

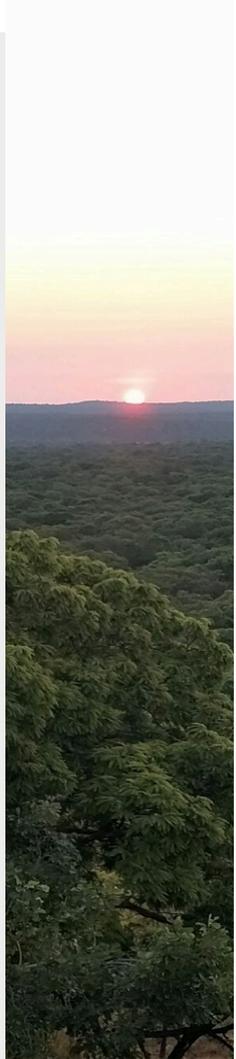
# Collaborative Management Partnerships in Africa



Mujon Baghai

# Presentation

1. Why?
2. Partnership Models
3. Key Success Factors & Lessons Learned
4. Trends / The Future



Why engage in  
collaborative management?

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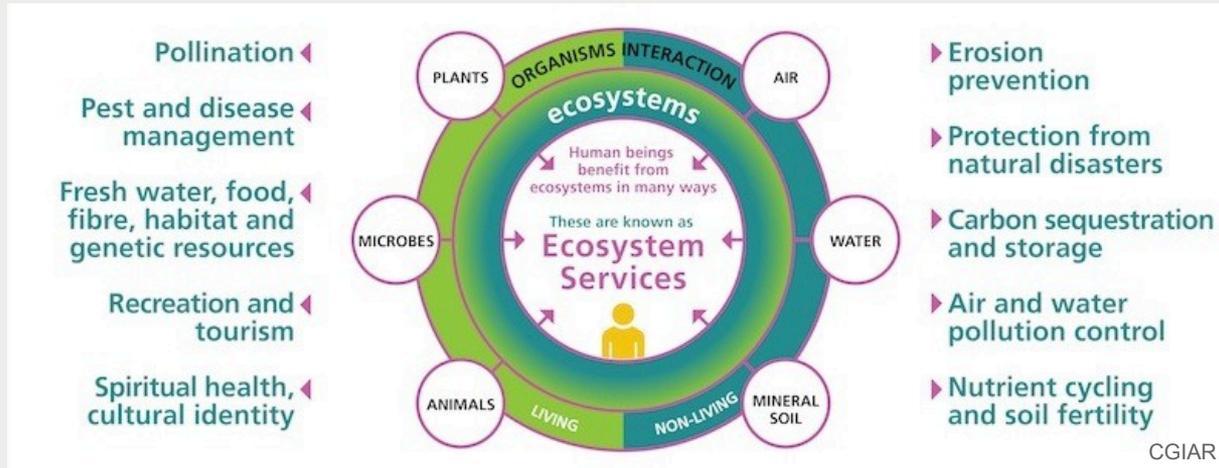
# Protected areas are priceless assets

PAs are the most effective means of **conserving biodiversity.**



# Protected areas are priceless assets

## Ecosystem services & natural capital



Worth **\$125-145 trillion/year** globally

# Protected areas are priceless assets

Wildlife tourism contributes **\$35 billion** to Africa.



# PAs are increasingly interconnected as TFCAs

## TFCAs provide for increased:

- International cooperation
- Ecological connectivity
- Security of ecosystems that do not follow international boundaries
- Resilience against climate change
- Potential for wildlife-based economies and rural development



However, PAs are under **severe threat** and **increasingly depleted**



# PAs are becoming rapidly depleted in many areas

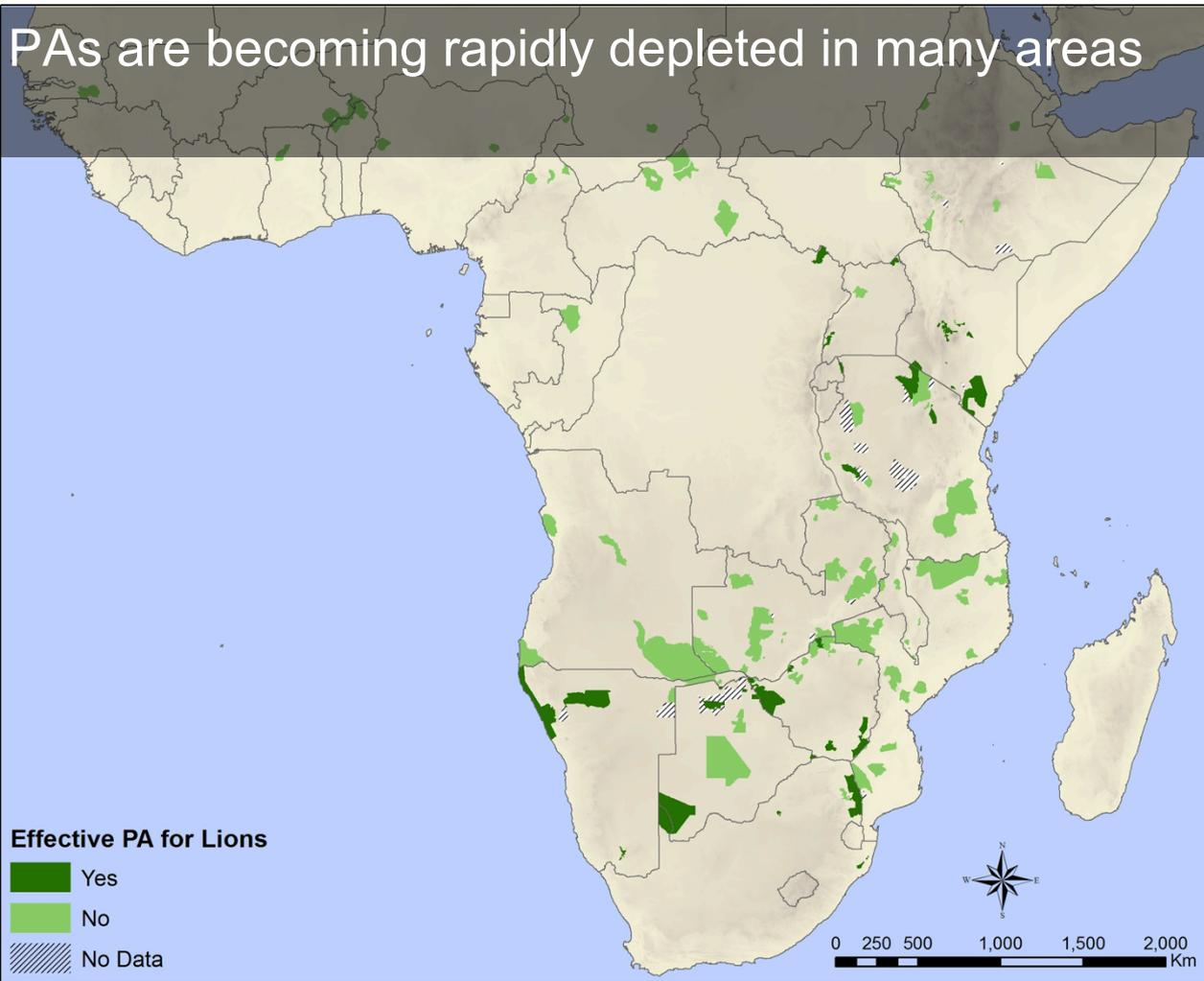
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PAs conserve lions  
>50% of  
carrying capacity

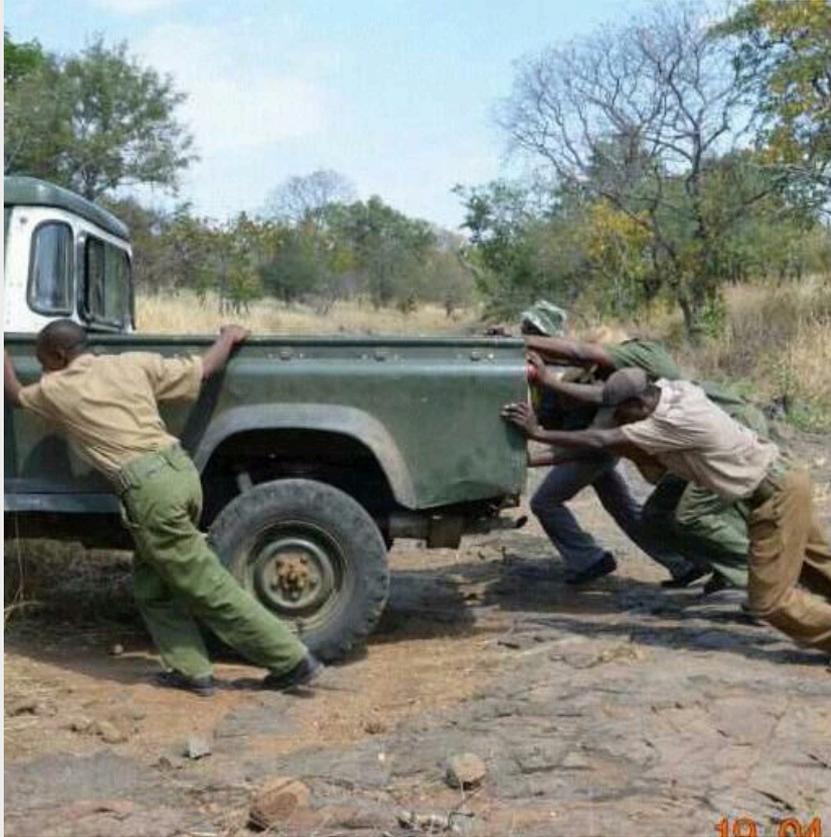
$< \frac{1}{2}$

PAs conserve  
prey  
>50% of  
carrying capacity

## Effective PA for Lions



**Lack of funding** is at the heart of the problem.



Sean Nazerali

Partnerships can  
address these  
challenges

... if they are  
designed and  
implemented well

# Reasons for African countries to consider CMP

- Increased **funding** from a broader array of donors
- Access **expertise**
- Can increase **accountability** and improve governance
- Can yield improved **conservation** outcomes
- Build capacity and increase **sustainability** of PAs
- Can help develop the **tourism** industry
- Can help promote **security** + rule of law in remote areas
- Potential to help the **TFCA vision** work more effectively



# The Research

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# Study of CMPs across sub-Saharan Africa

## Methodology

- Government - nonprofit partnerships
- 70+ interviews
- International symposium in Botswana



# Governance

Setting strategic priorities and oversight



# Management

Daily operations and implementation on the ground



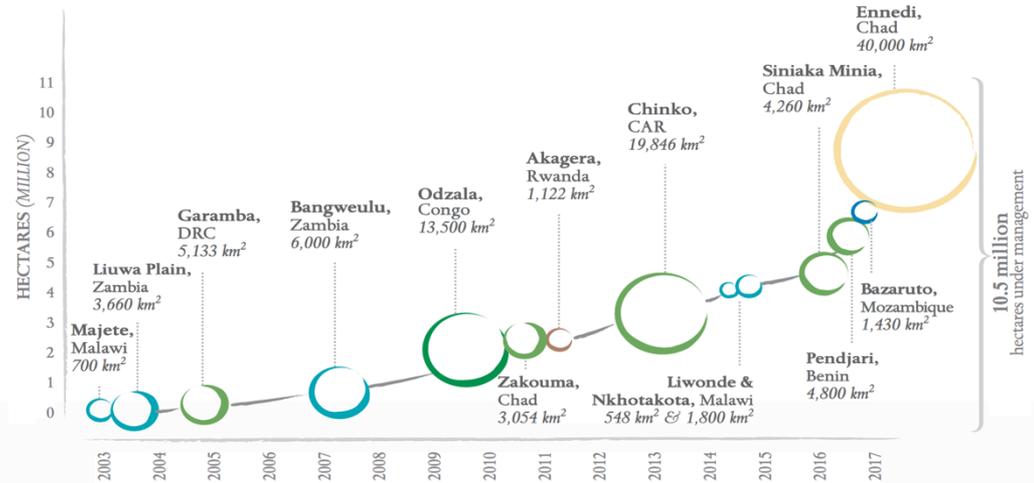
# The Models

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- Governance is shared (non-profit has majority on governance body)
- Day-to-day management is fully delegated (including selection of park manager)



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## 4. Financial-technical support

- Government remains the sole authority for governance and management
- Non-profit partner supports with funding and technical advice

# The Models: Pros & Cons

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# Delegated Management

## Pros

- **Effective.** Clear examples of success.
- Attracts higher levels of **investment**.
- Permits hiring of **high quality staff** + removal of non-performing staff.
- Clear responsibility and **accountability** for outcomes.
- **Long-term** nature can develop capacity better

## Cons

- **Political** challenges
- **Perceptions** of loss of “sovereignty” or PAs being “sold” to foreigners

# Pros & Cons of Delegated Management



# Bilateral Co-Management

## Pros

- Potential to capitalize on **unique strengths** of each organization.
- Higher **investment** than financial-technical support (but less than DM)
- **Share** knowledge and expertise, as well as risk and responsibility
- **Longer term** nature can help build capacity

## Cons

- Increased risk of confusion, complexity and **conflict**
- **Slower decisionmaking** due to need for consensus
- **Blame shifting** and unclear accountability
- **Political sensitivities** regarding perceived loss of control.

# Pros & Cons of **Bilateral Co-Management**



Capitalize on Partner Strengths



Increased Risk of Conflict, Inefficiency  
and Blame Shifting



# Financial-Technical Support

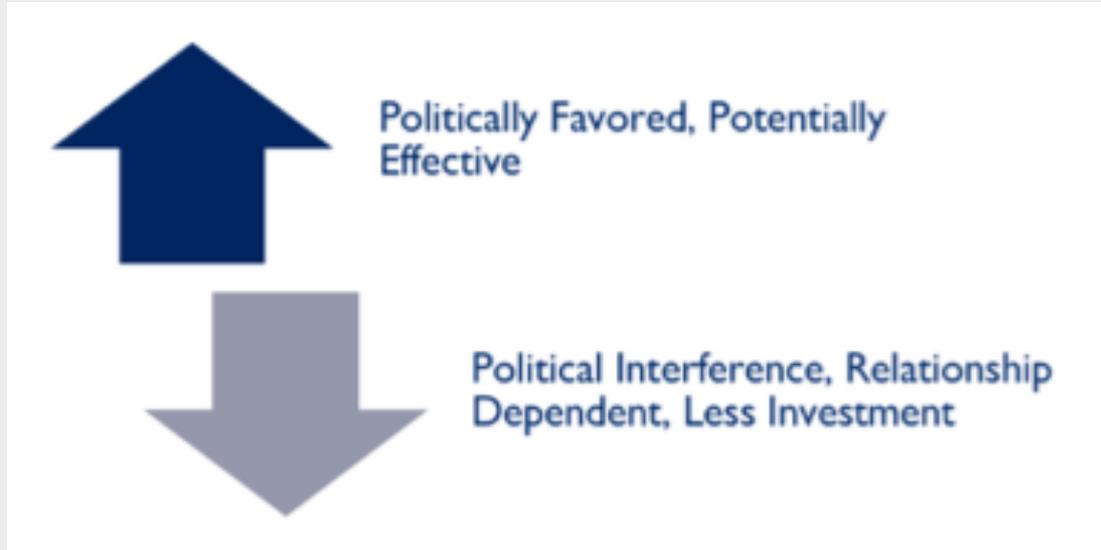
## Pros

- **Flexible** and easy to set up
- Allows engagement of **more NGOs**
- **Support** in PAs where government won't consider other models, or stronger models unnecessary
- Can be empowering for wildlife authorities

## Cons

- **Level of financial support** is often not enough to turn a PA around
- Government may shift resources away from the PA
- **Highly dependent on personal relationships** since legal agreements are often weak
- Vulnerable to **political interference**

# Pros & Cons of Financial-Technical Support



# Context

Where does each model **occur**?

Where is it **best suited**?



# Context: Delegated Management & Integrated CM

- Some governments are flatly opposed.
- To date, more devolved models undertaken where resources and capacity is low + challenges are very significant.
- Recently, the success of devolved models means more countries are willing to devolve authority for higher profile PAs with greater tourism potential.
- In all cases, effective management can optimize income levels and reduce the financial burden of PA management.

# Context: Bilateral Co-Management

- Low capacity + significant challenges, for which financial-technical support is seen as insufficient.
- But government is unwilling to fully delegate management.
- And non-profits may not wish to assume that level of responsibility.



# Context: Financial-Technical Support

- Most common and widespread model
- The only model that is applied *across* TFCAs
- Within PAs, most effective where there is **significant government capacity** and a **strong relationship** between partners at all levels
- Where government capacity is low, it has often proven less effective, but can nonetheless provide crucial assistance.



# Key Success Factors & Lessons Learned

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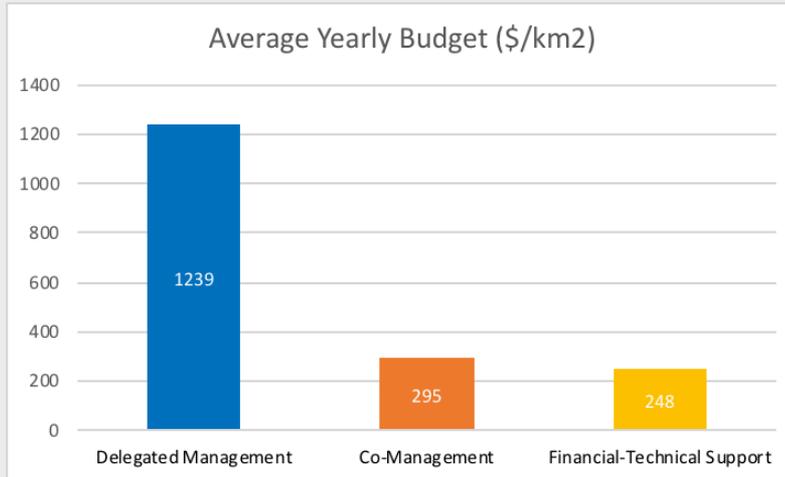
# Key Success Factors

- **Relationship.** Clear legal agreement and jointly agreed management plan can help achieve a strong relationship.
- **Human resources.** Ability to hire skilled staff and remove non-performing or corrupt personnel.
- Sufficient and skilled **law enforcement**
- **Long-term** commitment
- **Skilled NGO** partner
- **Committed government** partner



# Key Findings

- Strong government support is critical to the success of ALL models.
- Many donors require a more devolved model as a condition of investment.



# Key Findings

The most striking examples of success are associated with devolved models (i.e., delegated management and integrated CM)

Park	Key Successes of Delegated Management
<u>Akagera National Park</u> (Rwanda)	<p>From 2010-2016:</p> <ul style="list-style-type: none"><li>• Successful reintroduction of lion and black rhino</li><li>• Decline in poaching by 200%</li><li>• Increase in animals from <b>4,000 to 12,000</b></li><li>• Increase in asset value from <b>\$446,000 to \$2,280,000</b></li><li>• Increase in employment from <b>18 to 214</b></li><li>• Increase in annual tourism from 15,000 to over 170,000</li><li>• Increase in taxes paid to government from zero to &gt;\$500,000</li></ul>
<u>Majete Wildlife Reserve</u> (Malawi)	<p>Since 2003:</p> <ul style="list-style-type: none"><li>• Increase in wildlife from <b>60 animals counted to &gt;12,000</b></li><li>• Malawi's only Big Five reserve, with historic reintroduction of elephants, black rhino, lion, leopard and buffalo</li><li>• Boundary fence that reduced human-wildlife conflict</li><li>• Construction of five-star lodge and community campsites</li></ul>
<u>Zakouma National Park</u> (Chad)	<p>Since 2010:</p> <ul style="list-style-type: none"><li>• <b>Three years of zero poaching</b> leading to an increase in the elephant population (which had previously been decimated)</li><li>• Increase in security for local people, eliminating the threat of incursions by the Janjaweed from Sudan</li><li>• Tourism described in the press as "world class" and "must-see"</li></ul>



# Key Findings

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Gorongosa National Park

Wildlife species	1972 estimate	2000 estimate	Loss 1972 - 2000	2016 estimate	2016 estimate as % of historical levels
Buffalo	14 000	<100	>99%	>700	>5%
Elephant	2 500	<200	>92%	>500	>20%
Hippo	3 500	<100	>97%	>400	>15%
Waterbuck	3 500	<300	>91%	>45,000	>100%
Zebra	3 500	<20	>99%	<20	<1%
Blue wildebeest	6 500	<20	>99%	>350	>5%
Sable antelope	700	<100	>86%	>800	>100%
Lichtenstein hartebeest	800	<100	>88%	>500	>60%
Lion	200	?	?	> 60	> 40%



# Key Findings

Devolving management authority **does not** mean losing **sovereignty** or “giving away” national assets.

- Government retains overall control via regulation and oversight of ***all*** partnerships - and thus sovereignty is not in question.



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Devolving management authority **does not** mean losing **sovereignty** or “giving away” national assets.

- Government retains overall control via regulation and oversight of **all** partnerships - and thus sovereignty is not in question.
- Conservation partnerships involve **less** devolution of authority than:
  - PPPs for large infrastructure projects
  - Oil and gas concessions
  - Concessions for management of hunting areas



# Key Findings

**The ideal model will vary** based on the capacity and financing of the country/PA in question.

**There is a case for governments to consider a variety of models** - DM, integrated CM, and F&T support - as this will help attract the widest diversity of partners and greatest amount of funding.



# Key Findings

The right model is an important ingredient of success—but it isn't the only one.

This is a partnership, and success comes down to the actions and abilities of each partner.

- **Strong NGO partner** with technical expertise, sufficient funding, and genuine commitment to results on the ground.
- **Government support** inside and outside the CA is crucial to the success of any model.



# Trends / The Future

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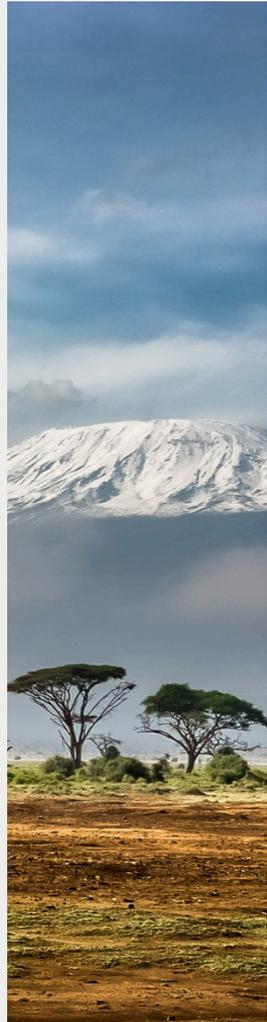
# CM & DM partnerships are proliferating

## New partnerships in . . .

- Gonarezhou National Park, Zimbabwe / FZS
- Pendjari National Park, Benin / African Parks
- Bazaruto Archipelago National Park, Mozambique / AP
- Ennedi Natural and Cultural Reserve, Chad / AP

Increasing interest from international donors and non-profits in CM and DM. For example:

- Frankfurt Zoological Society
- Peace Parks Foundation
- African Wildlife Foundation
- Wildlife Conservation Society



# Governments should consider these models & the important role they can play...

Develop a clear vision:

- Which models is a country comfortable with?
- Under what circumstances? In which PAs?

Develop a clear, transparent, and streamlined process to engage prospective partners.

Such a process can empower governments:

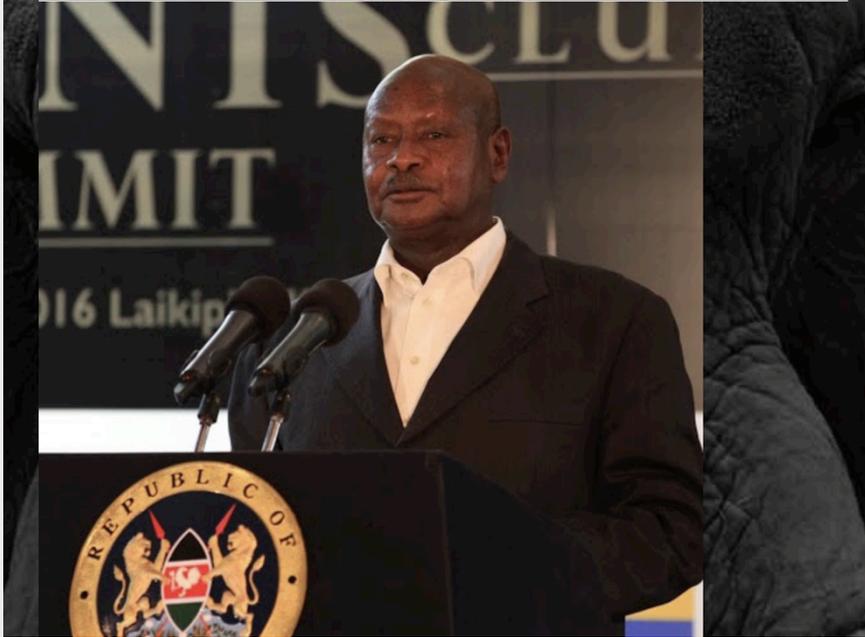
Reactive → Proactive

Ad hoc → Strategic



# The Way Forward

Uganda's President Museveni launches first Conservation and Tourism Investment Forum



BIOFUND coordinates study on co-management of the Conservation Areas of Mozambique



Thank you.

