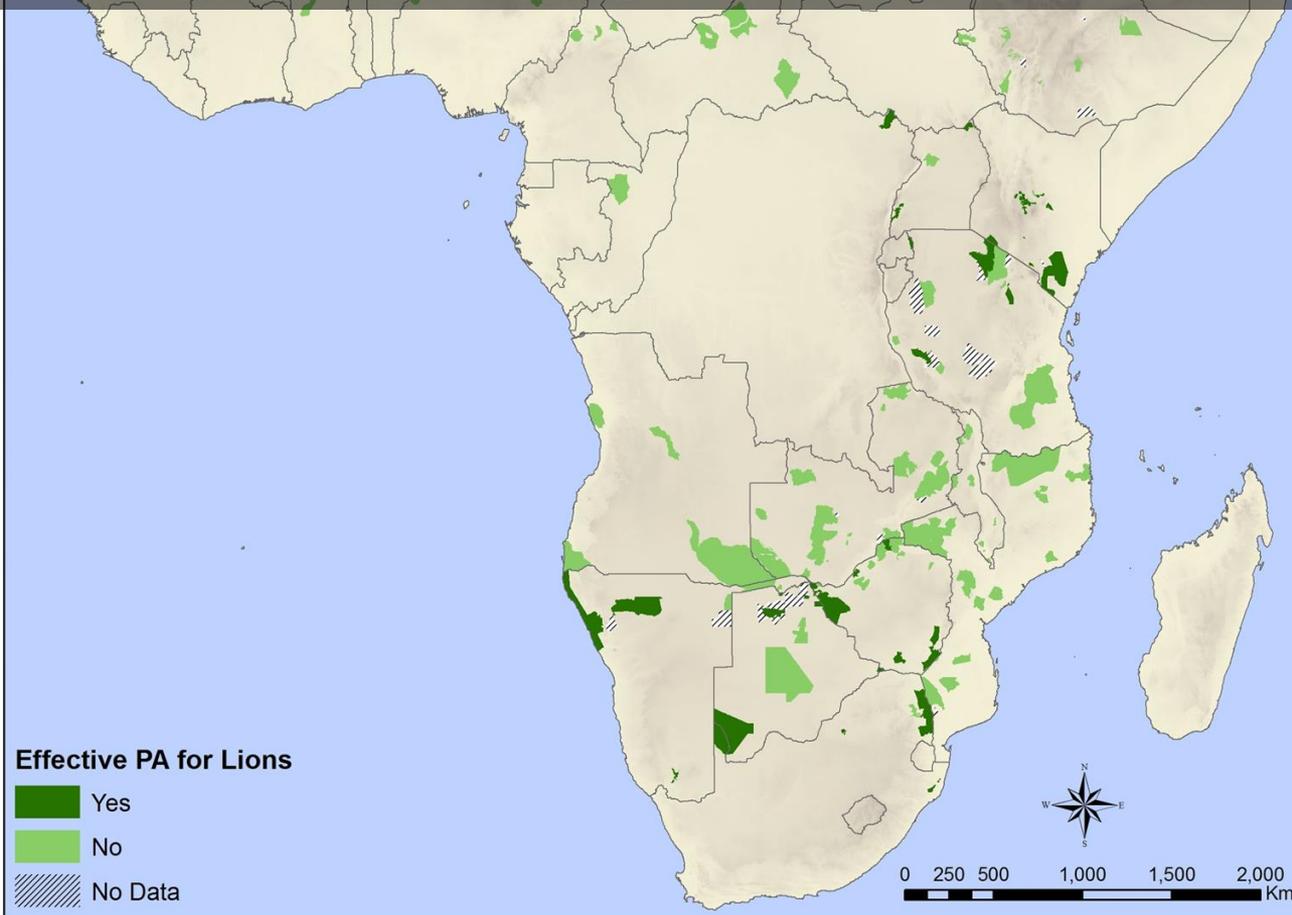


Africa's PAs are under growing pressure from an array of threats



Ed
Sayer

Protected areas are becoming rapidly depleted in many areas



There is a case for elevated support for Africa's PA network from African governments

But also a case for greater investment from international community:

- Pledges made at Rio 1992
- International demand for wildlife products drives poaching
- Africa's PAs and wildlife are a global asset
- Investing in PAs can confer economic diversification, GDP growth, sustainable development and job creation in remote rural areas

The need for elevated funding and support is particularly clear in Mozambique

Mozambique's PAs have immense potential, but relative to most other countries in the region are:

- More depleted
- Generating less from tourism
- Generating less from trophy hunting
- Suffering more from human encroachment



Reasons for African countries to consider CMPs

- Can harness international willingness to contribute to conservation in Africa
- Can access expertise and build capacity
- Can yield improved conservation outcomes
- Can help develop tourism industry
- Increase political, economic and social sustainability of PA network
 - Can help promote security in some cases

Experiences from elsewhere in Africa

- There is growing experience with CMPs in Africa
- However, no one country has the answers
- A Mozambican strategy is needed
- Mozambique can lead the way in developing a framework for CMPs in the country to encourage external investment



What is a partnership?



Marriage?



What is a partnership?

A close-up photograph of a hand holding a black puzzle piece. The hand is positioned on the left side of the frame, with fingers gripping the piece. The puzzle piece is being held up, and its shape is clearly visible. The background is a soft, out-of-focus light blue and white, suggesting a bright, airy environment. The overall composition is simple and focused on the act of holding the puzzle piece, which is a common metaphor for partnership and collaboration.

Cooper
ate

Shared

Co-Management Confusion



The Study

Interviews

70 Interviews across Africa

23 representatives of state wildlife authorities (from 17 countries)

45 representatives of nonprofits (from 21 local and international organisations)

2 independent consultants

International Symposium

Organised through the Southern African Development Community TFCA network

Attended by over 100 experts



Government - Nonprofit Partnerships

Why?

Potential to improve conservation outcomes in places where there is lack of resources and capacity.

There is growing interest.

Clear terminology and understanding of models → understand options, study differences, and start to develop best practices

Government - Nonprofit Partnerships

Not included:

Community-owned land

For-profit partnerships (e.g., trophy hunting operators)

A group of lions in a savanna setting. In the foreground, a lioness with a small, developing mane looks towards the camera. To her right, another lioness is seen in profile, resting its head on the back of the first lioness. In the background, several other lions are visible, some resting on the ground. The scene is set in a natural, outdoor environment with reddish-brown soil and sparse green vegetation. The text "Governance" is overlaid in white at the top, "and" is overlaid in white on the left side, and "Management" is overlaid in white at the bottom.

Governance

and

Management

The Basics

Sovereignty

Ownership

Governance

Management



These two are the foundations of every collaborative support model.

Governance

Setting strategic priorities and oversight



“Doing the right thing”

Management

Daily operations and implementation on the ground



“Doing things right”

Governance

Setting strategic priorities and oversight

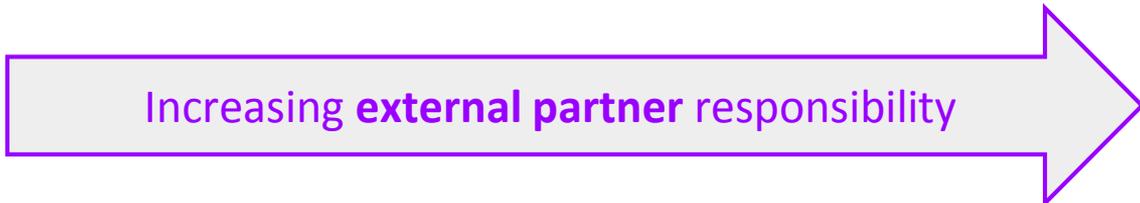
- ★ Strategy (e.g., management plan approval)
- ★ Oversight
- ★ Appoint on-the-ground authority (e.g., Warden, Park Manager)

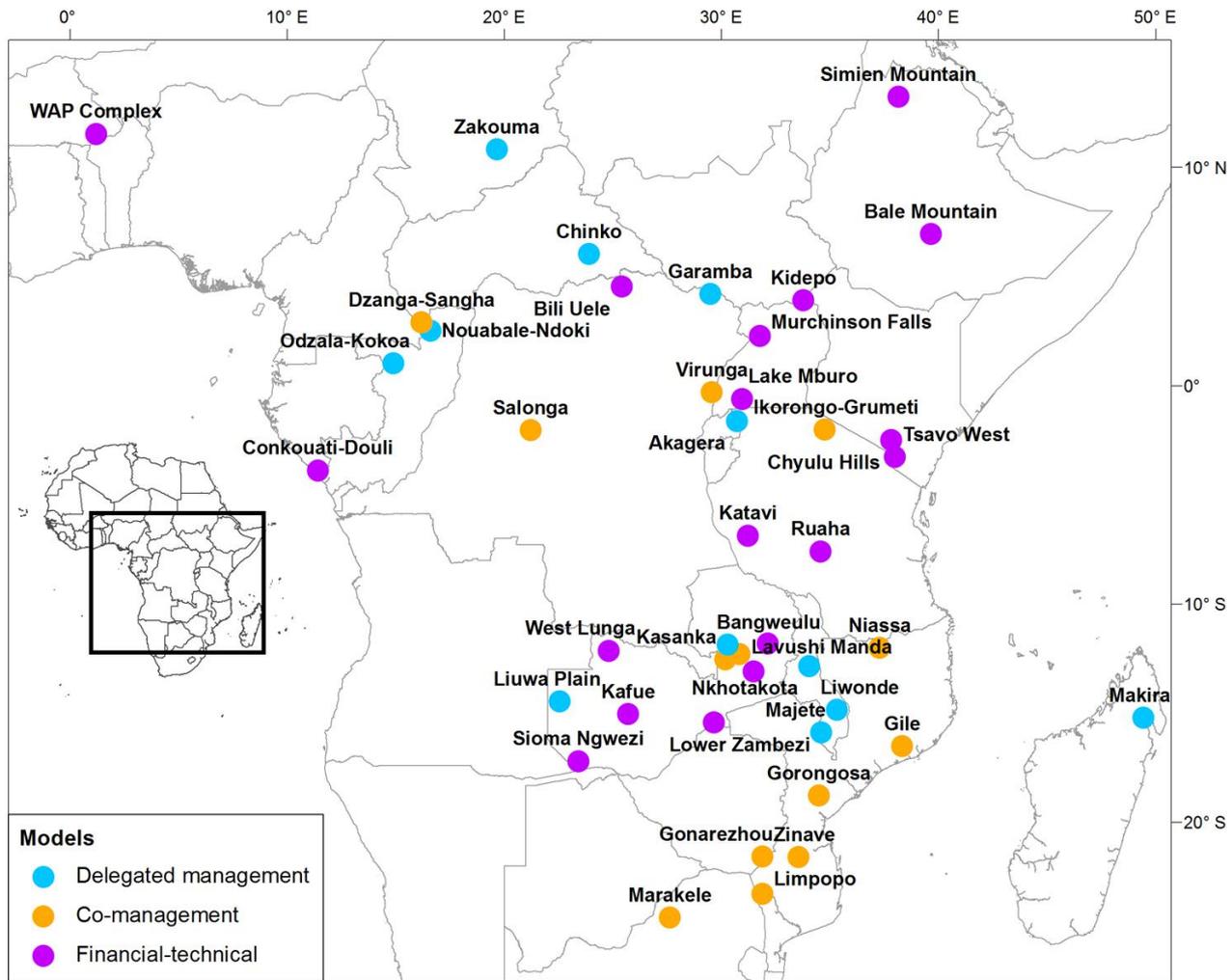
Management

Daily operations and implementation on the ground

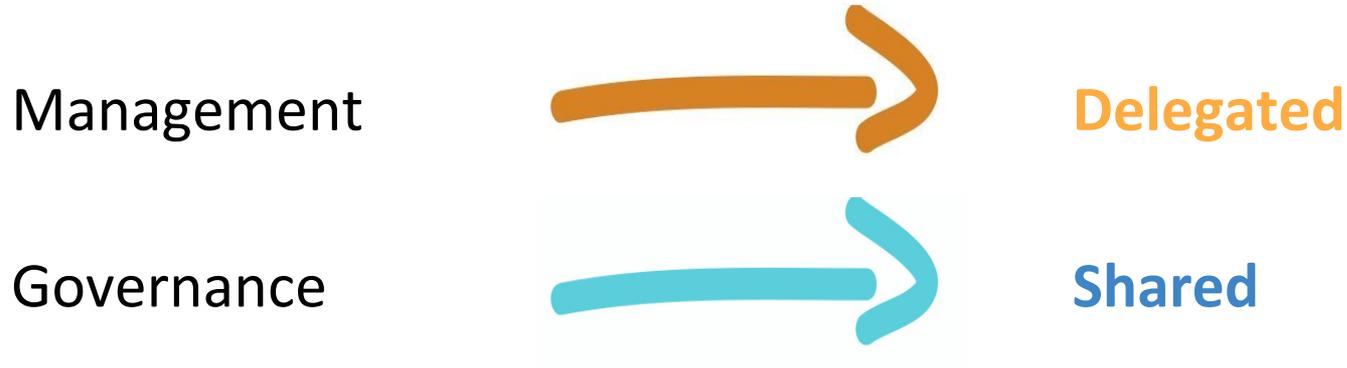
- ★ Overall on-the-ground authority
- ★ Law enforcement authority
- ★ Hiring and Firing authority
- ★ Operations / Implementation

3 Main Models





Delegated Management



Structure: Specially-created, non-profit entity, jointly created by government and nonprofit partner

Finance: Large investment by non-profit partner; revenue “ring-fenced” at park level

Delegated Management

African Parks

- Chinko (CAR)
- Zakouma National Park (Chad)
- Odzala National Park (Congo)
- Garamba National Park (DRC)
- Liwonde National Park (Malawi)
- Majete Wildlife Reserve (Malawi)
- Nkohtakota Wildlife Reserve (Malawi)
- Akagera National Park (Rwanda)
- Bangweulu Wetlands (Zambia)
- Liuwa Plain National Park (Zambia)

WCS

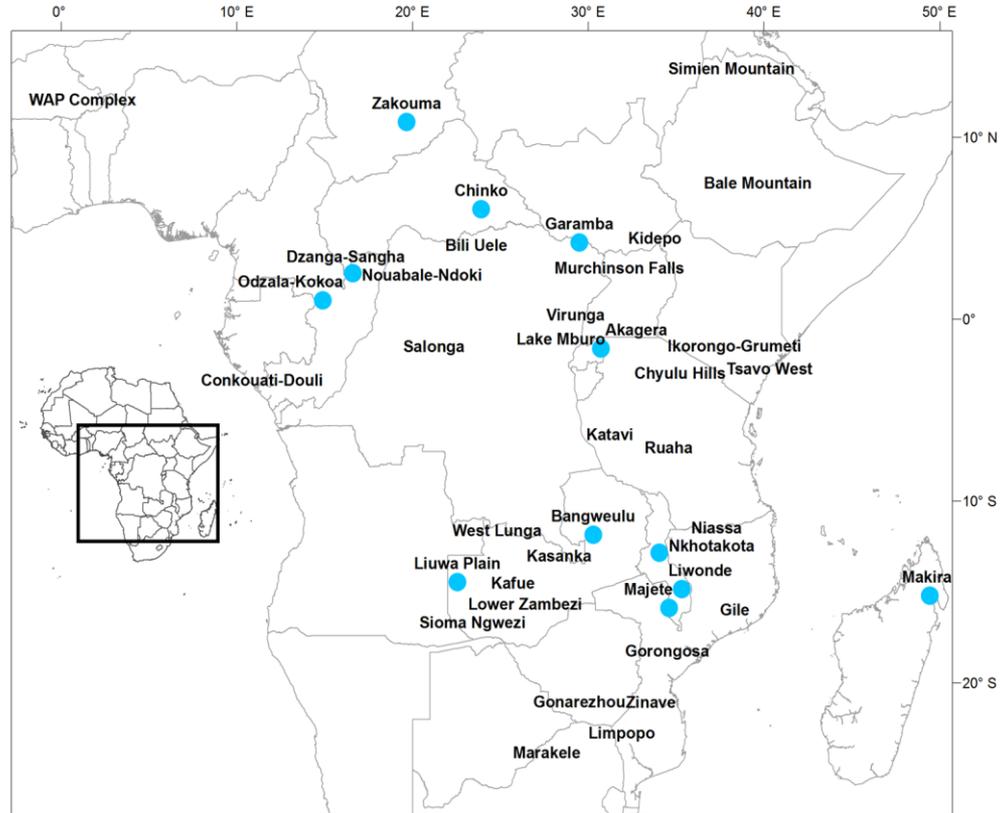
- Nouabale-Ndoki National Park (Congo)
- Makira National Park (Madagascar)

Virunga Foundation

- Virunga National Park (DRC)

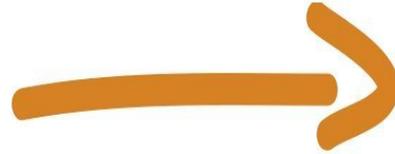
Singita Grumeti Fund

- Grumeti Game Reserves (Tanzania)



Co-Management

Management



Shared

Governance



Shared

Structure:

- Integrated: singular, jointly-created, non-profit entity
- Bilateral: two entities work alongside each other, dual structure
- Project: co-management scope limited to “project”

Finance: significant investment by non-profit partner; may or may not ring-fence revenue at park level

Co-Management

Carr Foundation

Gorongosa National Park (Mozambique)

FZS

Gonarezhou National Park (Zimbabwe)

WWF

Dzangha-Sangha National Park (CAR)

Salonga National Park (DRC)

Kasanka Trust

Kasanka & Lavushi Manda National Parks (Zambia)

WCS

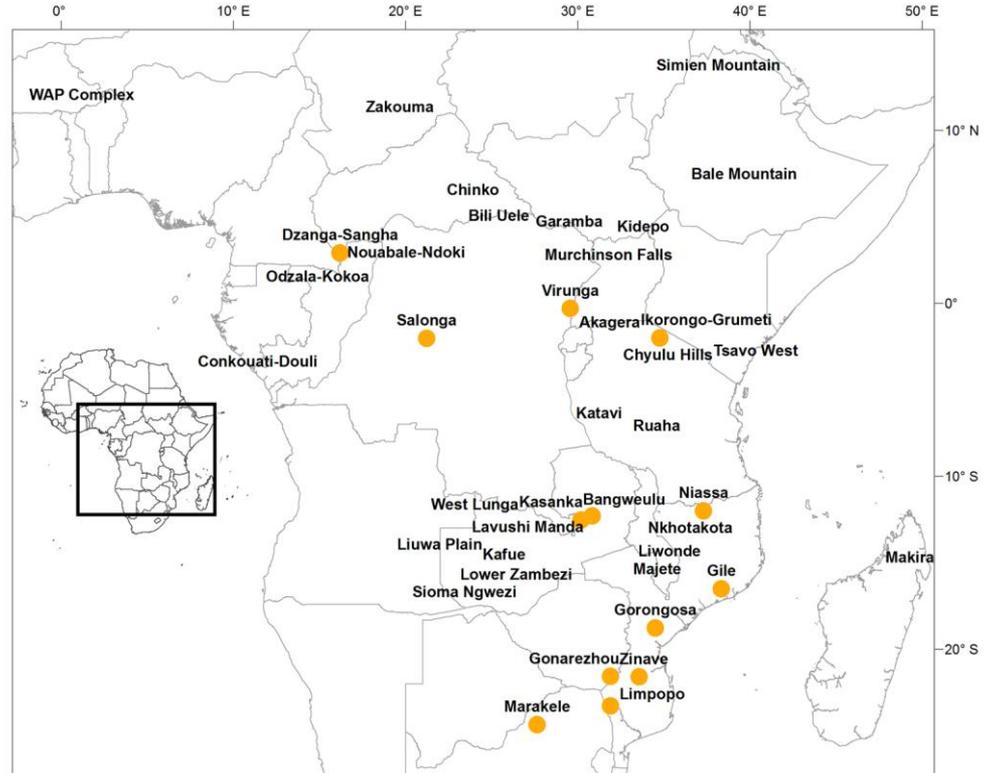
Niassa National Reserve (Mozambique)

PPF

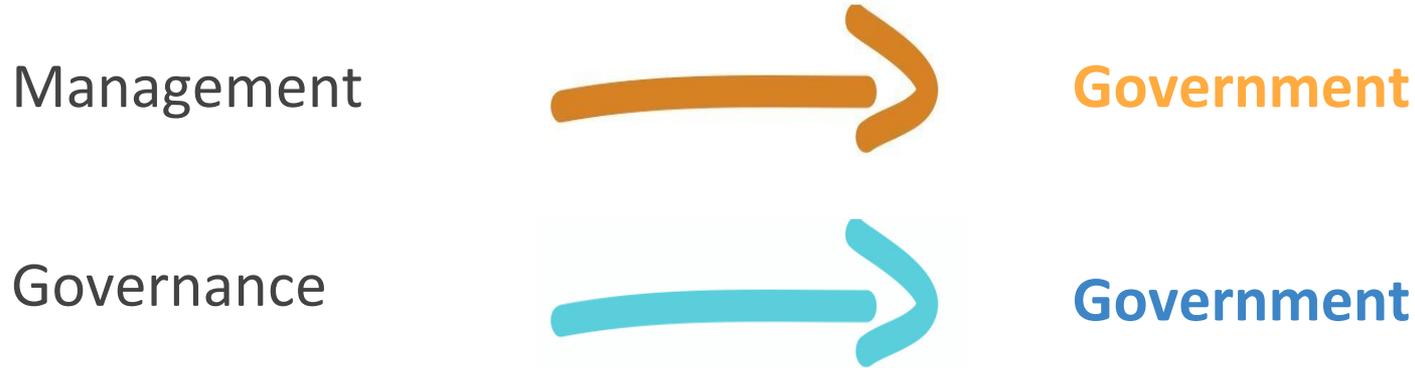
Zinave & Limpopo National Parks (Mozambique)

AWF

Simien Mountains National Park (Ethiopia)



Financial - Technical Support



Structure:

- Advisory: non-profit employs single technical advisor
- Implementary: non-profit hires staff to support implementation of agreed projects

Finance: varying levels of non-profit partner investment; park revenues generally go to central government

Financial - Technical Support

PPF

Sioma Ngwezi National Park (Zambia)

The Nature Conservancy / GRI

Kafue National Park (Zambia)

WCS

Conkouati-Douli National Park (Congo)

Ruaha and Katavi National Parks (Tanzania)

FZS

Bale Mountain National Park (Ethiopia)

North Luangwa National Park (Zambia)

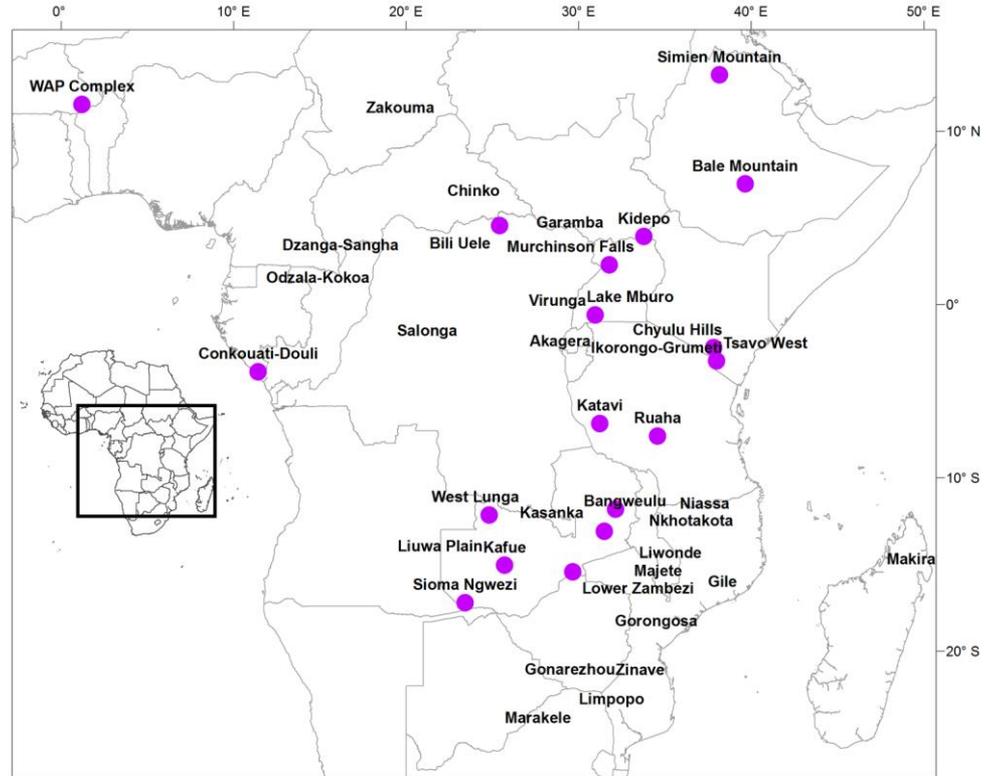
AWF

Bili Uele (DRC)

Lake Mburu, Kidepo Valley National Parks (Uganda)

ZSL

Tsavo West National Park (Kenya)



Caveats to Model Framework

Variation within “three” models

Informal practice sometimes differs from formal contract

Evolution over time

Key Takeaways

Increased investment usually implies increased sharing or delegation of authority to external partner

Nonetheless, government always controls or shares in governance oversight and strategy setting.

The relationship between the two partners is critical for success across ALL models.

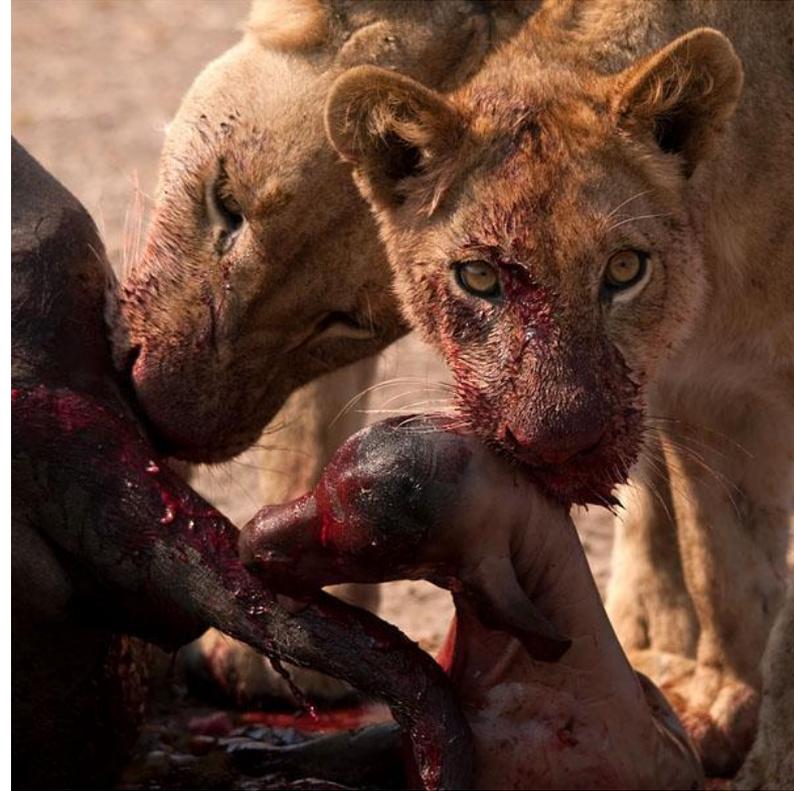
The goal of this model framework is to facilitate understanding and comparison.

Perceived pros and cons of each model



Pros associated with financial & technical support models

- Flexible and easy to set up
- NGOs can provide support with necessarily needing huge or long term funding
- Allows for engagement by a wider range of NGOs
- Can be empowering for wildlife authorities
- Allow for an easy exit strategy if authorities feel that support is no longer needed
- Allow for support in PAs where government won't consider other models



Cons associated with financial & technical support models

- Level of financial support is often not enough to turn a PA around.
- Some donors won't commit to substantial funding if NGO partner has little say.
- Such partnerships results in a loss of autonomy in goal setting.
- Govts can compensate for FT support by reducing their investment.
- NGOs often lament their lack of decision-making authority - e.g. in hiring and firing staff.
- Lack of or inadequate paper agreements mean this model can be over-reliant on personal relations.
- Vulnerable to collapse if partner leaves suddenly.

Pros associated with co-management model

- Typically yield greater investment than F&T support
- Can be more effective than F&T support if an expert partner has more of a say in management decisions
- Parties can capitalise on the unique strengths of each organisation
- Sharing of knowledge and expertise, but also risk and responsibility
- Are often long-term in nature and highly collaborative
- This can really help build capacity
- And resilience such that the PAs are less vulnerable if the partner pulls out



Egil Droge

Cons associated with co-management model



- Political sensitivities regarding perceived loss of control over state assets
- Marrying of two entities can create scope for:
 - confused roles and responsibilities
 - slower and less efficient decision-making
 - elevated risk of misunderstandings among project and state staff
- Efficiency can be highly impacted in event of a breakdown in relations between state and partner
- Lack of clear decision-making authority over hiring and firing of staff and law enforcement can undermine effectiveness

Pros associated with delegated management

- Arguably associated with the clearest examples of success
 - Attracts higher levels of investment
 - Permits selection of highest quality staff and removal of non-performing staff
 - Allocates clearer responsibility and accountability for delivery
 - Long-term nature can develop capacity better

Cons associated with delegated management

- Mainly sensitivities within governments regarding:

- Disempowerment
- Loss of sovereignty
- PAs being “sold-off” to foreigners
- Embarrassment of the success of foreigners
- Can be questions regarding the moral &/or legal legitimacy of non state actors arresting and bearing arms



As a result of these concerns:

- Some governments are only willing to delegate management:
 - In the most depleted and underperforming PAs
 - Under extreme conditions of resource-limitation
 - In PAs with least tourism potential
- Some governments are flatly opposed to the delegated management model under any circumstances.

However, as the model proves its worth, some governments are really embracing it



Steps we consider important for Mozambique to consider re. PA management

- Identifying the role of ANAC vis a vis PAs and CMPs
- Which CMP models is Mozambique is comfortable with?
- Under which circumstances?
- Develop a process that makes it easy for prospective investing partners (for profit or not for profit) can engage
- Develop a prospectus to active attract such partners...

Thank you for listening

