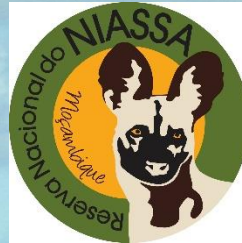


Co-Management of Niassa National Reserve

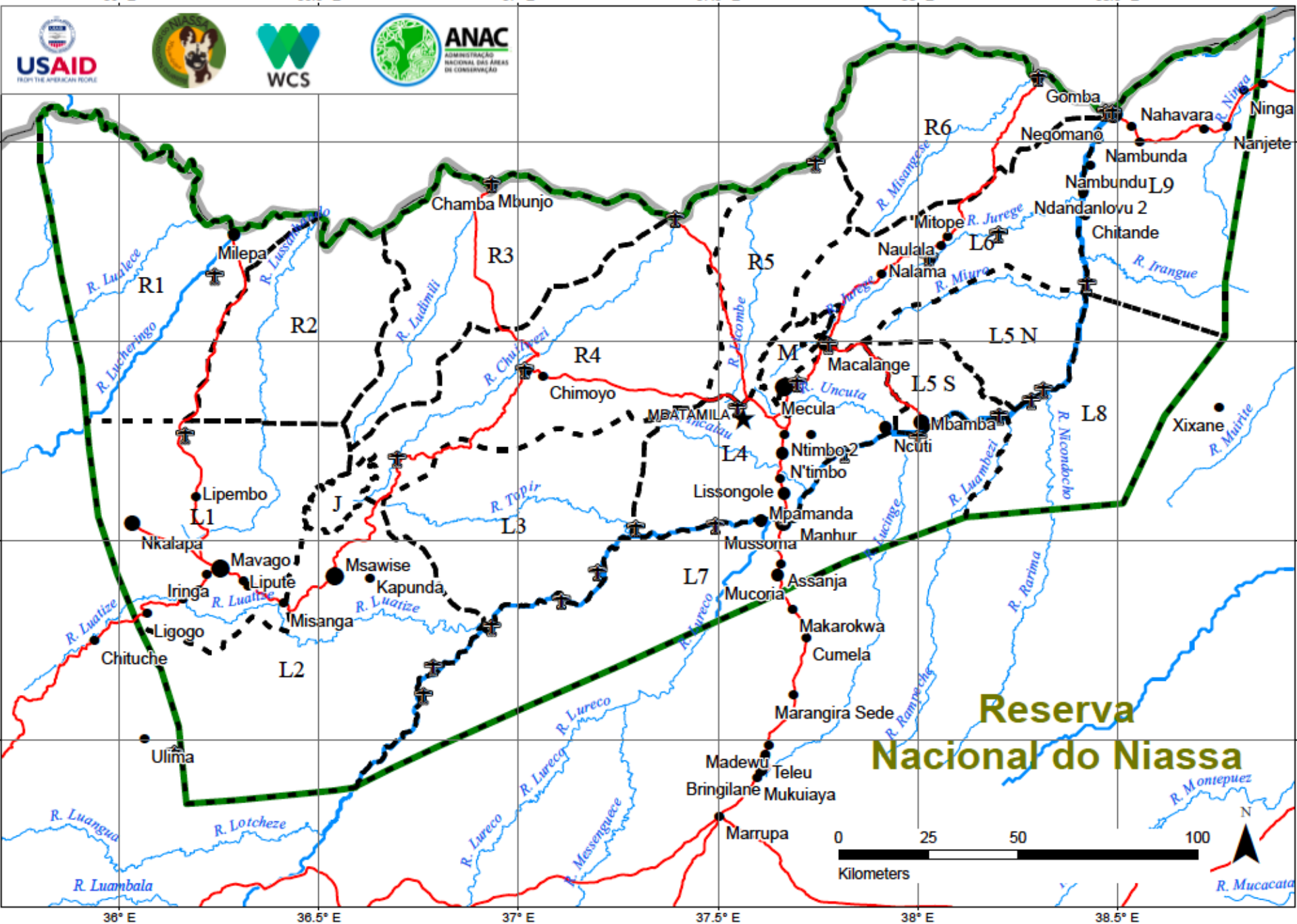


ANAC and WCS



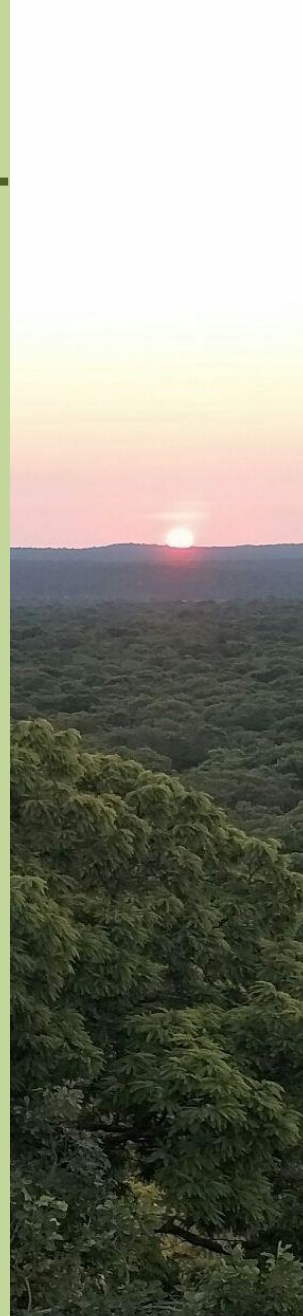
USAID
DO POVO AMERICANO

MOÇAMBIQUE



Niassa National Reserve

- 42,300km² - ~4,000 elephants, 800-1,000 lion, 450 wild dog
- Significant short-term threats: poaching, mining, logging, poisoning, revenge killing, snaring
- Long-term threats – unmanaged natural resource extraction and land conversion
- Poor governance and corruption – land management systems key to addressing threats
- The value of NNR wilderness and ecosystem to local and regional economy will only increase in the future
- Variable political support across Mozambican institutions



Historical governance of NNR

- NNR under delegated management 2002-12
- GoMZ decision to take back responsibility
- WCS interest – size, wilderness, threats, potential for long-term engagement
- DNAC and WCS started co-management Oct12
- ANAC capacitated in late 2014
- WCS and ANAC on cusp of signing new 10yr management agreement
- Concessionaires with long-term leases for:
 - Hunting
 - Conservation / contemplative



Governance structure

- Initial 3yr agreement Oct 2012, extended
 - Oversight committee – ANAC DG + WCS CD
- New agreement:
 - 10 years, to implement agreed GMP
 - Supervisory Committee – ANAC, WCS, Operators, Provincial govt (oversee GMP implementation) – in line with Conservation Law
 - Management Committee – ANAC & WCS national and NNR staff (oversee agreement)



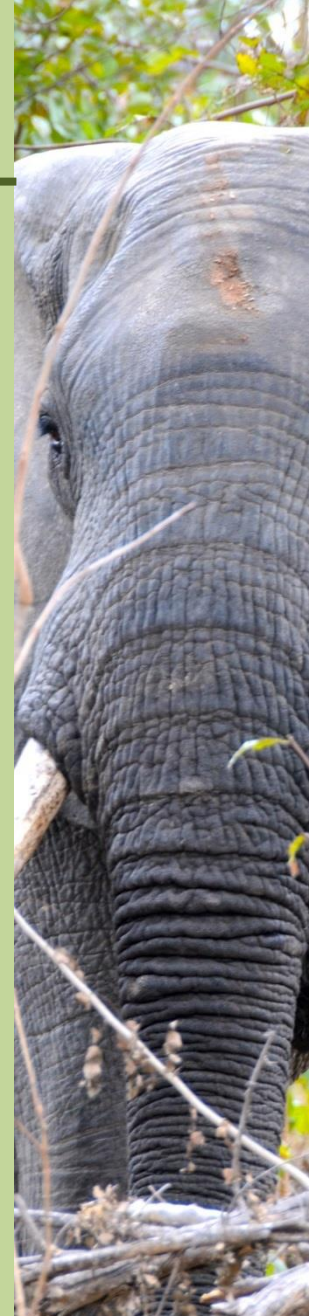
Policy framework

- Strategic Plan for the National Administration of Conservation Areas 2015 - 2024
 - Management models:
 - Management by the State
 - Management through Public - Private Partnership (PPP) [Niassa NR mentioned]
 - Management by Private Sector and NGOs [Niassa NR mentioned]
 - Community Management



Management structure

- Management Team – ANAC Warden with overall PAM legal mandate (currently funded by WCS)
- WCS Program Director – oversight of WCS funds, program implementation, and planning
- Shared implementation – WCS ~85% of budget, ~85% of staff (~148 staff total)
- Integrated tasking of staff – reporting by organization
- Civil service salary structure, except senior staff
- Restructuring in line with Ministerial Diploma



Management structure

Administrator / Co-manager

Department of
Law Enforcement

Department of
Conservation,
Community
Development &
Tourism

Department of
Finance,
Administration &
HR

Procurement
Unit



Agreement Structure

- Article 1: Objectives
- Article 2: Principles of Coordinated Management
- Article 3: Responsibilities of the Parties
- Article 4: NNR Governance and Management Structure
- Article 5: Reserve Staffing and Human Resource Management
- Article 6: Co-financing
- Article 7: Law Enforcement Management
- Article 8: Financial and Administrative Mechanisms
- Article 9: Equipment
- Article 10: NNR General Management Plan
- Article 11: Transfer of Management



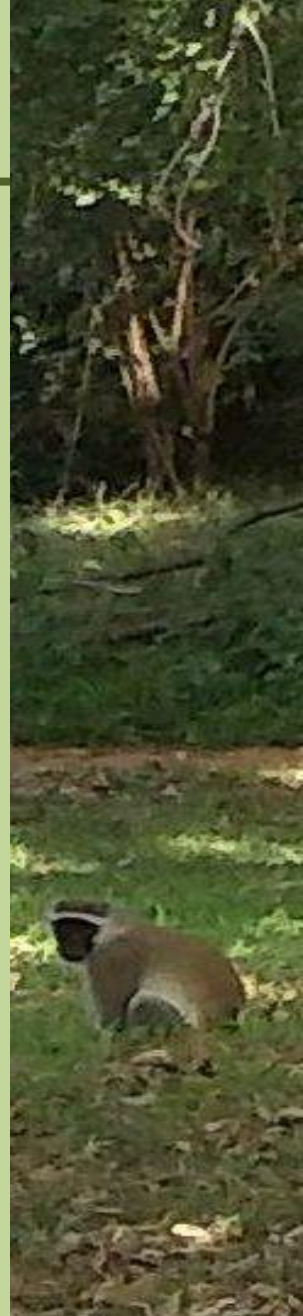
Agreement Structure

- Article 12: Concessions
- Article 13: Other activities, projects and agreements
- Article 14: Confidentiality and Intellectual Property
- Article 15: Governing Law and Dispute Resolution
- Article 16: Indemnity
- Article 17: Amendments
- Article 18: Notifications
- Article 19: Miscellaneous
- Article 20: Termination
- Article 21: Entry into Force and Validity



Agreement Annexes

- Annex 1 - Niassa Reserve Supervisory Committee: Composition, Roles and Responsibilities
- Annex 2 - NNR Management Committee: Composition, Roles and Responsibilities
- Annex 3 - NNR Management Team: Composition, Roles and Responsibilities



Law enforcement

- Mandate flows through the ANAC warden – appointed by Minister*
- Head of Law Enforcement contracted by WCS and seconded to ANAC – LE responsibility managed by the Warden but performance managed by both ANAC and WCS
- WCS provides LE Advisor(s)
- Issues about licenses for carrying arms
- Currently ≈ 85 of ≈ 100 scouts on WCS contracts
- Expected that LE function will move completely to ANAC in time



Community work

- Joint ANAC-WCS team – current focus on outreach, revenue distribution, HWC mitigation
- WCS in the process of recruiting Community Team Leader
- Current primary focus on reducing human-wildlife conflict
- With GMP – future expanded community program(s)



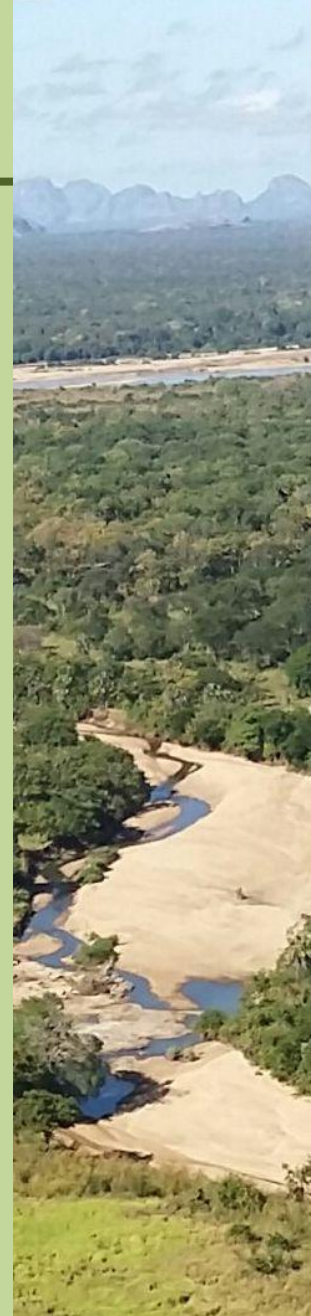
Other PAM roles

- Concession management and coordination – WCS hired Business Development Advisor
- Workshop, logistics, maintenance, infrastructure – WCS hired
- Local government liaison and alignment – led by Warden, supported by WCS
- Aerial support – WCS program (own aircraft)
- Monitoring – primarily conducted by WCS
- Finance, admin and human resources – staff hired by WCS



Financing and financial management

- USAID ~60% core support through WCS
- AFD and GEF funding starting soon – to the partnership
- WCS brings further core support and targeted LE support
- 64% of concession fees remain behind locally as ANAC funds – slow to disperse
- Some other govt. salary support
- Funds managed separately but plans to plan and report jointly



Concession Management

- Concessions predate ANAC and WCS co-management
- Concession agreements variable but not all details known to WCS
- Engagement and performance is variable
- Much disagreement between them – cannot select single representative



Concession Management

- Reserve Management Responsibilities

- | | |
|---|--|
| <ul style="list-style-type: none">▪ Implementation of policy, legislation and regulations▪ Formulation and overall responsibility of GMP implementation▪ Joint planning and coordination with concession partners▪ Promotion of conservation concession development and expansion▪ Promotion of appropriate nature-based business development and marketing▪ Liaison and coordination with provincial and district authorities▪ Liaison and coordination with government enforcement agencies (police, border control etc.) | <ul style="list-style-type: none">▪ Coordination and development of transboundary initiatives with Tanzania▪ Advanced law enforcement support (highly trained rapid reaction teams)▪ Intelligence gathering, analysis and use▪ Maintenance and management of Reserve wide communication systems and protocols▪ Judicial engagement, awareness and training▪ Monitoring, including protocols, central database for analysis and dissemination, and aerial censuses▪ Oversight and prioritisation of research activities |
|---|--|

Concession Management

- Concession Holder Responsibilities

- | | |
|--|---|
| <ul style="list-style-type: none">▪ Day-to-day anti-poaching and law enforcement operations through recruitment, training and deployment of scouts▪ Wildlife and law enforcement monitoring following Reserve level protocols▪ Implementation of localised community programme and partnerships▪ Necessary infrastructure development and maintenance – roads, airstrips, outposts etc. | <ul style="list-style-type: none">▪ Provision and use of adequate vehicles, equipment and other assets for conservation activities▪ Development and marketing of consumptive and non-consumptive tourism (as permitted) and other nature-based enterprise▪ Liaison and coordination with the Reserve management authority over operational plans and activities |
|--|---|



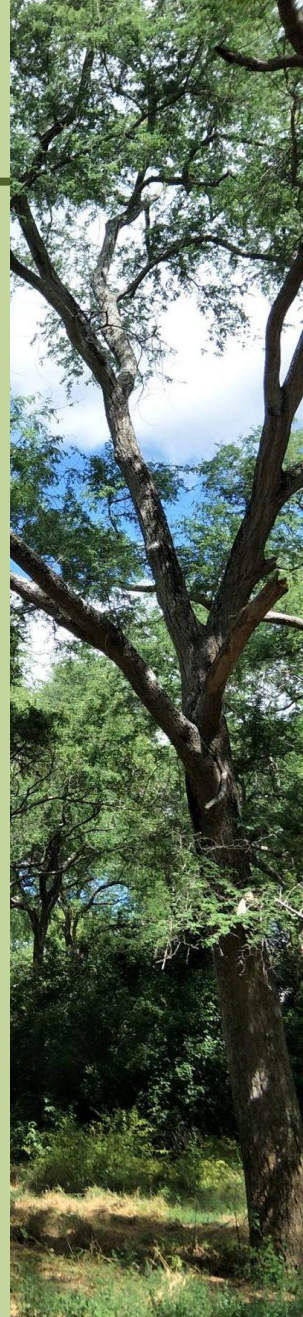
Benefits and risks

- ANAC benefits:
 - WCS brings financial & technical capacity
 - International exposure & recognition
 - Shared responsibility & reputational risk
- ANAC risks:
 - WCS does not deliver as expected
 - Over-zealous law enforcement
 - Perceived loss of control of sovereign PA

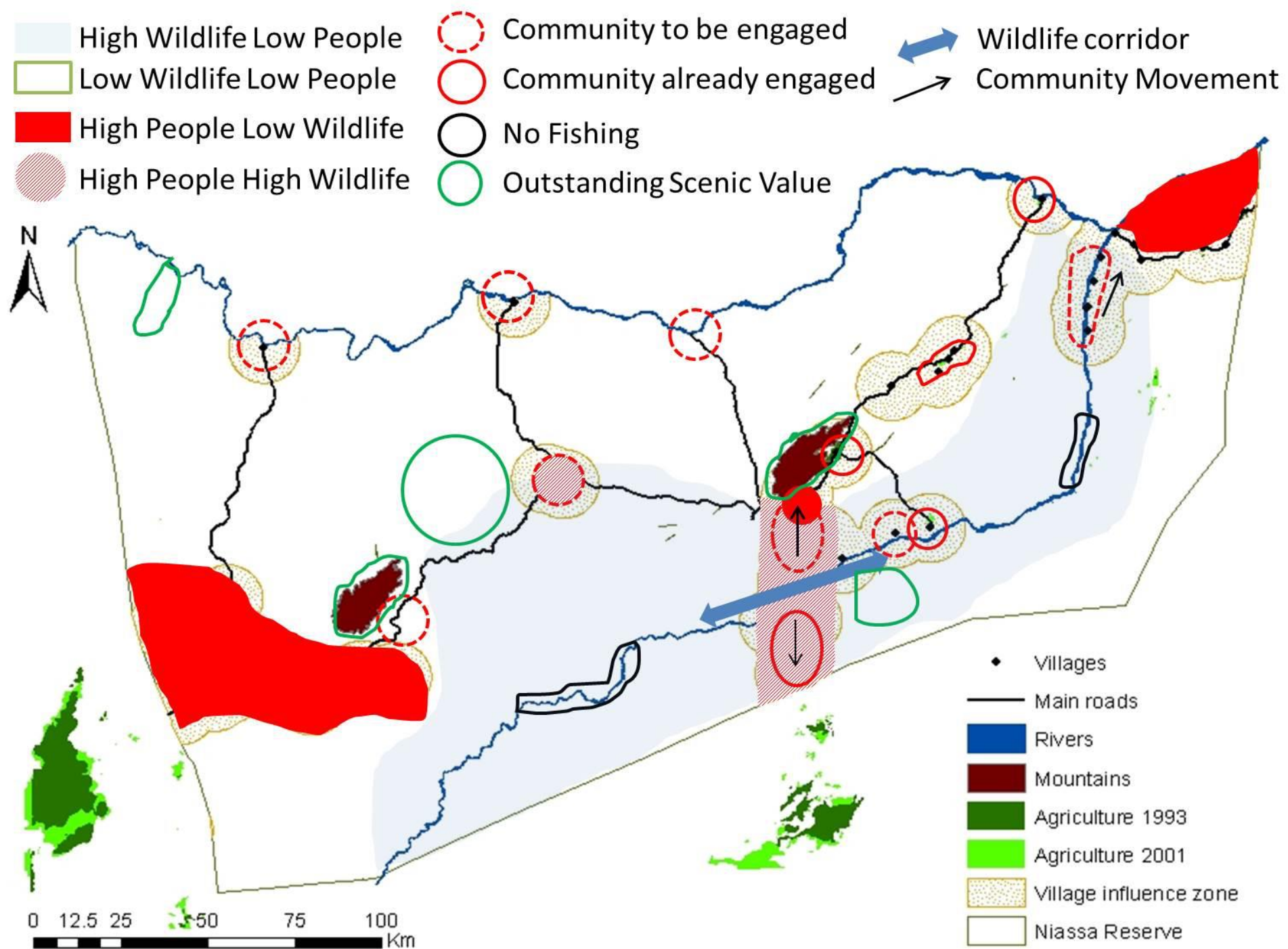


Benefits and risks

- WCS benefits:
 - NNR aligns with WCS vision & strategy
 - Co-management brings legitimacy & long-term exit strategy
 - Shared responsibility & reputational risk
- WCS risks:
 - ANAC does not deliver good LE
 - Political interference through ANAC
 - Reputational risk if the partnership is unable to improve conservation outcomes







Challenges

- Biodiversity threats and poverty:
 - Elephant poaching, bushmeat, poisoning, HWC
 - Mining, LUC, agriculture, population growth
- Operating environment:
 - Remoteness, limited infrastructure, languages
 - Limited governance and partners
 - Political instability, bureaucracy
- Co-management:
 - ANAC, WCS, EP – all new organisations
 - Expectations – time
 - High staff turnover



Effectiveness

- Infrastructure development underway
- Aviation support – LE support, aerial counts, elephant collaring, logistics
- Division of labour:
 - ANAC: political representation, government, community relations, LE mandate
 - WCS: operational, planning, technical activities
- Landscape & GM planning started – National support & from Provincial Governors
- Wildlife crime now high on the agenda in Mozambique



Lessons learned

- Strong management agreement that clearly articulates roles & responsibilities required
- More emphasis on governance structures & management systems, including community representatives
- Must first build foundations – infrastructure, staffing, equipment, systems
- Develop structure & plans to guide implementation & measure progress
- Good communication to inform stakeholders to manage expectations



