SADC TFCA Network Symposium 2016
Conservation, Collaboration & Management Support
TECHNICAL REPORT

4 - 6 July 2016
Gaborone, Botswana

Supported by

Report & Symposium Record Compiled by Members of the Symposium Resource Team:

Bewsher, Paul
Peace Parks Foundation, Stellenbosch, South Africa

Blanken, Lisa
GIZ, Gaborone, Botswana

Dublin, Holly
IUCN, Nairobi, Kenya

Laurenson, Karen
Frankfurt Zoological Society, Lusaka, Zambia

Lindsey, Peter
Panthera, Harare, Zimbabwe

Malpas, Rob
Conservation Development Centre, Nairobi, Kenya

Mentzel, Christine
IUCN BIOPAMA, Pretoria, South Africa

Ramsden, Nidhi
Seanama Conservation Consultancy, Gaborone, Botswana

Table of Contents

Abbreviations

AfESG	African Elephant Specialist Group
ANAC	Administracao Nacional de Areas de Conservacao (National Agency for Conservation Areas)
ARTP	Ai-Ais/Richtersveld Transfrontier Park
AWF	African Wildlife Foundation
AWHF	African World Heritage Fund
BIOPAMA	Biodiversity and Protected Areas Management
CBNRM	Community Based Natural Resource Management
CBO	Community Based Organisation
CEO	Chief Executive Officer
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
DNPW	Department of National Parks and Wildlife
DWNP	Department of Wildlife and National Parks
EU	European Union
FANR	Food, Agriculture and Natural Resources
FZS	Frankfurt Zoological Society
GEF	Global Environment Facility
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GLTP	Great Limpopo Transfrontier Park
GMP	Game Management Plan
GMTFCA	Greater Mapungubwe TFCA
GPS	Global Positioning System
GRI	Game Ranger International
GRP	Gorongosa Restoration Project
ICP	International Cooperating Partner
ILEA	International Law Enforcement Academy
IRDNC	Integrated Rural Development and Nature Conservation
IUCN	International Union for the Conservation of Nature
KAZA	Kavango Zambezi
KfW	Kreditanstalt für Wiederaufbau
KPI	Key Performance Indicator
KTP	Kgalagadi Transfrontier Park
M&E	Monitoring and Evaluation
MET	Ministry of Environment and Tourism
MoU	Memorandum of Understanding
MS	Member States
NGO	Non Governmental Organisation
NP	National Park
PA	Protected Area
PES	Payment for Ecosystem Services
PPF	Peace Parks Foundation
RISDP	Regional Indicative Strategic Development Plan
SADC	Southern African Development Community
SANParks	South African National Parks

SAWC	Southern African Wildlife College
SC	Steering Committee
SMART	Spatial Monitoring And Reporting Tool
SNTC	Swaziland National Trust Commission
SSC	Species Survival Commission
TBNRM	Transboundary Natural Resource Management
TFCA	Transfrontier Conservation Area
TP	Transfrontier Park
UNESCO	United Nations Educational, Scientific and Cultural Organisation
VAG	Village Action Group
WAVES	Wealth Accounting and Valuation of Ecosystem Services
WCS	Wildlife Conservation Society
WENSA	Wildlife Enforcement Network of Southern Africa
WWF	World Wide Fund for Nature
ZAWA	Zambia Wildlife Authority
ZPWMA	Zimbabwe Parks and Wildlife Management Authority

Executive Summary

A three day Symposium entitled "Conservation, Collaboration and Management Support" was held from 4-6 July 2016 in Gaborone, Botswana under the auspices of the SADC TFCA Network with technical and financial support from GIZ, Frankfurt Zoological Society, Panthera, Peace Parks Foundation, African Wildlife Foundation and IUCN BIOPAMA. 104 participants from SADC Member States, conservation agencies, traditional leadership, ICPs, NGOs, and private sector from the region and beyond attended the symposium, which had the specific objectives to:

1. Understand the different models for collaborative management support being applied in PAs within SADC TFCAs (and elsewhere in Africa), including the design of these models;

2. Explore the roles & responsibilities of different parties engaged in these models.

3. Identify mechanisms to manage expectations of & benefits to the parties engaging in collaborative management support projects.

4. Determine if these models have mechanisms to measure their effectiveness & build resilience of these arrangements.

5. Determine the contribution of these arrangements to achieving national, regional & international obligations.

6. Highlight lessons learned & provide recommendations that can assist parties (government, communities, NGOs, private sector partners & ICPs) wishing to engage in collaborative management support projects

Collaborative management support in conservation areas allows for the burden of the management these vast estates to be shared; access to a broader spectrum of prospective funding sources to be increased, attracting long term technical and financial support; assistance in securing national assets; and assistance in achieving national, regional and global commitments such as Aichi, Sustainable Development Goals, etc. They also provide a more direct, effective and efficient route to desired conservation outcomes for the donor agencies while strengthening capacity of state wildlife authorities and host communities. Three foundational elements determine the composition of any collaborative arrangement:

  i. **Land ownership** – varies depending on the laws of the country in question. In southern Africa, land ownership can typically be classified as state, communal or private.

 ii. **Governance** - identifies who has the responsibility to set overall priorities and strategies, and how those decisions get made.

iii. **Management** - involves the on-the-ground, day-to-day implementation of management, work and business plans outlined by the governance structures.

The terms governance and management are frequently confused and are often (erroneously) used interchangeably which can undermine the effectiveness of the collaborative management arrangement. Governance and management responsibilities can be shared or even delegated to a third party. The degree of sharing or delegation of either governance or management duties yields markedly different arrangements with varying implications for efficacy. However, management and governance are deeply interlinked and in many cases, before partner organisations are willing to invest significantly in management, they often require more influence over the governance of a wildlife area to help to protect their investment.

Variation in land ownership, governance and management yields a wide array of collaborative management models. For the purposes of the symposium, six main models were identified:

   i. **Collaborative management** of community-owned conservation areas
  ii. **Collaborative management** of community-owned PAs, or concessions within PAs
 iii. **Concession models** on state owned land – i.e. partnerships between the state wildlife authority and private, for-profit, companies who lease land for tourism
  iv. **Financial and technical support** for state wildlife authorities in state-owned PAs from non-profit organisations
   v. **Co-management or shared management** of state owned PAs by the state wildlife authority in partnership with a non-profit organisation
  vi. **Delegated management** of state-owned PAs, where the wildlife authority delegates management to a non-profit entity

A series of case studies representing the different models above were presented by participants and interrogated in detail through round table discussions and working group sessions during the first two days of the symposium to identify critical success factors and challenges of two of the three foundational pillars that comprise collaborative management arrangements:

- **Governance**: Key features include legal arrangements; oversight and coordination; finance; relationship building

- **Management**: Key features include planning; administration; operations; and community engagement

The features considered most important by the groups (in descending order of priority) were as follows:

1. Legal instrument underlying the support model (Governance)

2. Respective responsibilities of the partners for finance and revenues (Governance)

3. Planning framework put in place for the support model (Management)

4. Building of strong relationships and trust between the partners in the support model (Governance)

5. Community engagement (Management)

6. Governing body established to oversee the functioning of the support model (Governance)

7. Leadership and staffing (Management)

The symposium illustrated the scope of issues involved in establishing any collaborative management support model, and the potential challenges to be overcome to ensure the success of the model, regardless of the simplicity/complexity of the model. However, the different governance and management aspects that need to be addressed become increasingly complex as the collaboration approach moves towards the co/shared management and delegated management models.

With the simpler forms of collaboration, there is greater emphasis on informal collaboration mechanisms, and thus informal relationships and trust between the partners is especially crucial. As the collaboration model moves towards shared or delegated management, formal governance and management systems supplement the informal ones, with the eventual establishment of dedicated legal mechanisms such as a legal Trust for some delegated management models, with responsibility for managing the PA and for re-

ceiving and disbursing revenues, and with the partners represented on the Trust's governance structure. However, even where the formal governance and management mechanisms are most advanced, informal aspects such as relationships and trust, and the quality of leadership of the support model, remain crucially important.

In the case of collaborative management models that have a high degree of community engagement, particularly community protected areas and community conservation areas, it was found that the fundamental governance and management aspects of these approaches are largely the same as with the other collaborative management models only with greater community engagement. As with delegated management, co/shared management, and technical/financial support models, the governance systems put into place are just as crucial for the success of community-based models, as are aspects such as finance, relationships and trust, leadership, planning, benefit sharing, and the like.

In the context of Transfrontier Conservation Areas (TFCA), managing the different composite land uses does not only involve partnerships between TFCA partner countries, but also partnerships between a variety of stakeholders including, *inter alia*, state wildlife agencies, NGOs, private sector and communities, both within country components of TFCAs as well as across borders, between TFCA partner countries. Therefore, at any given time in a TFCA there may be several different collaborative management arrangements already in place across the landscape. Further layers of complexity exist given that collaborative management arrangements may come into place at a national level for country components of a particular TFCA as well as across an entire TFCA. Many different modalities are used to share management responsibilities amongst stakeholders collaborating in a particular TFCA. Only technical/financial support is found to be site specific with most collaborative management support models being tested on a national level, with government playing the lead as TFCAs are government driven initiatives. Several success factors are considered particularly important in the context of TFCAs;

- **Political will** to establish transboundary governance structures to facilitate implementation at a TFCA level.

- Once established, these **governance structures must be clearly articulated and communicated to stakeholders**, normally in the legal instrument that forms the basis of the TFCA.

- **Good communication structures/platforms** for various partners active in a TFCA enable building of relationships and trust.

- Development of **joint planning frameworks** in a participatory manner is essential in articulating a common vision for the TFCA to which partners subscribe.

- **Community engagement mechanisms** need to be identified, clarifying rights and benefits from an early stage of development of the TFCA.

This symposium demonstrated a wealth of knowledge and experience in collaborative management arrangements and will hopefully provide impetus for launching further initiatives to develop collaborative management best practice guidelines and tools in the future.

In addition to the focus on collaborative management arrangements, the symposium offered opportunities for considerable interaction and discussion amongst participants on a variety of other issues through side events and presentations including by ICPs on funding for collaborative management support. Salient points emerging from these sessions include:

- The increasingly prominent role of technology in conservation research and management including in combatting wildlife crime.

- The potential value of networking to assume increasingly coordinated and synergistic efforts as explained through the KAZA Large Carnivore Conservation Coalition.

- Innovative mechanisms exist to finance conservation efforts including an imminent SADC TFCA Financing Facility, Payment for Ecosystem Services, Wealth Accounting and Valuation of Ecosystem Services and debt swaps.

- The presentations by ICPs accentuated how important it is for conservation efforts to complement and enable the socio-economic development of communities living within and around conservation areas.

- Involvement of other sectors in TFCAs was reaffirmed to be a critical challenge, which could in part be addressed by identifying and agreeing on appropriate, relevant and measurable indicators to determine impact on the ground. This impact, the shared vision of TFCAs, experiences, successes and failures all need to be communicated to other stakeholder groups in order to demonstrate the value of TFCAs to other sectors and secure their buy-in and ownership. In this context, the work on developing a regional TFCA monitoring and evaluation framework continues to be relevant and necessary.

- Platforms and forums such as the symposium, the network, and others offer some of many means by which this communication and engagement can take place.

- The SADC TFCA Network needs to do more to include and involve community organisations, representation and traditional leadership in the network.

- While efforts to lobby for high level changes in the policy and legislative frameworks governing transboundary conservation and development across the SADC Member States must continue, these do not and should not preclude finding ways and means of attaining smaller successes at the ground level, which can then be used to stimulate and catalyse high level policy change.

1. Introduction

1.1 Background & Symposium Objectives

In September 2013, a learning and innovation network was set up under the auspices of SADC as per Component 4 of the SADC TFCA Programme (2013). The programme promotes the establishment and development of transfrontier conservation areas (TFCAs) as a conservation and development model across the region and component 4 specifically envisions the establishment of an information exchange, learning and innovation network to facilitate the gathering, processing and dissemination of TFCA related information to stakeholders. By May 2016, this network had over 200 members from a range of stakeholder groups including governmental (PA) management agencies, NGOs, International Cooperating Partners (ICPs), private sector representatives and academia from the SADC countries and further abroad. The primary purpose of the network as determined by members is, "to overcome TFCA challenges through shared learning, knowledge management and collaboration". A Steering Committee comprising TFCA focal points from the SADC Member States and SADC Secretariat guide activities of the network which to date have included face to face meetings, development of an online information exchange platform (portal), representation at the IUCN World Parks Congress, development of several sets of guidelines and establishment of several Communities of Practise on specific topics.

This Symposium was conceived as medium to share lessons learned from the SADC region and further afield on the diversity of models that exist to govern and support the management and development of PAs, which form the core of TFCAs. Initial discussions on the value of such a platform for engagement began as early as 2013 between Panthera and Frankfurt Zoological Society (FZS). In time, other organisations such as Peace Parks Foundation (PPF) and GIZ (as facilitator of the network through the Transboundary Use and Protection of Natural Resources programme with SADC) became involved. Under the guidance of the Network Steering Committee, the current theme of the Symposium "Conservation, Collaboration and Management Support", was agreed based on the need to identify functional models of co-management, while broadening the scope to include community conservation areas, and thereafter develop a regional framework that would be practical, useable and implementable. Further support for the Symposium was attained through IUCN Biodiversity and Protected Areas Management Programme (BIO-PAMA) and African Wildlife Foundation (AWF). The Symposium was held in Gaborone, Botswana from 4-6 July 2016 and hailed participants from SADC Member States, conservation agencies, traditional leadership, ICPs, NGOs, and private sector from the region and beyond.

Specific objectives of the Symposium were to:

1. Understand the different models for collaborative management support being applied in PAs within SADC TFCAs (and elsewhere in Africa), including the design of these models;

2. Explore the roles & responsibilities of different parties engaged in these models.

3. Identify mechanisms to manage expectations of & benefits to the parties engaging in collaborative management support projects.

4. Determine if these models have mechanisms to measure their effectiveness & build resilience of these arrangements.

5. Determine the contribution of these arrangements to achieving national, regional & international obligations.

6. Highlight lessons learned & provide recommendations that can assist parties (government, communities, NGOs, private sector partners & ICPs) wishing to engage in collaborative management support projects.

1.2   Structure of the Report

A detailed programme of the Symposium can be found in Annex A. Sections 1 to 4 of this document comprise the technical report of the core focus of the Symposium, being collaborative management support to conservation areas, describing various models and case studies as shared by participants and their analysis of critical success factors and challenges of each. The Symposium also offered a host of presentations on a range of topics during an excursion to the International Law Enforcement Academy as well as ICP support for collaborative management support and a panel discussion. Summaries of these latter components can be found in Annex B as a further record of the Symposium. A full participant list can be found in Annex C.

1.3   Official Opening

Permanent Secretary, Elias Magosi, of Botswana's Ministry of Environment, Wildlife and Tourism and Director of Food, Agriculture and Natural Resources of the SADC Secretariat, Margaret Nyirenda officially opened the Symposium.

Mr Magosi noted the progress that has been made globally in establishing transboundary protected areas, with IUCN recording 287 already in existence. The concept of transboundary protected areas and TFCAs in particular, recognise the potential of shared natural resources to contribute towards biodiversity conservation and socio-economic development of rural communities. The loss of biodiversity across the globe is significant and has the potential to impact current and future well-being, given the critical role that it plays in ecosystem functioning. TFCAs contribute towards addressing biodiversity loss and existing TFCAs have already demonstrated successes. The role of communities and private sector in planning and decision making processes was emphasised as was the need for effective monitoring and evaluating mechanisms so as to realise the return on investments. Mr Magosi expressed the hope that the proceedings of the Symposium would be used by policy and decision makers and contribute towards development of need sensistive and accountable benefit sharing models.

Ms Nyirenda recognised that this Symposium offered a regional platform for cooperation, dialogue, joint learning and information exchange in TFCA development for countries and their multitude of stakeholders across the SADC region. It's purpose was to share experiences regarding models of successful and less successful, collaborative approaches of management and sustainable use of natural resources so as to improve cooperation betweeen people within and across countries. Without regional integration and cooperation, achieving the common development agenda as stipulated in SADC's Regional Indicative Strategic Development Plan (RISDP), would be that much more difficult. The Director challenged participants to entice other sectors such as agriculture, education, local government, and infrastructure development to join the TFCA agenda by offering strong arguments including facts, figures and evidence-based results so as to collectively conserve both shared natural and cultural heritage. She promised further support for TFCAs as incubators and examples of conservation, regional integration and rural development based on demonstrable, replicable and convincing results.

1.4   Setting the Scene

Introductory presentations from Peter Lindsey of Panthera, Karen Laurenson of FZS and Alistair Pole of AWF explained the important role of collaborative management support towards achieving conservation outcomes and demonstrated the bewildering array of support models that currently exist in wildlife areas across Africa.

1.4.1   The Relevance of Collaborative Management Support in Achieving Conservation Goals

A number of SADC countries have exceptionally large PA estates and increasingly, these PAs are becoming inter-connected through the development of TFCAs. While anthropogenic pressures on and threats to-wards wildlife areas continue to increase, resources allocated to state wildlife authorities often remain inadequate to effectively manage and protect wildlife with only a small minority of PAs in SADC being fi-nancially viable at the park level. Additionally, legal frameworks incentivising wildlife based land uses, in-cluding photographic tourism, on communal and private lands remain inadequate. Consequently, PAs are increasingly being depleted while simultaneously failing to achieve their social and economic potential. The long term implications of this include the risk of losing biodiversity, tourism potential, ecological services and a resilience to climate change. Given these challenges, there is a case to be made for increased funding both from domestic as well as international sources for conservation as well as maximising the efficiency of existing, limited resources. In this context, collaborative management support from NGOs, private sector, communities, etc., allows for the burden of the management of vast PA estates to be shared; access to a broader spectrum of prospective funding sources; attracting long term technical and financial support; assistance in securing national assets; and assistance in achieving national, regional and global commit-ments such as Aichi, Sustainable Development Goals, etc. From the perspective of the donor agency, enter-ing into a collaborative management agreement provides a more direct, effective and efficient route to desired conservation outcomes; secures public goods of local and global significance; strengthens capacity of state wildlife authorities and host communities; contributes to both conservation and sustainable devel-opment; ensures accountability of donor funds; and provides a scope for long term partnerships for conti-nuity and sustainability. From a host community perspective, such arrangements may provide improved recognition of rights and responsibilities of the host communities over the natural resource base; increased benefits from the resources in question; access to funding and technical support; opportunities for capacity building; and platforms for increased engagement with other stakeholders. Such collaborative support ar-rangements are not without their challenges and complexities however.

1.4.2   A Framework for Understanding Collaborative Management Models

A central objective of the symposium was to improve understanding of the different collaborative man-agement approaches being tried, highlighting each approach's advantages and disadvantages and the cir-cumstances under which each is most relevant. To this end, the Symposium organisers categorized the different approaches and attempted to create a clear typology as a starting point for attendees. At present there is a plethora of terms used to describe collaborative management arrangements, some of which are used interchangeably and often erroneously. This initial research and preliminary brainstorming (Baghai,

2016[1]) indicated that variation in three key axes can be used to categorise approaches to collaborative management:

1. **Land ownership** - These arrangements depend on the laws of the country in question. In southern Africa, land ownership can typically be classified as state, communal or private. Land ownership is a key determinant of the kind of model that is or should be in place in a given situation.

2. **Governance** - The "Governance" arrangement in place for a given model identifies who has the responsibility to set overall priorities and strategies, and how those decisions get made. More specifically, governance encompasses the following roles:
   - Making decisions on strategic direction
   - Developing and exercising authority and responsibility
   - Providing a conduit for the input of all relevant stakeholders
   - Providing overall guidance for the management team
   - Being accountable for the success or failure of the project

   Governance typically requires a number of key elements, which include:

   - Legal arrangement and agreement
   - Vehicle/body for making decisions and allowing input from different stakeholders such as a panel or a board
   - Mechanism/vehicle for managing and accounting for revenues and expenditures

3. **Management -** Involves the on-the-ground, day-to-day implementation of management, work and business plans outlined by the governance structures. More specifically, management encompasses:
   - Ground implementation of objectives set by the governance structures
   - Making decisions on the ground
   - Development management, business and work plans
   - Managing, budgeting and accounting for revenues and expenditures
   - Monitoring and evaluation
   - Providing feedback and practical guidance to the governance structures on strategic direction

The terms governance and management are frequently confused and are often (erroneously) used interchangeably. If the concepts of governance and management are misunderstood and poorly delineated,

---

[1] Baghai, M., 2016. Of parks and partnerships: a review of collaborative management approaches to improving the management of Africa's state protected areas, University of Oxford, UK

there is a risk that the effectiveness of collaborative management approaches will be severely undermined. In some instances, such confusion is enshrined in written agreements.

"Whereas governance is concerned with 'doing the right thing,' management is concerned with 'doing things right'" (World Bank, 2007, p.71). Governance and management responsibilities can be shared or even delegated to a third party. The degree of sharing or delegation of either governance or management duties yields markedly different arrangements with varying implications for efficacy. However, management and governance are deeply interlinked and in many cases, before partner organisations are willing to invest significantly in management, they often require more influence over the governance of a wildlife area to help to protect their investment.

1.4.3   The Models

Variation in land ownership, governance and management yields a wide array of collaborative management models, some of which are identified in the matrix (Figure 1) presented below.

Figure 1: Matrix Indicating Collaborative Model Arrangements Possible with Governance & Management Responsibilities Varying between Partners

		MANAGEMENT			
		State	Community	Private/NGO	Joint
GOVERNANCE	**State**	Financial and technical support (e.g. Limpopo, Serengeti, N. Luangwa)	>	Some tourism /hunting concessions	Some tourism /hunting concessions
	Community		Kenyan community conservancies	?	Guassa community conservation area
	Private/ NGO	Stewardship arrangements	?	Private land, some examples of state owned PAs Virunga / Makira	?
	Joint		Namibian conservancies, Zimbabwean CAMPFIRE, Zambian GMAs	Delegated management (Liuwa Plains, Grumeti, Nyangambe community area, Zimbabwe)	Co-management (e.g. Niassa, Gonarezhou)

Six main models can be identified:

  i.   **Collaborative management** of community-owned conservation areas
 ii.   **Collaborative management** of community-owned PAs, or concessions within PAs
iii.   **Concession models** on state owned land – i.e. partnerships between the state wildlife authority and private, for-profit, companies who lease land for tourism
iv.   **Financial and technical support** for state wildlife authorities in state-owned PAs from non-profit organisations

v. **Co-management or shared management** of state owned PAs by the state wildlife authority in partnership with a non-profit organisation

vi. **Delegated management** of state-owned PAs, where the wildlife authority delegates management to a non-profit entity

Figure 2 summarises models iv-vi, which represent increasingly common approaches to collaborative management of state PAs.

Attempts have been made in these proceedings to distil available knowledge to offer a typology and classification of collaborative management models. However, it is important to bear the following key points in mind when considering the models that exist or when developing new models:

Figure 2: Depiction of Financial/Technical Support; Co-Management; and Delegated Management models

i. **Existing models occur on a spectrum rather than in discrete boxes** - within the various categories identified, significant variation in both governance and management arrangements is demonstrated through the case studies. Consequently, not all models fit neatly into the "boxes" above, or into the matrix. Some case studies are truly unique and others straddle the boxes and incorporate components of multiple models.

ii. **Models often differ on paper and in practice** - the way a collaborative management agreement is defined in writing may differ substantially from the way the project is actually implemented in practice. In some cases, in financial and technical support models, non-profits may have little decision-making power on paper, but in practice may be entrusted with increasing authority over time as trust between partners develops. Conversely, delegated management models where the non-governmental partner has clear decision making authority on paper, may in practice be much more collaborative.

iii. **Collaborative management approaches evolve with time** - the nature of a collaborative management partnership frequently evolves with time in response to a wide array of stimuli, including changing conditions on the ground; changes in the relationships between the partners; changing levels of funding; changing areas of interest of either party, etc.

1.5 Case studies on Collaborative Management Support

A series of case studies showcasing various examples of collaborative management support from the SADC region and further afield were introduced through short presentations (Table 1), followed by round table discussions, which allowed participants to delve into detail of each example (Tables 2a-2f). The case studies demonstrated that while the nuts and bolts of collaborative management support can vary considerably

from one arrangement to the next, effective conservation outcomes can be achieved through such arrangements. Discussions highlighted the need to determine if any common critical success factors and challenges could be identified which would prove useful to stakeholders as they considered engaging in such arrangements. This was done in Session II the following day.

Table 1: Case Studies on Various Collaborative Management Support Models Presented

Table	Case Study	Model Type	Presented by
2a	Moremi Game Reserve, Botswana	Concession area	Wilderness Safaris; Department of Wildlife & National Parks (DWNP)
2b	Liuwa Plains National Park, Zambia	Delegated management	African Parks
2c	Niassa National Reserve, Mozambique	Co-management	Wildlife Conservation Society; ANAC
-	Richtersveld National Park, South Africa	Delegated management of community owned PA	South African National Parks (SANPARKS)
2d	Gonarezhou National Park, Zimbabwe	Financial/technical support	FZS, ZPWMA
-	Implementing Agency Model for TFCAs	N/A	PPF
2e	Amboseli Ecosystem, Kenya/Tanzania	Technical support	Big Life Foundation; Kenya Wildlife Service
2f	Gorongosa National Park, Mozambique	Delegated management	Carr Foundation
-	Community Conservancies, Zambezi Region, Namibia		Integrated Rural Development & Nature Conservation (IRDNC); Ministry of Environment & Tourism (MET)

Table 2a Case Study Model:	Concession Areas		
Case Study Name:	**Moremi Game Reserve – Wilderness Safaris (WS) and Department of Wildlife and National Parks (DWNP)**		
Country:	Botswana	**Year of Initiation:**	?
Key Partners (be as specific as possible):	Department of Lands, DWNP		

Key Aspect	Case study-specific information (please also provide critical insights for success and failure, where possible)	Examples of information and lessons learned to be gathered
PILLAR A: GOVERNANCE		
Legal Instrument governing the partnership	The tourism operator Wilderness Safaris has 15-year lease agreement with Department of Lands (Botswana) for several non-consumptive tourism concession areas in the Botswana Okavango Delta area and the Moremi Game Reserve. WS have one roll-over of another 15 years when lessee is compliant with the terms stipulated in the lease agreement. 3 concession areas are belonging to adjacent communities. *Other private sector operators may use different concession types or licenses in MGR, e.g. mobile camp/ safari operators, may have a tourism enterprise license.*	• List type: MOU, partnership agreement, contract, trust mechanism
Governing body established to oversee the functioning of the partnership	There is a Park Management Committee – the private sector has a seat in the committee. Generally the governing principle between WS and DWNP is builds on trust and is characterized as informal. However, multiple government agencies verify compliance for annual renewal/ general renewal of tourism license (health, waste, etc.).	• What is it called: Steering Committee, Trust, Joint Management Board, transboundary structures) • At what level: park, landscape, national? • Who is represented? • What numbers of each
Decision making within the partnership	The private sector operator takes its own decisions regarding management of the business in the concession areas as stipulated in the lease agreement (e.g. on tourism development). DWNP takes decisions with help of PMC regarding park management.	• Voting (e.g.; consensus, majority)? • What kinds of decisions need to be taken? • Who/what makes the final decision?

Respective responsibilities of the partners for generating revenues and authorising expenditure	Revenues are generated through non-consumptive tourism operations by Wilderness Safaris. The concession fees are going to a communal budget line at the Tawana Land Board/ Department of Land, not to Ministry of Environment nor the DWNP or Moremi GR. However, DWNP is supposed to pay for all management and infrastructure services agreed in service agreements with private sector (e.g. general road maintenance, protection and management of wildlife in the MRG). Government pays for all major expenditure for Moremi GR, Wilderness pays for camps/infrastructure in concession area. As a voluntary measure, Wilderness Safaris supports special conservation activities, e.g. rhino reintroduction or gives support to strengthen anti-poaching initiatives in the MGR.	• Where are the finances coming from? • Who is responsible for fundraising? • Who pays for what? (e.g.; HR, infrastructure, operational)
Building strong relationships and trust between the partners	Roles and responsibilities are clearly spelled out in concession agreement between private sector operator and government agency. Through a long-term commitment and collaboration of WS and DWNP in Botswana for more than 30 years a continuous dialogue and trust relationship has emerged. At the beginning the relationship was very formal and based on plans, proposals, and formal arrangements. Over time the relationship more informal decision-making became possible. Additional engagement/support of WS outside of concession areas and outside of core business model have forged a strong relationship with government officials and institutions, e.g. in the field of law enforcement and support to anti-poaching. WS assists DWNP through honorary wildlife wardens who are unarmed but have power of arrest. The reports are sent to DWNP.	• What are the key characteristics of the relationships and trust between the partners that have been critical to the success/failure of the collaboration? • E.g. Openness and willingness to consult concerning issues such as finance and government procedures • How has the relationship and trust been built (regular meetings, personal relationships formed – and, if so, how)?
PILLAR B: MANAGEMENT		
Appointment of leadership and staffing within the joint initiative	Separated: WS is responsible for WS staff, DWNP for DWNP staff	• Who is responsible for salaries? • Who are they accountable to in terms of reporting • Who has hiring/firing authority? • Who do they work for (including terms of employment) • Who do they formally report to? Who do they informally report to? • Any division of responsibilities between partners?
Positive engagement of the community	DWNP employ community liaison officers but these are not park staff and have other responsibilities and reporting structures; i.e. there is no direct link between DWNP Park Managers and DWNP community officers. WS has also direct sub-lease from two adjacent communities and one joint venture with one community (no DWNP park staff involvement). WS offers communities job	• How is the community defined? • Who carries the responsibility for engaging the community? • How is this achieved? • What are the key characteristics of the engagement with the communities which have led to the success/failure of the collaboration and to positive engagement with the community

	and training opportunities. Local entrepreneurs are supported through local sourcing of goods and services for the operation of the lodges.	• E.g. community engagement in planning, community engagement in management, community employment opportunities

Table 2b Case Study Model:	Delegated management		
Case Study Name:	**Liuwa Plains**		
Country:	Zambia	**Year of Initiation:**	2003
Key Partners (be as specific as possible):	Department of National Parks and Wildlife (DNPW), African Parks (AP)		

Key Aspect	Case study-specific information (please also provide critical insights for success and failure, where possible)	Examples of information to be gathered
PILLAR A: GOVERNANCE		
Legal Instrument governing the partnership	African Parks has a tripartite 20-year partnership agreement with DNPW and the Barotse Royal Establishment (BRE) for the management of Liuwa Plains. Communities lived in and managed the area from before the park was gazetted and remain key stakeholders. African Parks has established a locally registered entity for the purposes of managing the park and implementing the decisions taken by the board.	• List type: MOU, partnership agreement, contract, trust mechanism
Governing body established to oversee the functioning of the partnership	There is a board – on which there are two members from the Barotse Royal Establishment, 4 from African Parks and 2 from DNPW. The board meetings three times a year, but can also have extraordinary meetings, if something important comes up.	• What is it called: Steering Committee, Trust, Joint Management Board, transboundary structures) • At what level: park, landscape, national? • Who is represented? • What numbers of each
Decision making within the partnership	Management prepares a rolling 5-year business plan that outlines key objectives and strategies to achieve these. Management activities take place within the parameters defined by the business plan, which is presented to the wildlife authority and to the board for approval. Decisions are taken by the board, and then implemented by management There is provision in the agreement for voting, but in practice decisions are generally made through consensus African Parks has the casting vote through the chairman on the board	• Voting (e.g.; consensus, majority)? • What kinds of decisions need to be taken? • Who/what makes the final decision?

Respective responsibilities of the partners for generating revenues and authorising expenditure	Operating revenues are generated via photographic tourism which are then retained at the park level by the legal entity established by African Parks to manage the project. Those funds are reinvested to manage the project on site (they are not accrued by African Parks). The agreement is that any profits will be shared with BRE and DNPW, though the park has not yet become profitable. The plan is that African Parks will retain 60% of profit to reinvest on site, communities will receive 30% and government 10%. Operating revenues do not come close to funding opex and capex and fund raising is therefore essential. African Parks is responsible for fund raising and effectively pays for all costs. DNPW pay the salaries of DNPW law enforcement staff that are seconded to African Parks, but are reimbursed for those costs. African Parks pays for all other costs associated with management. The work plan (approved by the board) informs how the budget is spent. African Parks is in charge of the budget and of all expenditures in the park.	• Where are the finances coming from? • Who is responsible for fund-raising? • Who pays for what? (e.g.; HR, infrastructure, operational)
Building strong relationships and trust between the partners	The key characteristic of the Board is to look at the bigger picture and to provide oversight and guidance to management. It is in that spirit that consensus is reached. The result is improved functionality and a better relationship. The willingness of all parties to talk through and discuss issues has helped to improve relations significantly. At the end of the day both parties want the area to thrive and that is mutually recognised. There is also consensus that is inbuilt in the set up because the business plan is agreed to by all three parties, resulting in a clear shared vision.	• What are the key characteristics of the relationships and trust between the partners that have been critical to the success/failure of the collaboration? • E.g. Openness and willingness to consult concerning issues such as finance and government procedures • How has the relationship and trust been built (regular meetings, personal relationships formed – and, if so, how)?
PILLAR B: MANAGEMENT		
The planning framework put in place to support the partnership	At the start of the project, a rolling five-year business plan was compiled that defines strategic objectives and planned strategies to achieve them. The business plan was developed with communities and government, approved initially by DNPW and then by the board, resulting in clarity on expectations and objectives. The business plan is updated each year and is used to produce an annual work plan. The board oversees management's progress against the objectives in the business and work plans. If there's any deviation from the work or business plans, which does happen from time to time if circumstances change or funding changes, then such changes are approved by the board. From a governance perspective, such reviews provide checks and balances, strategic oversight, ensures that management remains focused, provides a key liaison between	• E.g. GMP, business, Annual Operations/Work Plan • Agreed M & E framework

	the project and government, and making sure the interests of the communities are also addressed.	
Appointment of leadership and staffing within the joint initiative	African Parks appoints the Project Management Unit comprising the Project Manager, Field Operations Manager, Financial Controller, Tourism Manager and Head of Law Enforcement (seconded to project) African Parks pays all of the costs for DNPW staff. The recruitment of law enforcement staff is led by DNPW. Those rangers are then seconded to African Parks; however, AP has the say in which rangers come to the park (new rangers are assessed prior to being accepted). African Parks has the authority to return non-performing rangers to DNPW (who then handle human-resources procedures as needed (e.g. disciplinary action, transfer or firing). Senior staff are recruited directly by African Parks. The management team reports to the board, which in turn is accountable to government. The park manager formally reports to African Parks head office.	• Who is responsible for salaries? • Who are they accountable to in terms of reporting • Who has hiring/firing authority? • Who do they work for (including terms of employment) • Who do they formally report to? Who do they informally report to? • Any division of responsibilities between partners?
Positive engagement of the community	The communities in the area fall under the Barotse Royal Establishment and are defined as such. There are people living within the park and the adjacent GMA who are defined by geography as being the most relevant people for engagement. African Parks operate on the philosophy that a well-managed PA can deliver economic benefits. African Parks engaged with communities to understand what their needs are and are working to address the key issues that will provide a meaningful positive influence on livelihoods. Ultimately, the African Parks philosophy is to build a local economy rather than to act as donors. Communities are represented with two seats on the board. To implement community work, African Parks have employed a community liaison, who works through six Village Action Groups. Village Action Groups can then apply for funding for education and SME development. The coordinator deals with meetings, implementation of a community work plan, and reports to the park manager. The community have also developed their own work plan, in consultation with African Parks. African Parks spends approximately USD65,000 on outreach projects at Liuwa Plains. In addition, African Parks sponsors about 60 computers in computer labs within schools and 30 scholarships for students each year. Honey production is something African Parks at almost all of their sites, including Liuwa. Their objective is to coordinate honey trading more, become a centralized buyer, to make the honey produced in these far off places more competitive.	• How is the community defined? • Who carries the responsibility for engaging the community? • How is this achieved? • What are the key characteristics of the engagement with the communities which have led to the success/failure of the collaboration and to positive engagement with the community • E.g. community engagement in planning, community engagement in management, community employment opportunities

Table 2c Case Study Model:	Co-management (shared governance, shared management)		
Case Study Name:	**Niassa National Reserve**		
Country:	Mozambique	**Year of Initiation:**	2012 (there was previously a delegated management model in place, from 2002-2012)
Key Partners (be as specific as possible):	Niassa is a 42,000 km^2 reserve comprised of 18 concessions. Some of those concessions are used for safari hunting, some are managed by NGOs and some are vacant. Within the reserve, there are approximately 40,000 people living in 40 different villages. ANAC and WCS have an agreement for the joint management of the reserve. In addition, there are a number of private hunting companies and other NGOs (e.g. FFI, Niassa Carnivore Project) that have taken leases on concessions within the reserve and provide varying levels of management of their blocks.		

Key Aspect	Case study-specific information (please also provide critical insights for success and failure, where possible)	Examples of information to be gathered
PILLAR A: GOVERNANCE		
Legal Instrument governing the partnership	There was initially a 3-year agreement in place, but negotiations are underway to sign a new 10-year 'management agreement' between ANAC and WCS. This agreement refers to the management of the reserve as a whole. On a concession basis, companies or NGOs are issued with long term leases of concessions for use as hunting or tourism blocks, or for conservation management purposes.	• List type: MOU, partnership agreement, contract, trust mechanism
Governing body established to oversee the functioning of the partnership	Under the old agreement between WCS and ANAC, there is an Oversight Committee, which was initially established as the Director General of ANAC and the Country Director of WCS. In addition, there is a meeting twice a year where the concessionaires meet with ANAC and WCS. A proposal is being developed for the establishment of a newly structured management board. The proposed board structure will involve representation from: ○ ANAC ○ WCS ○ Senior representatives from the two provinces that fall within the reserve (Niassa and Cabo Del Gado) ○ A private sector representative from the blocks used for safari hunting ○ A private sector representative from the blocks used for ecotourism ○ A representative on behalf of development donors to the project and Mozambican civil society Underneath the management board, there will be a management committee which will be a joint decision-making body for implementation of the management agree-	• What is it called: Steering Committee, Trust, Joint Management Board, transboundary structures) • At what level: park, landscape, national? • Who is represented? • What numbers of each

	ment. This committee will be the principal mechanism through which the Government of Mozambique will exercise its authority over the reserve. This committee will comprise: ○ The ANAC Director General; ○ The WCS Executive Director for Africa, or WCS' permanently delegated representative; ○ The WCS Mozambique Country Director; and ○ The ANAC Director of Protection and Natural Resource Management.	
Decision making within the partnership	At the moment, decisions are taken by the oversight committee. In practice, ANAC generally has the final say over law enforcement issues and WCS generally makes decisions over other aspects of management. Discussions are underway regarding the creation of a new management board, which will affect the way that decisions are taken.	• Voting (e.g.; consensus, majority)? • What kinds of decisions need to be taken? • Who/what makes the final decision?
Respective responsibilities of the partners for generating revenues and authorising expenditure	Revenues: WCS currently covers ~90-95% of the expenditure made on management on a reserve level (derived from fund-raising) and ANAC provides the remainder. These figures do not consider the substantial contributions to management costs that are also made by some concessionaires. ANAC's contribution to the costs of management is derived mostly from concession fees paid by hunting operators and the NGOs that lease concessions. Of the concession fees generated, 20% goes to government, 16% to communities and the remainder represents ANAC's contribution to management. Trophy fees accrue to government in Maputo. WCS's and ANAC's funding for the reserve are managed separately. Expenditures: ANAC covers the salaries of 17 staff members. WCS pays for the salaries of 130 staff members, and covers the costs of law enforcement and other management activities. The concessionaires also invest (to widely varying degrees) in law enforcement and management. Under the proposed new management model, financial reporting would be undertaken jointly and more transparently. ANAC and WCS will also establish coordinated financial budgeting and revenue and expenditure reporting protocols designed to ensure the effective, transparent and mutually supportive delivery and management of all funds contributed to the management of the reserve Some funding will be considered 'joint funding' – such as donor funds that flow	• Where are the finances coming from? • Who is responsible for fund-raising? • Who pays for what? (e.g.; HR, infrastructure, operational)

	through the Government of Mozambique, but that depend on WCS assistance for planning, implementation and reporting. Revenue generated from concessions would also be considered joint funding.	
Building strong relationships and trust between the partners	The relationship is considered to be good, but is relatively new and so is a work in progress. A challenge that has been identified is that the division of labour and roles and responsibilities of ANAC and WCS are not clearly defined enough – particularly vis a vis law enforcement. This is something that is hoped will be resolved in the new agreement.	• What are the key characteristics of the relationships and trust between the partners that have been critical to the success/failure of the collaboration? • E.g. Openness and willingness to consult concerning issues such as finance and government procedures • How has the relationship and trust been built (regular meetings, personal relationships formed – and, if so, how)?
PILLAR B: MANAGEMENT		
The planning framework put in place to support the partnership	A general management plan is currently being developed. At present there is not an adequate monitoring and evaluation framework in place.	• E.g. GMP, business, Annual Operations/Work Plan • Agreed M & E framework
Appointment of leadership and staffing within the joint initiative	WCS pays the salaries of 130 staff members, whereas 18 are paid by ANAC (including the salary of the warden). The ANAC warden has the overall PA management mandate. The WCS Program Director has oversight of WCS funds, program implementation, and planning. Management of staff is integrated, and there is a civil service salary structure for all workers, except senior staff. Responsibility for law enforcement lies with ANAC – and scouts operate under ANAC's mandate. However, performance is managed by both ANAC and WCS, and WCS provides significant technical support. Under the proposed new management agreement, responsibility for law enforcement will more clearly lie with ANAC, with WCS providing support – including through provision of aerial surveillance. Responsibility for community outreach is shared between WCS and ANAC on the reserve level. Other aspects of management of the protected area are generally undertaken by	• Who is responsible for salaries? • Who are they accountable to in terms of reporting • Who has hiring/firing authority? • Who do they work for (including terms of employment) • Who do they formally report to? Who do they informally report to? • Any division of responsibilities between partners?

	WCS.	
	WCS will assume responsibility for conducting land use planning and zonation within the reserve to limit the impacts of expanding human populations.	
	Within some of the concessions, a large degree of responsibility is taken by the concessionaires for law enforcement, management and community outreach. The degree of input into these aspects of management varies greatly among concessionaires from little to zero, to significant.	
	WCS has authority over hiring and firing their own staff. However for law enforcement staff, that decision is generally deferred to the warden as he is ultimately responsible for law enforcement in the reserve. At more senior staff levels, a decision is usually taken following discussions between WCS and ANAC.	
	The proposed new agreement proposes that hiring and firing decisions will be made by the Niassa management team, with oversight from the Niassa management committee as necessary.	
	The spirit of the proposed new agreement is that responsibility for management will be gradually transferred to ANAC as the capacity of that agency grows.	
Positive engagement of the community	There are ~40,000 people living inside Niassa in 40 villages. Those people comprise 'the community'.	• How is the community defined? • Who carries the responsibility for engaging the community? • How is this achieved? • What are the key characteristics of the engagement with the communities which have led to the success/failure of the collaboration and to positive engagement with the community • E.g. community engagement in planning, community engagement in management, community employment opportunities
	Community outreach is the joint responsibility of ANAC and WCS, and their current focus is outreach, human wildlife conflict and revenue distribution. WCS is in the process of appointing a community manager. At the moment, in practice, the warden takes the lead on community outreach and WCS provides the team that he works with. Some community outreach is done by concessionaires – and in one concession in particular, a comprehensive and multi-faceted community outreach programme has been developed.	
	Community outreach is an aspect of management of Niassa that is central to success, and there was an acknowledgement that such work is an aspect that needs improvement.	
	Under the proposed structure for the new management agreement, communities would be represented on the board: though figuring out how to have diverse and populous communities represented by 1 or 2 individuals is a challenge.	

Table 2d Case Study Model:	Gonarezhou		
Case Study Name:	**Gonarezhou National Park**		
Country:	Zimbabwe	**Year of Initiation:**	2007/8
Key Partners (be as specific as possible):	Zimbabwe Parks and Wildlife Management Authority and Frankfurt Zoological Society		

Key Aspect	Case study-specific information (please also provide critical insights for success and failure, where possible)	Examples of information to be gathered
PILLAR A: GOVERNANCE		
Legal Instrument governing the partnership	MoU	• List type: MOU, partnership agreement, contract, trust mechanism
Governing body established to oversee the functioning of the partnership	Nothing formal, but close day to day relationships in park	• What is it called: Steering Committee, Trust, Joint Management Board, transboundary structures) • At what level: park, landscape, national? • Who is represented? • What numbers of each
Decision making within the partnership	Consensus at field level	• Voting (e.g.; consensus, majority)? • What kinds of decisions need to be taken? • Who/what makes the final decision?
Respective responsibilities of the partners for generating revenues and authorising expenditure	The project is supported by FZS an international NGO, that raises a portion of its funding from private and public donors. Essentially FZS pays for operational costs, about 84 salaried staff Including cadet rangers. The government pays salaries of ~64 core staff and some associated costs 100% of tourism revenues accrue to the PWMA at central HQ	• Where are the finances coming from? • Who is responsible for fund-raising? • Who pays for what? (e.g.; HR, infrastructure, operational)
Building strong relationships and trust between the partners	A key aspect of the relationship has been the fact that it is a long-term project, which has allowed trust to develop over time between the senior staff in both organisations. The success of the project in conservation terms has contributed to the solidity of the relationship when staff from both parties collaborate well. At times when counterpart staff did not get on so well or were open to collaboration from a personal level it was very difficult to achieve much on the ground or put through reforms in management practices.	• What are the key characteristics of the relationships and trust between the partners that have been critical to the success/failure of the collaboration? • E.g. Openness and willingness to consult concerning issues such as finance and government procedures • How has the relationship and trust been built (regular meetings, personal relationships formed – and, if so, how)?
PILLAR B: MANAGEMENT		
The planning framework put in place to support the partnership	There is a general management plan which was developed early on in the partnership which helped to build a vision and provide strategic oversight.	• E.g. GMP, business, Annual Operations/Work Plan • Agreed M & E framework

Appointment of leadership and staffing within the joint initiative	There are basically two parallel staffing structures who have their own selection procedures. However these structures complement each other: the FZS structure developed to fill gaps in PWMA structures or where there were insufficient manpower. For example workshop personnel are employed by FZS, as are community outreach staff, whereas most LE staff are from PWMA. Regular technical advice is provided by the FZS project leader to PWMA staff at various levels and there is a high degree of integration and collaboration. Within PWMA there are two Area Managers who all relevant staff report to. FZS has a project leader, technical advisor and then support/technical staff for workshop, outreach activities. Cadet rangers are paid by FZS but work under PWMA codes. The staff are on different salary scales but these are in line with each other.	• Who is responsible for salaries? • Who are they accountable to in terms of reporting • Who has hiring/firing authority? • Who do they work for (including terms of employment) • Who do they formally report to? Who do they informally report to? • Any division of responsibilities between partners?
Positive engagement of the community	Community is defined as people living next to the park in communal grazing and agricultural land and Campfire areas where hunting may take place. There are a few community schemes to give access to grass cutting to disadvantaged community members in one area. This is run jointly by FZS and GNP. There is no formal engagement or benefit sharing mechanism from the park itself although part of the income form hunting outside the park is shared with communities through the Rural District Council Meetings are held with customary leadership and community members on an ad hoc/required basis.	• How is the community defined? • Who carries the responsibility for engaging the community? • How is this achieved? • What are the key characteristics of the engagement with the communities which have led to the success/failure of the collaboration and to positive engagement with the community • E.g. community engagement in planning, community engagement in management, community employment opportunities

Table 2e Case Study Model:	Technical support		
Case Study Name:	**Amboseli ecosystem – presentation by Kenya Wildlife Service and Big Life Foundation**		
Country:	Kenya/Tanzania	Year of Initiation:	2008
Key Partners (be as specific as possible):	Kenyan side: Big Life Foundation, African Wildlife Foundation, Kenya Wildlife Service, Masaai communities, International Fund for Animal Welfare (IFAW) Tanzania side: Honeyguide, African Wildlife Foundation, TAWIRI, KANAPA, KBU , Masaai communities		

Key Aspect	Case study-specific information (please also provide critical insights for success and failure, where possible)	Examples of information to be gathered
PILLAR A: GOVERNANCE		
Legal Instrument governing the partnership	Currently there is no legal framework in place, an environmental protocol between the two countries was drafted but not officially legalized.	• Collaboration based on informal trust mechanisms on the implementing level, with the help of NGOs and the Masaai communities they are working with.
Governing body established to oversee the functioning of the partnership	On the Kenyan side the partnership is aligned to an ecosystem management plan for the Amboseli ecosystem, which includes in particularly the community areas within Tanzania. Governance is built on mutual Trust. For cross-border law-enforcement there is more established collaboration with joint patrols taking place once every three months and ad-hoc patrols in response to poaching incidents. On the Tanzanian side Honeyguide is engaging community scouts for this. The Amboseli Ecosystem Management Plan (AEMP) is established on the Kenyan side, Amboseli Ecosystem Trust (AET) to implement the management plan. The Management plan is an ecosystem based plan that takes care of Kilimanjaro Landscape. AET is managed by the BOT that comprises the following: Chair – Community Reps, Secretary- KWS, and Treasurer – Community Reps, Members are Big Life Foundation; AWF and community members are represented. No Tanzanian counterpart is represented. • NGOS 1 position • Group Ranches 2 position • Government 1 position • AET 1 position • Private Sector 1 position • Amboseli Tsavo Group Ranches Association 1 position • Women Rep 1 position • Youth Rep 1 position	

	TOTAL	9 board members position	

Decision making within the partnership	Kenya wildlife Service is the custodian of wildlife in the country and sole responsible for all wildlife matters in the area as a Governments representative and therefore taking decisions within and outside the National Park on both park management and law enforcement in the landscape. NGOs operate on a delegated responsibilities on wildlife matters within the communal and settlement areas to mitigate human-wildlife conflict and work with community scouts for law enforcement	• There are various decision that are made within the ecosystem and they vary from each decision required for example decision on the kind of the development all members have to agree on whether the project to be implemented support poverty eradication while enhancing conservation. • Secondly the decision should have community component. • Partners within the trust vote based on consensus. • Kenya wildlife Service makes the best final decision.
Respective responsibilities of the partners for generating revenues and authorising expenditure	• Revenues: Government is responsible for revenue for management support to protected areas. • Government supports proposals generated by NGOs raise funding for the management and activities on communal land. • GEF is a donor funding through the government to support conservation at the ecosystem. • The AET is a coordinating agency in the implementation of the Management plan. • Expenditures: Similar as with raising revenues, KWS is responsible for expenditures within and outside PA while NGOs are responsible for expenditures incurred in the agreed programs outside and inside PAs	• For the NGOs the finances are coming from international donors/NGOs. Kenya Wildlife Service is mostly government funded, complemented by international donors and NGOs. • Kenya Wildlife Service is responsible for the management of GEF funding which is yet to be implemented. • Each institution is responsible for the HRs, Infrastructure and operational cost that involve their activities. •
Building strong relationships and trust between the partners	• Trust is build upon the realization that pressures like human-wildlife conflict and lion retaliation is only addressed through community involvement and dialogue. • NGO and government are complementary to each other as each aim to protect different land-uses within the Amboseli ecosystem landscape. • Cross-border law-enforcement is enabled as countries work together on the operational and communal level to increase the efficiency of their law-enforcement alongside international borders. • Big Life Foundation works together with communities on both sides in Kenyan and Tanzanian side, and complimented by Honey guide on the Tanzanian side.	• The relationship and trust between the partners is based on regular meeting of the trust and in case of the cross-border law enforcement, there are regular informal meetings to discuss joint patrols. Through these relationships that are built during the regular meetings, partners have a level of openness to consult each other on the operational level. • Information sharing on both security and predation are shared
PILLAR B: MANAGEMENT		
The planning framework put in place to support the partnership	• Currently there is no proper planning framework that has been put in place to support the joint collaboration. • Funding needed to develop one.	• Once a joint planning framework has been put in place the rest of the mechanism will fall in place by themselves. • E.g. GMP, business, Annual Operations/Work Plan • Agreed M & E framework
Appointment of leadership	Partners are responsible for own staffing and hiring and firing, depending if activities	• Since each partner is responsible for the hiring and firing, each of them

and staffing within the joint initiative	take place within protected areas or communal land	are responsible for all the related issues. • They are accountable to the donors funding different programs within the ecosystem. • NGOs in the ecosystem compliment the government efforts and filling some gaps that the government is not funding.
Positive engagement of the community	Most of the wildlife is outside protected areas and therefore both Government and NGOs are responsible for community engagement.	• Communities from this context are the organized land owners bordering the PA this are the 6 group ranches named as (ATGRA) Amboseli Tsavo Group Ranches Association. Owners. • The government carries the responsibility of engaging the communities while NGOs funds the engagement and sometimes the NGOs does it on behalf of the government. • Implementation of community engagement is achieved through mutual agreement • There are many engagement that has led to the success of the current ecosystem, where communities have agreed to put their land on the lease program where it has lead to the formation of Amboseli Land Owners Conservancies Association (ALOCA), • Mitigation on Human wildlife conflict where killing of lions on retaliation has stopped through creation of Predators consolation fund (PCF) which is managed by both Big Life and communities themselves • Development of an ecosystem management plan. • NGOs have recruited the locals as community scout to support minimization of HWC (What are the key characteristics of the engagement with the communities which have led to the success/failure of the collaboration and to positive engagement with the community) • E.g. community engagement in planning, community engagement in management, community employment opportunities

Table 2f Case Study Model:	Delegated Management		
Case Study Name:	**Gorongosa Restoration Project**		
Country:	Mozambique	**Year of Initiation:**	2008
Key Partners (be as specific as possible):	Carr Foundation (represented as the Gorongosa Restoration Project) and Ministry of Land, Environment and Rural Development		

Key Aspect	Case study-specific information (please also provide critical insights for success and failure, where possible)	Examples of information and lessons learned to be gathered
PILLAR A: GOVERNANCE		
Legal Instrument governing the partnership	Long term agreement for the administration of the park (a contract)	• List type: MOU, partnership agreement, contract, trust mechanism
Governing body established to oversee the functioning of the partnership	There is an 'Oversight Committee', comprised of Greg Carr (from the Carr Foundation) and one person from the Ministry (either the Minister or an appointee of the Minister). The Gorongosa Restoration Project has been established as the entity responsible for implementation on the ground.	• What is it called: Steering Committee, Trust, Joint Management Board, transboundary structures) • At what level: park, landscape, national? • Who is represented? • What numbers of each
Decision making within the partnership	Consensus	• Voting (e.g.; consensus, majority)? • What kinds of decisions need to be taken? • Who/what makes the final decision?
Respective responsibilities of the partners for generating revenues and authorising expenditure	The project is supported by Carr Foundation – a private philanthropic foundation, that raises a portion of its funding from a range of other sources (e.g. tourism revenue, USAID, Irish Aid, etc.). The government initially contributed to the running of the park during the early days of the agreement, but that was phased out over time and now they do not contribute financially. The Carr Foundation covers all costs, including salaries. Staff are employed by the Gorongosa Restoration Project. The GRP decides how money is spent on a management level. Budgets are approved by the Oversight Committee. 100% of tourism revenues accrue to the park, but 20% are allocated to communities as per Mozambican law.	• Where are the finances coming from? • Who is responsible for fund-raising? • Who pays for what? (e.g.; HR, infrastructure, operational)
Building strong relationships and trust between the partners	A key aspect of the relationship has been the fact that it is a long-term project, which has allowed trust to develop over time. The success of the project has contributed to the solidity of the relationship and to acceptance and buy in of the approach.	• What are the key characteristics of the relationships and trust between the partners that have been critical to the success/failure of the collaboration? • E.g. Openness and willingness to consult concerning issues such as

		finance and government procedures
	A change in the management structure also helped to improve the working of the partnership. At the beginning there was a flat management structure, where there was not a warden in charge of the project. Now there is a warden, who is appointed by government. A positive sign is that the GRP has increasingly been requested by government to provide assistance and advice on issues affecting other parts of the protected area network.	• How has the relationship and trust been built (regular meetings, personal relationships formed – and, if so, how)?
PILLAR B: MANAGEMENT		
The planning framework put in place to support the partnership	There is a general management plan. The oversight committee meets and compares progress on the ground with the objectives of the management plan.	• E.g. GMP, business, Annual Operations/Work Plan • Agreed M & E framework
Appointment of leadership and staffing within the joint initiative	The GRP is responsible for salaries and each of the 450 people working in the park is a GRP employee. The rangers are on the same salary scale as the community relations people, the agriculture staff and the mechanics. At a senior management level, the Director Conservation and Director Community Relations are selected by government. The GRP selects Director of Operations and the Director of Scientific Services. The Warden is jointly agreed upon by both the Government and the Carr Foundation, and then officially appointed by the Government. With the exception of these government appointed employees, hiring and firing authority for other staff rests with GRP. There are six departments of GRP which each have a department head (education and training, community relations, operations, scientific service, conservation, tourism and implementing partners), that report up to the warden. The warden reports to the Oversight Committee, as well as to ANAC and the Ministry like other wardens in sister national parks. The management team is accountable to the oversight committee, who in turn is accountable to the ministry and to the Carr Foundation.	• Who is responsible for salaries? • Who are they accountable to in terms of reporting • Who has hiring/firing authority? • Who do they work for (including terms of employment) • Who do they formally report to? Who do they informally report to? • • Any division of responsibilities between partners?
Positive engagement of the community	Community is defined as people living inside the park and the buffer zone around the park. The GRP carries responsibility for engaging with the community. GRP has a very extensive outreach programme, which is administered by a department of community relations. The GRP aims to spend half its budget within the park and half outside the park. Community outreach has several aspects. For example, one objective is to provide assistance to communities for natural resource management. In accordance with Mozambican law, a legally-defined structure has been established which receives 20% of park revenue. In addition, GRP has established an agriculture programme that	• How is the community defined? • Who carries the responsibility for engaging the community? • How is this achieved? • What are the key characteristics of the engagement with the communities which have led to the success/failure of the collaboration and to positive engagement with the community • E.g. community engagement in planning, community engagement in management, community employment opportunities

	provides technical assistance to farmers, the distribution of improved seeds and pur-chase of harvests for use in the park. Over 1,500 farmers benefit from the agricultural programme. There is also an eco-health programme that touches 100,000 people annually and which includes components such as nutritional training for mothers, training of birth attendants and community health workers.	

2. Identification of Critical Success Factors for Collaborative Management Support

Having been given an overview of various case studies representing different collaborative management support models, Session II allowed Symposium participants to probe deeper, to identify critical factors influencing both the successes and challenges of each model. This was done by participants voluntarily dividing themselves into one of six working groups, as follows:

Group 1. Delegated management models

Group 2. Co-management/shared management models

Group 3. Technical/financial support models

Group 4. Community conservation area models

Group 5. Community-owned protected area models

Group 6. Concession models

A final group looked at the potential importance of the various collaborative management support models for TFCAs in general. The individual case studies examined by each group are shown in Table 3 below. Besides these, each group also looked at a variety of other collaborative management examples to enrich their discussions.

Table 3: Collaborative management case studies examined by different working groups

Working Group	Case Studies Examined	Countries	Partners
Group 1. Delegated management models	• Liuwa Plains National Park • Grumeti Game Reserve	• Zambia • Tanzania	• Department of National Parks & Wildlife; African Parks; Barotse Royal Establishment • Tanzania Wildlife Division; Singita-Grumeti Fund
Group 2. Co-management/shared management models	• Niassa National Reserve • Umfurudzi Park (Safari Area)	• Mozambique • Zimbabwe	• ANAC; Wildlife Conservation Society • Private company
Group 3. Technical/financial support models	• Kafue National Park • Gonarezhou National Park	• Zambia • Zimbabwe	• Department of National Parks & Wildlife; Game Rangers International • ZPWMA; Frankfurt Zoological Society
Group 4. Community conservation area models	• Kwando Imusho TBNRM Forum • Lubombo Conservancy	• Namibia, Angola and Zambia • Swaziland	• Kwandu conservancy (Namibia); Mufulani Community Resource Board (Zambia); IRDNC; DNPW; MET; VAGs; others • Ministry of Agriculture; SNTC; Shewula Community Conservation Area; Inyoni Yami Swaziland Irrigation Scheme (private); Muti Muti Conservancy (private); Mbuluzi Game Reserve (private)
Group 5. Community-owned protected area models	• Richtersveld National Park • Phinda Game Reserve	• South Africa • South Africa	• Richtersveld community; SANParks • Private company
Group 6. Concession models	• Moremi Game Reserve	• Botswana	• Department of Wildlife and National Parks; Wilderness Safaris

To facilitate the process, the Symposium organisers drafted a **conceptual framework for collaborative management support** as a tool for the further characterisation of the different examples, as well as for identifying the related success factors and challenges. The conceptual framework (see Table 4 below) is based on the two primary pillars introduced in the opening session: **governance** and **management,** with each pillar being divided into a set of key features:

- **Governance**: Legal arrangements, Oversight and coordination, Finance, Relationship Building

- **Management**: Planning, Administration, Operations, and Community Engagement

Table 4: Conceptual framework for collaborative management support

Support Model Key Features	Key Aspects		Examples
PILLAR A: GOVERNANCE			
Legal Arrangements	i.	Legal instrument	▪ E.g. MOU, partnership agreement, contract, trust mechanism
	ii.	Legal responsibility	▪ Liability, indemnity, risk management (e.g.; assets, staff, law enforcement)
Oversight & coordination	i.	Governing body	▪ E.g. Steering Committee, Trust, Joint Management Board, transboundary structures) ▪ Who is represented?
	ii.	Decision making	▪ Voting (e.g., consensus, majority)? ▪ Who/what makes the final decision?
Finance	i.	Revenues	▪ Where are the finances coming from? ▪ Who is responsible for fund-raising?
	ii.	Expenditure	▪ Who pays for what? (e.g.; HR, infrastructure, operational)
Relationship building	i.	Relationships	▪ What are the key characteristics that have been critical to the success/failure of the collaboration?
	ii.	Trust	▪ E.g. Openness and willingness to consult concerning issues such as finance and government procedures ▪ How has the relationship and trust been built (regular meetings, personal relationships formed – and, if so, how)?
PILLAR B: MANAGEMENT			
Planning	i. ii.	Strategic, operational and activity planning Monitoring & Evaluation	▪ E.g. GMP, business, AOP
Administration	i.	Human resources (leadership and staff)	▪ Who is responsible for salaries? ▪ Who has hiring/firing authority?
	ii.	Administration and reporting	▪ Any division of responsibilities between partners?
Operations	i. ii. iii. iv.	Law enforcement Ecological management Infrastructure Tourism	▪ Who is responsible for different aspects of PA operations?
Community engage-	i.	Community benefits	▪ How is the community defined?

Support Model Key Features	Key Aspects	Examples
ment		▪ Who carries the responsibility for engaging the community? ▪ How is this achieved? ▪ What are the key characteristics of the engagement with the communities which have led to the success/failure of the collaboration and to positive engagement with the community ▪ E.g. community engagement in planning, community engagement in management, community employment opportunities

After selecting one or two case studies on which to focus (Table 3), and identifying key aspects of each case study (Table 4), the groups then prioritised these aspects according to (a) importance of the aspect to overall success of the model, and (b) the difficulty in achieving the aspect. Finally, for each priority aspect, the groups identified **key success factors** and **barriers to success**.

2.1   Key Findings

Figure 3 below depicts the outcomes of the exercise designed to prioritise key governance and management aspects of various collaborative management support examples, according to those that the groups considered either most important, or most difficult to achieve, or a combination of the two. The figure shows the scoring assigned to each governance or management aspect, in order of priority. The aspects considered most important by the groups (in descending order of priority) were as follows:

1.   Legal instrument underlying the support model (Governance)

2.   Respective responsibilities of the partners for finance and revenues (Governance)

3.   Planning framework put in place for the support model (Management)

4.   Building of strong relationships and trust between the partners in the support model (Governance)

5.   Community engagement (Management)

6.   Governing body established to oversee the functioning of the support model (Governance)

7.   Leadership and staffing (Management)

As can be seen, overall, the groups considered governance arrangements to be the slightly more important pillar of the models, with a special emphasis on the underlying **legal instrument** and related factors such as the allocation of **responsibility for finance and revenues**, and the **coordination mechanisms** enabling the support model to function smoothly. Also linked to governance, several groups emphasised the need to build **strong relationships and trust** between the partners, without which the chances of success of the collaboration are significantly decreased.

From the management pillar, most groups emphasised the need for strong **planning mechanisms**, at both the strategic and operational level. These planning mechanisms put into practice the collaboration established by the governance pillar, providing the mechanism for delivering on the intentions confirmed by the legal instrument and the governing body. Another aspect that was considered crucial to the success of the support model was the mechanism employed to bring about positive **community engagement and benefits**. Lastly, most groups considered the calibre of the **leadership and staffing** of the management support scenarios to be important to success. Each of these priority aspects is discussed in the subsequent sections.
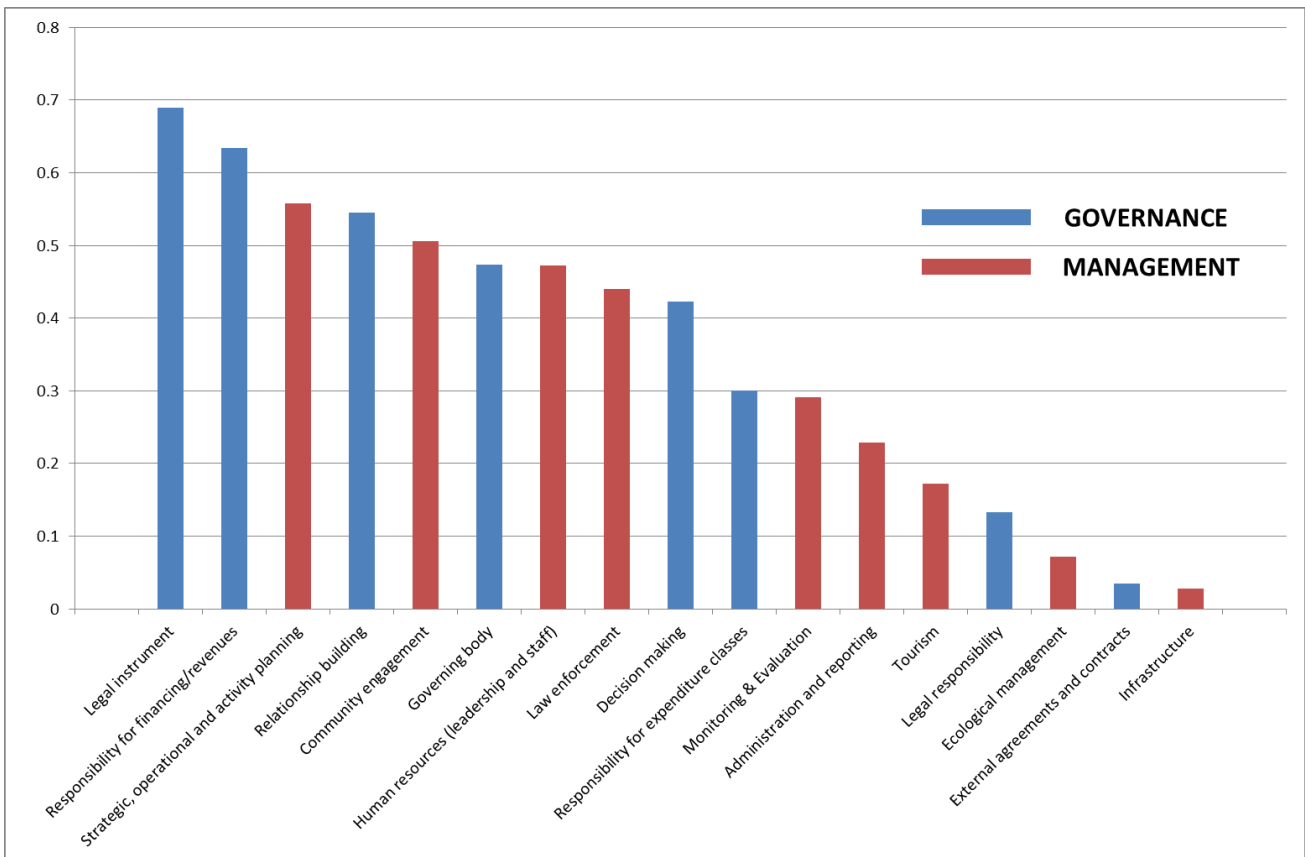
Figure 3: Ranking of governance and management aspects by working groups

2.1.1 Legal Instrument

The legal instrument associated with a collaborative management arrangement is an essential foundation in which all other aspects of the arrangement are defined, and in which the partners agree on their respective roles and responsibilities. As such, the legal instrument should ideally be put in place prior to the launch of the collaboration arrangement, although for some of the case studies considered, the legal instrument was established subsequent to the launch of the collaboration, sometimes several years later.

The case studies considered revealed that different types of legal instruments may be used. The nature of the agreement, its duration, and the comprehensiveness of the contents, often relate to the type of collaborative arrangement being established, with delegated management arrangements often having the most comprehensive and legally-binding agreements, while technical/financial collaboration models often having

simple project documents that are signed or countersigned by the partners. In between these two, simple Memoranda of Understanding (MOUs) may be found which are signed by the parties, but may not be legally binding. As such, MOUs of this nature may simply record an intention to collaborate and some of the key principles of the collaboration, rather than representing a comprehensive legal framework for the collaboration.

The duration of the legal instruments may also vary significantly from one case study to another, again potentially depending on the nature of the collaboration. In Liuwa Plains NP in Zambia (delegated management), a relatively long-term partnership agreement of 20-years was signed by African Parks, the Zambian Government and the local community. Communities lived in and managed the area from before the park was gazetted and remain key stakeholders. African Parks has established a locally registered entity for the purposes of managing the park and implementing the decisions taken by the board.

In the case of Gonarezhou NP in Zimbabwe (technical/financial support), a 10-year agreement was signed between FZS and the Zimbabwe Parks and Wildlife Management Authority (ZPWMA). For Niassa Game Reserve in Mozambique (co/shared management), a 3-year co-management agreement (2 years plus 1 year automatic renewal) was signed between the Government of Mozambique and WCS. While this has since expired, the arrangement continues to run on extensions to the original agreement. Other agreements are of varying length, from one to five years, and in some cases the agreements have never been formally signed, with the collaboration functioning on the basis of trust and relationships (see section 2.1.4 below), rather than any formal structure.

Some of the key success factors identified by the working groups included:

- Legal instruments with longer durations depict confidence in the collaboration from all partners.

- Effective legal agreements clearly define roles and responsibilities of the partners, a clear process for decision making on management issues, and staffing arrangements.

- Legal instruments that set up overly cumbersome governance structures in terms of committees etc. affect efficacy and efficiency of the arrangement.

Some of the key challenges identified were:

- The long timeframe needed to put an appropriate legal instrument in place.

- The unwillingness of some government agencies to delegate or share control over the management of the PA concerned, which may lead to the watering down of roles, responsibilities and commitments set out in the agreement.

2.1.2 Responsibilities of the Partners for Finance & Revenues

After the legal instrument establishing the collaborative management arrangement, the financial responsibilities of the respective partners were identified as the next most important aspect of collaborative arrangement. The distribution of financial responsibilities differs depending on the nature of the collaboration model concerned and the site in question. However, in general, technical/financial support models and co/shared management models tend to distribute financial responsibility for different management aspects between the partners, while delegated management models often establish purpose-made and largely autonomous financial mechanisms for the area concerned.

For example, in the case of Gonarezhou NP and Kafue NP (technical/financial support), park revenues are received and managed by the government agencies concerned (ZPWMA and DNPW respectively), whereas the partner agencies are responsible for receiving and managing donor funding. On the management costs side, the government agency is chiefly responsible for staff salaries and some recurrent expenditure costs, whereas the partner is responsible for most capital and recurrent expenditure, and may provide salaries, top-ups or other benefits for staff.

In the case of Niassa Game Reserve and Umfurudzi Park in Zimbabwe (co/shared management), there has been a shift towards increased autonomy of financial management for the areas concerned, through the retention of either all or a portion of the entrance and concession fees at the local level for the purposes of park management. On the management costs side, however, the situation is like the technical/financial support models, with the government agencies largely taking responsibility for staff salaries (or sharing part responsibility with the partner), while the partner is largely responsible for operational costs.

The delegated management model is the most advanced as far as the financial autonomy of an area is con-cerned. For instance, in Liuwa Plains NP, operating revenues are generated via photographic tourism which are then retained at the park level by the legal entity established by African Parks (the partner) and the Barotse Royal Establishment (the community representatives) to manage the area. These funds are subse-quently reinvested to manage the site. If profits are made (which is not yet the case), 60% will be retained for site management, 30% will benefit neighbouring communities, and 10% will go to the government. However, at present, operating revenues do not come close to funding the area's actual management costs, and the shortfall is made up through fundraising efforts by African Parks. With regards to manage-ment costs, the government agency, Department of National Parks and Wildlife (DNPW, previously Zambia Wildlife Authority - ZAWA), ultimately incurs no costs for the management of the area, since although it is responsible for paying staff salaries, unlike the technical/financial support models, the staff are seconded to the legal entity responsible for managing the park, which reimburses DNPW for these costs. The legal entity is also responsible for all other park management costs, funded through locally generated revenues and African Parks' fundraising efforts.

Based on the examples above, it is clear that as the collaborative management models themselves transi-tion from simple technical and financial collaboration towards more advanced delegated management models, so the financial mechanisms develop from a simple distribution of financial revenue generation and expenditure responsibilities between the partners, towards much more integrated and autonomous financial models, often involving the establishment of dedicated legal entities for the PA concerned. Whichever collaborative model and financial approach is taken, however, some success factors and chal-lenges have been identified common to all. These include:

- Entering into a collaborative management agreement represents a major long-term financial com-mitment for the partners concerned, especially the NGO partner who often takes on a significant burden for meeting the costs of area management. As such, the extent of the commitment and a clear definition of the financial responsibilities of the partners, both in terms of revenue generation and expenditure, need to be clearly defined from the outset of the collaboration. A detailed de-scription of the respective financial responsibilities should be included in the collaboration agree-ment between the partners, as discussed in section 2.1.1 above.

- Financial transparency between the partners in the collaboration, both in terms of the generation of funds as well as the expenditure on park management is important. Symposium participants

pointed out the dangers inherent in fundraising for the area in question, which if it is not done transparently and with the involvement of all partners, can be a cause of major friction and misunderstanding. Similarly, it is important that the government partner is also transparent about the revenues that are generated by the area. On the management costs side, there is a need for clear transparency between the partners as far as expenditure budgets are concerned, including provisions for audits as appropriate.

- Although of greatest importance to the delegated management models, the need to set up mechanisms for retaining revenues generated by the PA concerned at the park level, potentially through financial mechanisms or institutions established for this purpose, was highlighted by several groups. Such financial retention mechanisms in part reduce the risk for the partner agency which otherwise may find itself covering most of the area's management costs, and provide a degree of flexibility and speed in the allocation of the PA's revenues that may not be the case where the government collects revenues centrally. Overall, revenue retention at the area level, if established appropriately and transparently, has the potential of strengthening the collaboration between the partners concerned, compared to models where the government agency and the partners manage revenues and expenditure separately.

- NGO partners in collaborative management support models often receive funding from donor agencies that in turn have their own financial rules and regulations, which need to be adhered to. This often creates additional administrative and financial challenges in the operation of the collaboration, which may cause frustration or lack of trust on the part of the government agency partner. Some collaboration models have mitigated these problems by involving the donor(s) concerned in the communication mechanisms that are established for the model – such as in a steering committee or board.

2.1.3 Planning Frameworks

The first aspect of the management pillar highlighted by the groups was the planning systems, with most groups emphasising its importance to the success of the model concerned. The actual planning systems in use varied between the different case studies, with some using a general management plan for the area in question as the principal planning framework, while other case studies used a business plan.

For example, in the case of Liuwa Plains NP (delegated management) a rolling 5-year business plan is prepared that outlines the key objectives for the area and the strategies to achieve these. Management activities take place within the parameters defined by the business plan, which is presented to the wildlife authority and to the board for approval. Several other case studies use general management plans (GMP) as their planning framework, including Gonarezhou NP (technical/financial support), Umfurudzi Park, Zimbabwe (co/shared management) and Gorongosa NP, Mozambique (delegated management).

In addition to GMPs and business plans, some of the case studies have put in place more detailed technical plans to guide management operations at the sites concerned. For example, Moremi Game Reserve, Botswana (concession area) has put in place a specific tourism development plan. Many of the case studies also used annual operational plans to guide day-to-day management activities, often in combination with a GMP or a business plan, but sometimes alone.

Working group participants agreed that these long-term plans provide an important basis for identifying a shared vision for the management of the area in question, and for defining strategies to achieve that vision.

They also provide a framework for defining the specific interests as well as the roles and responsibilities of the partners. Notably, some case studies emphasised the importance of the planning framework in avoiding disruptions in the implementation of management work plans and in minimising conflict and building trust between the partners.

A common feature for both the business plans and GMPs is that they are often developed collaboratively by the partners involved (sometimes linked to the legal instrument establishing the area, as discussed in section 2.1.1 above), and are then used routinely as a framework for developing annual operating plans to guide implementation, for developing and agreeing annual budgets, and also as a basis for monitoring performance in the delivery of activities.

In the case of Richtersveld National Park in South Africa (a community protected area), a contractual national park based on an agreement between South African National Parks (SANParks) and the Richtersveld community, the importance of planning frameworks for monitoring performance has been expanded through a set of Key Performance Indicators (KPIs), which are developed at the beginning of each year for key area management programmes such as education, community development, and environmental education. The participatory establishment of these KPIs and their monitoring has helped to make the park more relevant to the community.

Despite the apparent benefits of putting in place a strong long-term planning framework, some of the collaborative management case studies looked at, have not yet managed to achieve this. These include Grumeti Game Reserve in Tanzania (delegated management), Niassa Game Reserve in Mozambique (co/shared management), and Kafue NP in Zambia (technical/financial support – which has an out-of-date GMP). In these cases, participants gave different reasons for the lack of a long-term planning framework, including the desire of the partner to maintain flexibility in the early years of the collaboration (as in Grumeti), and the management being overwhelmed by more urgent short-term priorities, such as a critical poaching situation (as in Niassa). In all these cases however, participants emphasised the need to put in place a long-term planning framework as soon as possible, to provide a stronger and mutually agreed foundation for future action.

Some identified success factors included:

- Development of the planning frameworks in a participatory manner involving the key collaboration partners as well as other stakeholders, such as neighbouring communities.

- Potential importance of a framework e in building trust and overcoming conflict between the partners. Ideally such planning frameworks should be put in place at the onset of the collaboration, rather than leaving them until later when they may be delayed by other more pressing priorities, or after conflicts and distrust have already occurred.

- Planning frameworks should be simple, practical and up-to-date (some GMPs were seen as much too long, too old, or irrelevant to day-to-day management) and should be used regularly for guiding annual operation planning and budgets, rather than leaving them on the shelf.

2.1.4 Relationship Building

Relationships and trust between partners in a collaborative management arrangement were not initially identified as a key feature of the conceptual framework presented for group work (see Table 4), but instead emerged as a vital success factor of the various case studies during the session itself. For some of the case

studies concerned, for example in Gonarezhou and Kafue NPs (technical/financial support), the importance of establishing a high level of trust between the partners through effective relationship building was especially emphasised in influencing the success of the support model. This is perhaps not surprising, since of all the collaborative management scenarios, the technical/financial support case studies have the least formal systems in place, and must therefore depend heavily for their success on more informal systems based on trust and relationships. As the collaborative management models move across the spectrum to more structured and formal collaboration – i.e. through co/shared management to delegated management – the informal systems, while still very important, are gradually replaced, at least initially, by more formal systems of collaboration – which in turn provide an important foundation for building relationships and establishing trust.

For example, in the case of Liuwa National Park (delegated management), the management board that has been established to oversee the delegated management model is key in maintaining relationships and building trust, by providing oversight and guidance to management and building consensus between the partners based on a shared vision. According to the case study presenters, the willingness of all parties to talk through and discuss issues at the board has helped to improve relations significantly.

In the case of Moremi Game Reserve in Botswana (concession area), the roles and responsibilities of the partners were clearly spelled out in the initial concession agreement between the private sector operator, Wilderness Safaris, and the government agency, the Department of Wildlife and National Parks, which provided the foundation upon which relationships and trust could subsequently be built. Furthermore, because of a 30-year commitment and collaboration between the partners, a stronger trust relationship has gradually developed. At the start, the relationship was largely formal and based on the concession agreement as well as plans, but over time, more informal decision-making became possible.

Similarly, with Gonarezhou NP (technical/financial support), the length of the collaboration has again been key to building trust between the senior staff in the partner organisations over time. The success of the project in conservation terms has contributed to the solidity of the relationship where staff from both parties collaborates well. At times when counterpart staff were not open to collaboration at a personal level, it was much more difficult to achieve progress on the ground or to implement reforms in management practices.

Shared implementation of a GMP or business plan also contributes towards the establishment of good relationships and trust as discussed in section 2.1.3 above as this ensures that all the partners concerned are working towards a shared vision for the area, using agreed strategies and management actions. Willingness of the partner organisation to support the government agency in management aspects outside the area also contributes to building trust. For instance, in the case of Moremi Game Reserve, Wilderness Safaris has provided additional support to DWNP outside of the concession area, for example in the field of law enforcement and anti-poaching support.

Some key success factors in building good relationships and trust were identified as follows:

- The length of the collaboration - participants felt that the longer the commitment to the collaboration, the easier it is to establish good relations and build trust. This aspect was especially strong in the case of the Moremi Game Reserve (concession model), Gorongosa NP (delegated management), and Gonarezhou NP (technical/financial support).

- Good leadership from all collaboration partners - where leadership is strong and competent, part-ners are more likely to work well together and trust one another than where leadership is weak or incompetent. See section 2.1.7 below.

- Effective and well-structured communication systems - the better and more regularly the partners communicate with one another, at either the field level or at the governance level, the more likely it will be that they work well together.

- Effective monitoring of the collaboration - where clear and measurable performance indicators are established and adhered to by the partners, the less chance there is for conflict or confusion about what each partner is contributing to the relationship.

On the other hand, some of the key barriers to building good relationships and trust between the partners were identified as:

- Turnover of key management staff delivering the collaboration on the ground.

- Turnover of the partners themselves – for example, a partner NGO handing over its role to another NGO. This is in effect the opposite of the long-term commitment success factor identified above.

- The size of the investment by partners in the area - participants felt that higher investments by one or more partners in the area, the greater the danger there is for mistrust arising. As investment in-creases, there is a greater need for effective collaboration mechanisms, as discussed above, to be put in place to ensure good relationships and trust are maintained.

2.1.5 Community Engagement

Several of the case studies emphasised the importance of community engagement to the success of collab-orative management models, and more specifically the provision of PA-related benefits to communities. This is a cross-cutting theme for all the collaborative management models, and unlike other key aspects discussed in this report, the approaches to community engagement are broadly similar in all the case stud-ies examined, whether they be technical/financial support models, co/shared management models, dele-gated management models, concessions or even community conservation areas.

One aspect where there are differences is with regards to community participation in the governance and management of the PA concerned. Opportunities for this are strongest in the case of community PAs and some delegated management models, and of course, community conservation areas.

For example, in the case of Liuwa NP in Zambia, the community (through the Barotse Royal Establishment) is directly represented in the park's governance and management with two assigned seats on the board. Richtersveld NP is a community PA governed by the Richtersveld Joint Management Board, which compris-es 5 elected community members and 5 officials for SANParks, the latter being responsible for day-to-day management of the NP.

Several case studies have established specific institutional mechanisms for engaging with neighbouring communities. For example, in addition to representation on the board, Liuwa NP has also established six "Village Action Groups" (VAGs) as a mechanism for both community engagement and for delivering bene-fits and support to neighbouring communities. The VAGs can apply to the park management for support for community initiatives such as small-scale enterprise development, or education initiatives. Similar VAGs have also been established in the community conservancies comprising the Kwando Imusho Transboundary

Natural Resource Management (TBNRM) Forum straddling Namibia, Angola and Zambia, which are responsible for resource management and raising awareness in the area.

Whether or not specific mechanisms for community engagement have been established in a particular case study, almost all case studies put emphasis on delivering economic benefits from the PA to neighbouring communities, as well as minimising the costs of the PA, usually by mitigating human-wildlife conflict. The delivery of these benefits in some instances takes the form of a defined benefit-sharing scheme, which may be mandated by the central government. For example, in the case of Gorongosa NP in Mozambique (delegated management), a legally defined structure has been established which receives 20% of park revenue. Similarly in the case of Niassa NR, also in Mozambique, 16% of revenues generated from concession and entry fees are distributed to communities in the reserve. In Richtersveld NP (community PA), SANParks pays an annual rental fee into a community trust, which is then utilised by the community for projects.

Other case studies have more flexible but nevertheless extensive community benefit schemes. For example, the management of Liuwa NP allocates approximately US $36,000 per year to a community development fund, which is distributed to a variety of community projects aimed at improving community livelihoods, according to a workplan developed by the community themselves. One such livelihood initiative is honey production, especially improving access to markets.

In the case of Gorongosa NP, which aims to spend an equal amount of funds outside the park as is spent inside, the area management has established an agriculture programme that provides technical assistance to farmers, distributes improved seeds, and purchases harvests for use in the park. The programme has benefited over 1,500 farmers. Gorongosa also has a health programme that reaches 100,000 community members annually, and which includes components such as nutritional training for mothers, training of birth attendants, and support for community health workers. Many of the other case studies examined provide similar packages of support for neighbouring community livelihoods, including infrastructure support schemes, educational support, livelihood diversification and small enterprise development.

Another important mechanism practiced by most of the case studies is the provision of employment opportunities for local community members, especially as community game scouts, which builds on local knowledge and bushcraft skills. When specialist skills are required however, employing from within the local communities can become a challenge.

Gonarezhou NP in Zimbabwe (technical/financial support) emphasises the recruitment of all staff from local communities, especially scouts, while Kafue NP in Zambia (also technical/financial support) provides training and material support to community scouts. In addition to employment opportunities, other ways in which the PA concerned can support the local economy is through making concerted efforts to purchase goods and services from the local area where feasible (for example for tourism facilities in Moremi GR), and through establishment of joint venture concessions on community lands (also Moremi GR). Richtersveld NP in South Africa (community PA) employs 31 permanent community members, 4 pontoon operators, 4 environmental monitors and 3 temporary staff. Additional community members are employed through the park's contractors.

While all working groups acknowledged the need for community engagement as a high priority, they also recognised it was very difficult to achieve, some of the key challenges being:

- The very high cost associated with delivering community engagement programmes, especially where the neighbouring communities are large in size.

- The lack of formal governance structures in the communities that the PAs can engage with. Often, this means that the PA must engage with opinion leaders in the community, who do not necessarily represent the community at large. This is the reason why some of the case studies have established their own community engagement mechanisms, such as VAGs.

- Elite capture of PA-related community benefits.

- Managing expectations – if expectations within the community about the scale of benefits they may receive from the PA concerned are not met, this can lead to community disillusionment and distrust.

- Addressing and resolving land rights and access to resources for communities living inside the PA.
- Where communities have not been involved from the outset in the establishment of a collaborative management arrangement, and are not party to the agreement, the barriers to effectively engaging the community are even higher.
- The greater the degree of collaborative management, for example in delegated management models, the greater the suspicion may be on the part of the community that the partner is somehow accruing large sums of money from the arrangement.

Some of key success factors identified were:

- Fully understanding the potential role of local communities in PA management and the needs of the communities before embarking on community engagement programmes.

- The involvement of communities in development of plans both for the PA itself as well as for the provision of community benefits and livelihood support initiatives.

- The advantages of forming partnerships with specialised development agencies that are skilled in the delivery of community programmes, and/or engaging skilled community development staff by the PA or one of the collaboration partners.

- Engaging local government agencies, which unlike the PA have a mandate for community development, in the delivery of these initiatives.

2.1.6   Governing Body & Decision Making

The type of governing body and the related decision making mechanism is usually linked to the nature of the collaboration, with technical/financial support models having the least developed and more informal governance structures, while the delegated management models have the most formal governance structures, which are usually defined in the legal instrument itself.

For Kafue and Gonarezhou NPs (both technical/financial support models), major policy decisions regarding the management of the PAs remains with the concerned government agencies, while site-level decisions are made through informal collaboration between the partners, with each partner being responsible for decisions in those management aspects for which they have lead responsibility. The governance and decision making mechanisms are more developed in the case of Niassa National Reserve and Umfurudzi Park (co/shared management models), which have established governance and management bodies both at the site level and national levels for management issues (e.g. Umfurudzi's "joint management committee"), and at the national level for addressing longer-term policy issues and for resolving disputes (e.g. Niassa's

"oversight committee"). Even with these structures in place, however, governance mechanisms are largely informal for these case studies, with decision-making being achieved through consensus.

Governance mechanisms are most advanced and formalised in the case of the delegated management case studies. For instance, in the case of the Liuwa NP, a board has been established to oversee the implementation of the collaboration, with two members from the community, four from African Parks, and two from DNPW, the government wildlife agency. The board meets three times a year, but can also have extraordinary meetings as required. Decisions are taken by the board, and then implemented by management. There is provision in the agreement for voting, but in practice decisions are generally made through consensus. The framework for decision making is provided by the business plan (see section 2.1.3 above).

A similar situation exists in the case of Richtersveld NP in South Africa. Although for the purposes of this symposium it was classified as a community PA, in many ways, Richtersveld NP can be considered a delegated management model, with the Richtersveld community delegating management to the government agency (SANParks). As noted in section 2.1.5 above, Richtersveld has a governing body called the Joint Management Committee comprising equal representation from the community and SANParks. Day-to-day operations are the responsibility of SANParks, working to the park's general management plan and under the supervision of the Joint Management Committee, which meets on a quarterly basis.

In the case of Moremi Game Reserve, (concession model) oversight of management is provided by a park management committee, which includes representatives of the concession. Decisions are largely taken separately, with the private sector operator taking decisions regarding management of the business in the concession areas as stipulated in the lease agreement (e.g. on tourism development), and DWNP taking decisions with regards to park management.

Most of the working groups emphasised the critical importance of governance and decision-making mechanisms to the success of the management support model, and the challenges that many of the case studies had encountered in this regard. It is notable, however, that for many of the case studies, the issue of governance and decision making seems to have been largely left to chance, with these mechanisms often not being well developed or defined in the legal instrument. In part, this may be due to the failure to recognise the crucial importance of these mechanisms in advance of the establishment of the collaboration, and lack of awareness of the appropriate mechanisms that need to be put into place.

Some of the case studies demonstrated that the governance and decision making mechanisms were left deliberately vague by the partners to allow more flexibility in defining their areas of responsibility, or sometimes in simply not fulfilling their responsibilities. Whatever the reason, governance and decision making mechanisms are a crucial and often overlooked aspect of a collaborative management arrangement, and while it may be ideal to rely to a large extent on good relationships and trust between the partners (section 2.1.4), this may take many years to achieve, and the lack of appropriate governance and decision making mechanisms may prove to be a significant barrier to building good relationships and trust in the first place.

Some key challenges highlighted through the case studies included:

- Political interference in the governing body - the greater the affinity to and knowledge about the PA concerned, the more likely the governing body members would be supportive towards the aims of the collaboration and the area concerned.

- Rapid turnover of the governing body members – as a result, there is a constant need for capacity building and awareness raising of the members.

- Rapid turnover of PA managers and partners also has a significant impact on the decision-making process.

- Over-centralised decision-making, i.e. insufficient delegation of decision-making to the field level results in extremely slow turn around for decisions to be made, leading to poor performance on the ground, and frustration for the field managers.

- Different perspectives, objectives, cultures and bureaucracies of the partners can make decision-making challenging.

Some of the key success factors identified were:

- Decision-making mechanisms clearly spelt out in the legal instrument.

- Having a good balance of stakeholders represented on the governing body to ensure that all interests are well represented, and that no one party dominates the process.

- However, small and focussed governing bodies can be more effective (and less costly) than large and unwieldy ones.

- The establishment of formal mechanisms for conflict resolution in case of disagreement.

- Keeping members of the governing body informed of the overall aims of the collaboration and the progress that is being made.

- Enabling governing body members to visit other areas using collaborative management approaches, so that they can more fully understand the potential benefits of these approaches and the challenges involved.

- Good relations and trust reinforce formal governance and decision making mechanisms, and vice-versa.

2.1.7 Leadership & Staffing

For all collaborative support models involving two or more partners, the responsibility for leadership of the collaboration and for staffing of the PA concerned can be a significant factor in the success of the collaboration. Specifically, issues such as who hires the staff, who is responsible for salaries, who does the staff report to, and who has legal liability for staff in case of mishaps, are crucial. Another key aspect, as discussed in section 2.1.5, is the degree to which the collaborative management model recruits its staff from the local community.

As with other key aspects of the case studies considered during Session II, how these issues are addressed in practice often relates to the type of management support model concerned. Thus, for the technical/financial support models, there is often a low level of integration between the staff of the different partners, with one partner taking responsibility for one aspect of PA management, while the other partner takes responsibility for another. As the collaborative management models progress across the spectrum towards greater integration, these arrangements change, so that with the delegated management models, and those for community conservation areas, the staffing may be unified under a single partner, or else under a special institution set up specifically to implement the collaborative management arrangement.

For example, in Kafue NP (technical/financial support model), there are parallel staffing structures in place, with the DNPW responsible for its own staff and Game Rangers International (the partner) responsible for

its own staff. Some law enforcement staff are however seconded to GRI. In the case of Gonarezhou NP (another technical/financial support model), there has been a move towards greater integration of staffing, with some of the parks staff (especially law-enforcement related) employed on ZPWMA contracts, but paid for by FZS, and with joint responsibility for hiring and firing.

An important issue influencing how these staffing arrangements are put into place concerns the legal issues relating to law enforcement staff, both in terms of their ability to carry firearms and apprehend offenders, but also in terms of legal liabilities in case of injury or death, of either the staff member or the offender. To address this issue, it is ideal that the government agency contracts the law enforcement agents concerned, so that rangers are legally recognised law enforcement officers, and any liability remains with the government. In the case of Gonarezhou NP, this is achieved by ensuring that ZPWMA contracts the law enforcement staff. In the case of Kafue NP, this is achieved by providing some GRI staff with honorary ranger status, which provides them with a legal mandate as well as protection against liabilities. Other case studies addressed this issue in other ways; for example, in the community conservancies comprising the Kwando Imusho TBNRM forum, community law enforcement scouts are backed up by government rangers to provide arresting powers.

For the delegated management case studies, different approaches have been taken to addressing the responsibility for staffing and leadership. In Grumeti Game Reserve in Tanzania, the partner - Singita-Grumeti Fund (SGF), employs most law enforcement rangers while the Tanzania Wildlife Division provides a smaller number of authorised law enforcement rangers who always participate in patrols and are also assigned to the reserve's tourism facilities for guiding activities. In the case of Liuwa NP, African Parks appoints the Project Management Unit comprising senior staff such as the Project Manager, Field Operations Manager, Financial Controller, Tourism Manager and Head of Law Enforcement. The recruitment of law enforcement staff is led by the government agency, DNPW, and these staff are then seconded to African Parks, who pay the costs involved. African Parks has a say in both hiring and firing of these staff. In the case of Gorongosa NP, all the 450 staff in the park are employed by the Gorongosa Restoration Project (GRP), which is responsible for all hiring and firing. At a senior management level, the Director of Conservation and Director of Community Relations are selected by government, while GRP selects the Director of Operations and the Director of Scientific Services. The Warden is jointly agreed upon by both the Government and the Carr Foundation (the partner), and then officially appointed by the Government.

As can be seen from the above, there are a range of different solutions for leadership responsibility and staffing across the various case studies, with every case study having its own unique approach. In part, the development of these structures to fit the needs of the organisations concerned and the specific institutional situation in each area is a good thing, but also it is clear that where the issue of leadership and responsibility for staffing have been overlooked or poorly addressed, this has almost inevitably led to poor performance of the collaborative management arrangement and conflict between the partners, regardless of the model applied.

Key challenges highlighted include:

- For collaborative approaches that do not have integrated staffing arrangements, there are likely to be very different employment arrangements – including salaries and benefits, and code of conduct. The more these employment arrangements can be aligned with one another, the less conflict and jealousy there is likely to be between staff.

- Both partners in a collaborative management arrangement are likely to want to employ the leaders of the PA concerned. For this reason, great attention needs to be paid to the respective roles of the park warden (who is likely to be from the government) and the chief technical advisor (from the partner), with a clear definition of their respective roles and responsibilities, how they interact with one another, and how final decisions are made.

- Technical advisors employed by the partner necessarily have a limited mandate as far as government employees are concerned. They are usually not state employees and may not even be nationals of the country concerned. This again implies the need to pay close attention to defining the roles and responsibilities of these staff, and how they interact with government employees.

- To implement the collaboration effectively, both partners need to be involved in hiring and firing decisions. However, most government agencies have their own systems for hiring and firing, which may be the responsibility of a human resources department far away at headquarters, or even of a separate government agency.

Some of the key success factors identified included:

- Defining a recruitment process in the legal instrument detailing the roles of each partner and joint decision making regarding hiring and firing, can ensure that high quality and motivated staff are employed in the PA.

- The legal instrument should also clearly define roles and responsibilities of the staff concerned for all partners, and should define line management arrangements. As far as possible, these arrangements should aim to minimise the need to depend on good relationships existing between the managers from each partner – this should be seen as a bonus, not a necessity.

- Nevertheless, it is also important for both partners to pay attention to choosing the right staff who can collaborate effectively. However well the respective roles and responsibilities are defined, eventually good relations between the managers will also be essential.

- To reduce conflict and jealousy, conditions of service of staff working for either partner should, as far as possible, be aligned.

- To support effective collaboration, it is also important that shared performance evaluation systems are put into place, with incentives for good performance and penalties for infringements.

For all collaborative management models, but especially for those models which depend on a high level of community engagement, the degree to which the model can integrate community members in the staffing of the PA concerned is crucial to long-term success. This may require putting in place more flexible recruitment procedures, as well as training. For example, community members may not be able to meet the educational requirements often imposed by central government wildlife authorities for patrol staff and other roles, yet members of the community usually have a unique knowledge of the area concerned and can potentially add significant value that goes beyond educational attainment.

2.1.8 Summary Observations

The outcomes of Session II confirmed that the approach for examining the collaborative management support models under the two themes of governance and management was useful in understanding the key aspects that need to be addressed in establishing these models, as well as the major challenges involved

and likely success factors. Figure 4 below shows the importance placed on the different governance and management key features by the working groups. The figure illustrates that, while there are significant variations in the priority placed by the groups, some key aspects are considered crucial by most groups, while others are generally considered of less importance. However, most key aspects identified in the conceptual framework were considered relevant, with one additional highly important feature being identified, that of trust and relationships between the partners.

The session illustrated the scope of issues involved in establishing any collaborative management support model, and the potential challenges to be overcome to ensure the success of the model, regardless of the simplicity/complexity of the model. However, the different governance and management aspects that need to be addressed become increasingly complex as the collaboration approach moves towards the co/shared management and delegated management models.

With the simpler forms of collaboration, there is greater emphasis on informal collaboration mechanisms, and thus informal relationships and trust between the partners is especially crucial. As the collaboration model moves towards shared or delegated management, formal governance and management systems supplement the informal ones, with the eventual establishment of dedicated legal mechanisms such as a legal Trust for some delegated management models, with responsibility for managing the PA and for receiving and disbursing revenues, and with the partners represented on the Trust's governance structure. However, even where the formal governance and management mechanisms are most advanced, informal aspects such as relationships and trust, and the quality of leadership of the support model, remain crucially important.

It is important to note that Session II mainly focussed on collaborative management models involving government agencies on the one hand and private or public sector partners on the other. However, an effort was made to generate lessons learned and best practices from those collaborative management models that have a high degree of community engagement, particularly community protected areas and community conservation areas (to which two break-out groups were devoted). It was evident from discussions that while the role of communities is greatly enhanced in such models, the fundamental governance and management aspects of these approaches are largely the same as with the other collaborative management models. As with delegated management, co/shared management, and technical/financial support models, the governance systems put into place are just as crucial for the success of community-based models, as are aspects such as finance, relationships and trust, leadership, planning, benefit sharing, and the like.

Community models are therefore not fundamentally different from other collaborative management approaches – rather, there is simply a much greater emphasis on the role of communities in the delivery of the support model. This is important not only for understanding the key success factors and challenges in delivering community support models, but also in generating lessons learned from community models that other collaborative management approaches can benefit from.

Figure 4: Prioritisation of different governance and management key features according to the various collaborative management support models

A. Governance

Collaborative Management Model	Key Governance Features							
	Legal instrument	Legal responsibility	Governing body	Decision making	External agreements & contracts	Financing/ revenues	Expenditure	Relationship building
Delegated Management								
Collaborative Management								
Technical/Financial								
Community Owned PAs								
Community Conservation Areas								
Concessions								

B. Management

Collaborative Management Model	Key Management Features								
	Strategic, operational & activity planning	Monitoring & Evaluation	Human resources (leadership & staff)	Administration and reporting	Law enforcement	Ecological management	Tourism	Infrastructure	Community engagement
Delegated Management									
Collaborative Management									
Technical/Financial									
Community Owned PAs									
Community Conservation Areas									
Concessions									

*** The greater the intensity of red shading, the greater the importance placed on this key feature by the concerned working group

3. Collaborative Management Support in the Context of TFCAs

The configuration of TFCAs in the SADC region varies from those that are Transfrontier Parks (TP) including two or more adjacent PAs (e.g. Kgalagadi Transfrontier Park) to those that include a complexity of land uses such as communal land, concession areas and protected areas (e.g. Kavango Zambezi TFCA or KAZA TFCA). Managing these different land uses does not only involve partnerships between TFCA partner countries, but also partnerships between a variety of stakeholders including, *inter alia*, state wildlife agencies, NGOs, private sector and communities, both within country components of TFCAs as well as across borders, between TFCA partner countries.

During the symposium, working group members only addressed 11 out of 18 SADC TFCAs, making a start at identifying the various collaborative management support models that occur in these TFCAs (Table 5). Additionally, consideration was provided regarding options for state owned protected areas managed privately, as well as, privately owned and managed conservation areas.

Comprising of a number of different PAs, across different countries, means that at any given time in a TFCA there may be several different collaborative management arrangements already in place across the landscape. Further layers of complexity exist given that collaborative management arrangements may come into place at a national level for country components of a particular TFCA as well as across an entire TFCA. Working group members observed that many different modalities are used to share management responsibilities amongst stakeholders collaborating in a particular TFCA. Only technical/financial support was found to be site specific with most collaborative management support models being tested on a national level, with government as the lead partner as TFCAs are government driven initiatives. As such, governance aspects of collaboration across a TFCA are often set by the government lead agency. Partners identified to be active across borders within a TFCA included PPF, KfW, GIZ and the World Bank.

Most success factors for collaborative management support identified in previous sections continue to be relevant in the context of the TFCAs. Several were singled out by the group as being particularly important;

- **Political will** to establish transboundary governance structures to facilitate implementation at a TFCA level.

- Once established, these **governance structures must be clearly articulated and communicated to stakeholders**, normally in the legal instrument that forms the basis of the TFCA.

- **Good communication structures/platforms** for various partners active in a TFCA enable building of relationships and trust.

- Development of **joint planning frameworks** in a participatory manner is essential in articulating a common vision for the TFCA to which partners subscribe.

- **Community engagement mechanisms** need to be identified, clarifying rights and benefits from an early stage of development of the TFCA.

Several barriers were identified in implementation of collaborative management support models in a TFCA context:

- **Frameworks and arrangements** that enable cross border engagement between neighbouring PA state authorities, between state authorities and partners, and between partners are often

missing but vital to ensuring complementary approaches to various aspects of conservation management.

- **Fear of losing sovereignty** affects collaboration between PA state authorities across borders as well as delegation of management and governance responsibilities within parts or all of a TFCA to non-state partners. This can be overcome through using various mechanisms highlighted in previous sections such as planning frameworks articulating a shared vision and instruments clarifying the roles and responsibilities of each partner.

- **Complex governance structures** make decision making and approval processes cumbersome and unwieldy within the TFCA landscape, which more often than not, tends to be quite heterogenous in the range of land uses and stakeholders.

Table 5: Collaborative management support models identified to be in use in 11 TFCAs in the SADC region

TFCA/TP	Collaborative Management Models						Other models	
	Delegated	Shared	Technical/ Financial	Community Owned PAs	Community Conservation Areas	Concessions	State-owned	Private
/Ai/Ais-Richtersveld			X**	X			X	
Chimanimani			X*	X			X	X
Great Limpopo	X	X	X***	X	X	X	X	X
Greater Mapungubwe			X**	X		X	X	X
Iona-Skeleton Coast							X	X
KAZA		X	X***	X	X	X	X	X
Kgalagadi			X**	X			X	
Liuwa Plains-Mussuma	X		X**	X			X	
Lower Zambezi-Mana Pools		X	X***			X	X	X
Malawi-Zambia		X	X**			X	X	X
Moloti-Drakensberg		X	X**				X	

*refers to technical/financial support on the national level, ** refers to technical/financial support on a TFCA level, *** refers to technical/financial support on both the national as well as a TFCA level

4. Wrap Up

The symposium demonstrated the wealth of experience that exists in establishing effective and efficient management support approaches, regardless of the specific approach chosen. Session II particularly represents a first step in assembling and martialling that experience, by providing an analytical framework for classifying and documenting the key features of management support models, and by identifying the key success factors and challenges that case study practitioners have experienced.

An opportunity is now available to build on this initial foundation by developing a more comprehensive "best practices manual" which can document in greater depth the existing experience of estab-

lishing collaborative management support models, and providing a resource to strengthen existing approaches, as well as to help establish new approaches. For example, there is a need to provide both existing and new management support models access to generic legal instruments for use in establishing management support models, as well as a generic framework for the establishment of a Trust (or similar mechanism) in the case of delegated management approaches. Standardised roles and responsibilities for managers and technical support personnel participating in the management support model would also be extremely helpful both for establishing new collaborations, as well as for strengthening existing ones.

Annex A. Workshop Programme

	Arrival Day – 3 July 2016	
15:00	Outing on Kgale Hill	
21:00	Ice-breaker / social gathering	
	Day One – 4 July 2016	
07:30	Registration	
	OFFICIAL OPENING CEREMONY [Chair: I. Otukile, Botswana]	
08:30	Welcoming remarks	PS, MEWT Botswana
08:45	Opening remarks	SADC Secretariat
	SYMPOSIUM OVERVIEW & SETTING THE SCENE [Chair: Prof. A. Nambota, Zambia]	
09:00	TFCAs in context	D. Kahatano, SADC FANR
09:15	Evolution of Symposium concept	GIZ, PPF
09:25	Symposium objectives	TFCA Network SC Chair
09:40	Conservation, collaboration and management support in the context of TFCAs	P. Lindsey, Panthera
10:00	Overview of collaborative management support models in SADC TFCAs	K. Laurenson, FZS; M. Baghai, Oxford University
10:30	An overview of community conservancy models in Africa	A. Pole, AWF
10:45	GROUP PHOTO & TEA BREAK	
	SESSION I: Case studies on collaboration and management support [Chair: G. Nxumayo, Malawi]	
11:15	Moremi Game Reserve, Botswana – *a component of Kavango-Zambezi TFCA*	Wilderness Safaris/ DWNP
	Liuwa Plains National Park, Zambia – *a component of Liuwa Plains – Mussuma TFCA*	African Parks
	Niassa National Reserve, Mozambique – *a component of Niassa-Selous TFCA*	WCS/ANAC
	Richtersveld National Park, South Africa – *a component of|Ai-|Ais/Richtersveld Transfrontier Park*	SANParks
	Gonarezhou National Park, Zimbabwe – *a component of Great Limpopo Transfrontier Park*	FZS/ZPWMA
	Implementing agency model for TFCAs	PPF
	The Amboseli Ecosystem, Kenya / Tanzania	Big Life Foundation/ KWS
	Gorongosa National Park, Mozambique	Carr Foundation
	Community conservancies in the Zambezi Region, *a component of Kavango-Zambezi TFCA*	IRDNC/MET
13:00	LUNCH	
14:00	Detailed discussions: Insights into collaborative management support case studies (Posters and round table)	
15:30	TEA BREAK	
16:00	Panel discussion: Drawing lessons learned and discussing collaborative management support approaches	H. Dublin, IUCN
17:30	DINNER	
20:00	Presentation on National Geographic 'Into the Okavango' expedition	J. Hilton, Wild Bird Trust

	Day Two – 5 July 2016	
:	**SESSION II: Identification of critical success factors for collaborative management support [Chair: E. Mokganedi, South Africa]**	
08:00	Recap of Day 1	
08:10	Breakaway sessions I on (1) joint (co-) management agreements, (2) delegated management, (3) technical/financial support from NGOs/private sector to wildlife authorities, (4) community conservancies, (5) community-owned protected areas and (6) private partnerships on state-owned protected areas.	
09:45	TEA BREAK	

10:15	Breakaway sessions II on (1) joint (co-) management agreements, (2) delegated management, (3) technical/financial support from NGOs/private sector for wildlife authorities, (4) community conservancies, (5) community-owned protected areas and (6) private partnerships on state-owned protected areas.
11:30	Plenary and presentations to summarize the discussions of the various management support models
13:00	PACKED LUNCHES
	EXCURSION SESSION III: Project specific management support [Coordinator: L. Blanken, GIZ]
13:30	Depart to the International Law Enforcement Academy (ILEA) in Otse (ca. 45 km drive)
14:30	Welcoming remarks and introduction to ILEA — F. Barrios, ILEA
15:00	Guided tour of the ILEA

15:30	Combatting Wildlife Crime – Support anti-poaching and law enforcement: • Technology in combatting wildlife crime • DWNP anti-poaching activities • Anti-poaching training at SAWC • Law enforcement training at ILEA • Game Ranger International activities • SMART	Species specific support: • KAZA Large Carnivore Coalition • Rhinos • Elephants • Turtles

18:00	DINNER AT ILEA & ENTERTAINMENT	
19:00	Launch of the IUCN report on Wildlife Law Enforcement in Sub-Saharan African Protected Areas	R. Malpas, CDC

Day Three – 6 July 2016		
	SESSION IV: Funding of collaborative management support projects [Chair: A. Dangare, Zimbabwe]	
08:00	Recap of Day 2	
08:15	TFCA Financing Facility (FF)	KfW/IUCN
09:45	TEA BREAK	
	SESSION V: Funding of collaborative management support projects *(continued)* **[Chair: S. Maphalala, Swaziland]**	**SESSION VI: Monitoring of SADC TFCAs and evaluating management support impacts [Chair: J. Naambo Iipinge, Namibia]**
10:15	ICP/NGO engagement in collaborative management support projects	Development of a SADC TFCA M&E System
11:45	Panel discussion: How to get from island solutions to practical, replicable, scalable and measurable approaches	R. Woytek, GIZ
13:00	LUNCH	
	SESSION VII: Synthesis to provide recommendations for SADC TFCAs [Chair: D. Kahatano, SADC FANR]	
14:00	Lessons learned from management support models and applicability to SADC TFCAs	K. Laurenson, FZS; P. Lindsey, Panthera
14:30	Discussion, recommendations and way forward	N. Gureja, Facilitator
15:15	Closing remarks	TFCA Network SC Chair
15:25	Official closing	J. Schlegel, BMZ
15:30	TEA BREAK	
16:00	SADC TFCA Network Steering Committee meeting for Steering Committee members	
17:30	BUSHBRAAI AT MOKOLODI GAME RESERVE	

Annex B: Record of the Symposium

I. Excursion to International Law Enforcement Academy (ILEA)

During the afternoon of day two, participants visited the International Law Enforcement Academy (ILEA), approximately 45 kilometers south of Gaborone situated on the premises of the Botswana Police College in Otse.

Francisco Berrios, Programme Director at ILEA, provided a brief overview of the institute funded through the Government of the United States of America and hosted by the Government of Botswana. Since 2000, ILEA Gaborone has offered training in various aspects of law-enforcement and wildlife crime scene investigation to combat transnational crimes including terrorism, narcotics trafficking, financial crimes, cyber-crime, illegal firearms trafficking, migrant smuggling and wildlife crime to over 8,000 participants from more than 34 sub-Saharan African countries. Participants enjoyed a guided tour of ILEA facilities, which have capacity for up to 120 course participants.

Thereafter, Symposium participants attended their choice of presentations and panel discussions divided into two streams on 1) initiatives that support anti-poaching and law enforcement and, 2) species specific support in TFCAs.

a. Combatting Wildlife Crime – Support to Anti-Poaching and Law Enforcement

i. Law Enforcement in Kafue National Park, Zambia

Sport Beattie, Founder and CEO of GRI, provided insight into the hands-on support the organisation is giving to the 66,000km^2 Kafue NP in Zambia. This includes operational support to Anti-Poaching Units which has led to considerable successes over the past 3.5 years, including 526 arrests, 380 prosecutions, seizure of more than 15,000kg of bush meat and removal of over 1,000 snares. Although GRI's focus lies on the empowerment of rangers through intelligence-led law enforcement and training, the organization believes in a holistic approach and spends considerable resources on community outreach and education; animal welfare and rehabilitation; research and policy; and park management and development.

ii. SMART Technology

Craig Beech, Information Systems Manager of PPF, gave a brief tutorial on the use of the Spatial Monitoring and Reporting Tool (SMART) - a data collection tool that has been developed for law enforcement and site-based conservation activities and monitoring. Providing a quick way to perform ecological surveys, the data collected in the field by rangers can be used for visualization, decision-making and strategic planning. Data can be collected and stored the traditional way through a paper-based system, but also through Cybertracker - a digital collection tool available on smartphones. If utilized well, the tool can enable users to respond to real time alerts and centrally manage SMART data entries and is applicable across a TFCA landscape. A SMART Partner (e.g. PPF, FZS, Panthera) or the Southern African Wildlife College (SAWC) can provide training on the use of this tool.

iii. Training Opportunities at the Southern African Wildlife College

Ruben de Kock, Business Unit Manager, Protected Areas Integrity of SAWC, offered an overview of the TFCA-specific training opportunities at SAWC - a training institute for wildlife area managers and

conservationists based in South Africa and a SADC Centre of Excellence. Established in 1996, SAWC offers specialized and applied training courses in wildlife area management; sustainable utilization and guiding; youth and community development; and field ranger training. TFCA-specific training takes into consideration cross-border compatibility and courses can be developed in local languages with local trainers and be delivered on-site if required.

iv.   Training Opportunities at ILEA

Francisco Berrios provided further insight into training programmes offered at ILEA. There are four other US-funded training institutes; in Asia, Europe, North America and South America, to strengthen cooperation to address problems of crime and terrorism. In Africa, courses are offered in English, French and Portuguese with instructors involving over 20 different law enforcement agencies. Course allocation for participants is dependent on country needs (terrorism threat, poaching problem etc.), previous attendance and previous cancellations.

v.   Panel Discussion on Use of Technology in Combatting Wildlife Crime

A panel comprising Sport Beattie (GRI), Les Carlisle (&Beyond), Joseph Okori (WWF-International) and Brad Poole (PPF), moderated by David Lawson (Wildlife Enforcement Network for Southern Africa - WENSA) debated the use of technology to combat poaching and illegal wildlife trade, and the interest this receives from the public as well as the donor community. They highlighted that issues of sustainability, user-friendliness and invasiveness need to be considered before investing in new technologies. Although emerging technologies can replicate some of the functions currently performed by humans more efficiently and effectively, basic operational capacity has to be ensured first. Often simple GPS technology can offer considerable support to operational activities on the ground but it is the fear of the unknown that hinders conservation agencies from engaging in new developments. The panel emphasized the need to increasingly share data between PAs, countries and TFCAs in order to be able to use existing tools effectively, build trust and law enforcement networks.

b.   Species-Specific Support to TFCAs

i.   Private Sector Support to Rhino Conservation in Botswana

Kai Collins and Les Carlisle, Conservation Managers of Wilderness Safaris and &Beyond respectively, expanded on the support both private sector tourism operators are giving to rhino reintroduction and conservation in the Okavango Delta in Botswana, which forms part of the KAZA TFCA. Since the 1850s, poaching resulted in regional black and white rhino populations plummeting, from more than one million to approximately 5,000 and 15,000 respectively. In Botswana this led to the black rhino becoming locally extinct in 1992 and a remaining white rhino population of a meager 19 individuals. Once poaching was brought under control in 1999, DWNP and Wilderness Safaris worked jointly to reintroduce rhino back into the Delta in 2001, from South Africa. This and subsequent reintroductions planned and executed over many years aim to establish genetically diverse breeding populations of both white and black rhino. Support is also offered in monitoring and anti-poaching activities.

By using the relationships and standard operating procedures developed by Wilderness Safaris, &Beyond, through their rhino reintroduction programme Rhino's Without Borders, brought in an additional 100 white rhino from South Africa. Communities were closely involved with the reintroduction process to increase ownership and sensitize them on the value of wildlife tourism. The rein-

troduction projects by both private sector companies have enjoyed remarkable political support from the Botswana Government, making available resources, time and equipment.

ii. Southern Africa's Transboundary Elephant Populations: the Context for Conservation

Dr. Holly Dublin, Chair of the IUCN Species Survival Commission's (SSC) African Elephant Specialist Group (AfESG), provided an overview of their work and preliminary results on the status of African elephant populations in the context of global dynamics. Aside from offering technical advice to strategic approaches and the national planning processes of African elephant range states, the AfESG, together with the SSC publishes regular African Elephant Status Reports to support evidence-based decision-making. The newest edition will be published during the 17th Conference of the Parties of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) at the end of September 2016. Besides the illegal killing of elephants for the ivory trade, elephant populations are increasingly threatened by habitat fragmentation caused by the rapid expansion of agriculture, infrastructure development and climate change. Increasing competition over natural resources is further heightening human-elephant conflict. Recent monitoring data collected for the status report shows that the poaching of African elephants remains unsustainable with only southern Africa managing to keep this below the unsustainable threshold. Integrating multiple stakeholders into the design and monitoring processes and setting measurable goals are some of the important lessons learned from the range state planning processes. As SADC TFCAs harbor a number of critical transboundary elephant populations on the continent, the importance of simultaneous cross-border surveys cannot be overstated to monitor and conserve this iconic species.

iii. KAZA Large Carnivore Conservation Coalition

Dr. Rosemary Groom, Southern African Coordinator of the Range Wide Conservation Programme for Cheetah and African Wild Dogs, presented the KAZA Large Carnivore Conservation Coalition. With KAZA being an important stronghold for threatened carnivores that have experienced considerable loss of range, the thinking of local actors had to move away from projects limited to particular countries or project sites with arbitrary boundaries. Instead, a network of five key habitats and eight connectivity pathways for large carnivores has been identified for support across KAZA to ensure connectivity of key lion, leopard, cheetah and wild dog populations. To support conservation and strategic integrated planning, a total of 37 participants from 20 organizations joined forces to establish the Large Carnivore Conservation Coalition in October 2015 under the auspices of the KAZA TFCA's Conservation Working Group, allowing for maximized efficiency, sharing resources, expertise and prioritizing funding streams. This Coalition aims to achieve their conservation objectives by focusing on community beneficiation, protection of resident carnivore populations and ensuring connectivity.

iv. Turtle Monitoring in Ponto Do Ouro Partial Marine Reserve, Lubombo TFCA

In his second presentation Craig Beech expanded on a transboundary research project in the marine component of the Lubombo TFCA. Here the population trends of critically endangered Leatherback turtles and endangered Loggerhead turtles has been monitored over the past 20 years by dedicated conservationist Pierre Lombard and his family with support from other marine guards, conservation managers and community members. By patrolling for nesting sites along the Mozambique and South African coastline, data is collected on the number of nests laid per species, eggs and hatchlings (where applicable), destroyed nests and total turtles tagged and/or recaptured. The reports and maps created as a result of the dedicated monitoring enable a view of population trends over time.

II. Funding for Collaborative Management Support Projects

The final day of the Symposium saw a series of presentations from an array of International Cooperating Partners on funding mechanisms and opportunities.

a. KfW – TFCA Financing Facility

Inter-governmental consultations in November 2014 between SADC and the Government of Republic of Germany resulted in German Development Cooperation (through KfW) introducing a TFCA Financing Facility, which represents a shift from a previous project approach to a programmatic financing approach. This mechanism is expected to be more flexible and responsive, reducing the complexity of sub-projects, enabling effective priority setting through a call for grants and selection based on set criteria, with result/performance based incentive schemes. In turn, this is hoped to reduce transaction costs, fast track funding decisions and enable greater impact on the ground in TFCAs. Several such regional funds already exist including the Integrated Tiger Habitat Conservation Fund between nine countries and the Blue Action Fund, which is a global initiative for marine protected areas. An initial study for the TFCA Financing Facility was completed in mid 2015 and it is hoped that after further consultations and an appraisal mission scheduled for October 2016, that the final project agreement might be signed in December 2016. The proposed facility would be administered by IUCN (as with the Tiger Fund) which would not be an implementing organisation but rather allow for more effective grant allocation with in-built rigorous monitoring and accountability to Member States, SADC Secretariat and ICPs.

After an initial presentation on the facility, input was requested from Symposium participants on several aspects of the proposed facility including (i) what challenges the facility should focus on; (ii) proposed funding windows; (iii) grant types; and (iv) identification of other key actors and their roles other than governmental organisations, NGOs and CBOs. This input was provided through a brief working group session and consolidated for a more detailed planning session scheduled for after the end of the Symposium with a smaller group of participants.

b. African World Heritage Fund

A presentation by the African World Heritage Fund (AWHF) explained that the aim of the fund is to support the effective conservation and protection of natural and cultural heritage of Outstanding Universal Value in Africa. The Fund was launched in 2006 by the African Union and African member states of UNESCO. AWHF programmes include capacity building to improve representation of African properties on the World Heritage List; preparing African States to face increasing natural and man-made threats to their properties; and promoting heritage as a way to stimulate socio-economic development. A description was then given of the conservation and nomination grants including information on eligibility; budget; application, evaluation and selection procedures.

c. European Union

A description on the European Union (EU) policy framework with regards to TFCAs was given. In 2015, a policy entitled "Larger than Elephants" was adopted which lists priority actions for biodiversity and ecosystems including six key areas of support to TFCAs; (i) PA management; (ii) landscape management for livelihoods; (iii) landscape management for conservation; (iv) TFCA governance; (v) management of critically endangered species; and (vi) awareness raising. EU supports the BIOPAMA project, which is jointly implemented by IUCN and the European Commission Joint Research Centre.

Currently, a regional wildlife conservation programme is being designed for eastern and southern Africa and the Indian Ocean amounting to EUR 30 million. The Programme is due to start in 2017 for a three year period covering issues of poaching and enhancement of anti-trafficking efforts, and promoting the establishment and sustainable management of TFCAs with a focus on 15 TFCAs. Support to TFCAs will include support for establishment of TFCAs including their legal instruments; capacity building for communities living in and around TFCAs through a call for proposals amounting to a total of EUR 9 million. A specific project amounting to EUR 32 million will focus on specific threatened species, habitats and people in Africa and is under preparation, with co-financing from KfW and GEF, with the implementing partner being IUCN. Part of this project would be implemented through grants to NGOs to support direct species conservation, PA management, reduction in human-wildlife conflict, and extension of PAs and corridors.

d.   Global Environment Facility

The Global Environment Facility (GEF) presented an overview of their process and key requirements to access resources made available to governments of eligible countries under GEF-6, which runs from 2014-2018. Options for GEF-7, which will run from 2018-2022, include country-based projects and regional projects which could take place in TFCAs.

e.   USAID

A presentation from USAID offered an overview of their Regional Environment Programme, based in Pretoria, South Africa, which manages USD 70 million across 12 countries and promotes regional cooperation to manage transboundary natural resources. Key focus areas include biodiversity conservation and combating wildlife crime; building resilience to climate change; access to sustainable water supply, sanitation and hygiene; and enabling environment for environmental sustainability. The current funding mechanism is through a river basin approach. Examples of funded partnership projects include Southern African Regional Environment Programme 2010-2016; Resilience in the Limpopo River Basin 2012-2017; and Water and Ecosystem Security in the Orange-Senqu River Basin 2012-2016. The presentation indicated the increased focus on combatting wildlife crime. The application process for periodic requests for proposals and applications was also provided.

f.   World Bank

A presentation by the World Bank highlighted that bringing rural development and community development into the conservation equation allows for new sources of financing to be accessed. These sources are often related to the promotion of agriculture, forestry, non-timber forest products and fisheries as activities that may enhance local livelihoods. Landscape level conservation is often complex in the range of stakeholders that need to be engaged but also in terms of financing mechanisms as often multiple financing arrangements exist. A case was made for increased collaborative management arrangements as an important source of partnerships. Several sources of financing were presented including endowment funds, Payment for Ecosystem Services (PES), Debt Swaps, Biodiversity Offsets, and Wealth Accounting and the Valuation of Ecosystem Services (WAVES). Partnerships were identified as critical success factors for endowment funds as they create an enabling environment to attract more funds; effective co-management enables good use of funds at the local level; and effective capacity to manage funds at the PA level allows funds to be disbursed. Examples of PES for carbon and water were also offered. If properly executed, offsets can improve the conservation outcomes of large-scale development projects but are often used as a last resort. Large revenue gen-

erating infrastructure projects such as hydroelectric and water supply dams, tolls roads, and pipelines can be used to support the recurrent costs of associated biodiversity offsets as part of the project's regular operating costs. WAVES include taking account of the natural capital including land, water and forests and are utilised to convince Ministries of Finance in government to release funding towards conservation as they help to determine the true value of those natural resources, optimise their use and determine how they can be used to diversity the economy and reduce poverty. An example of a Blue Bonds scheme being planned by Seychelles was also given in which the country is raising finances through bonds to finance sustainable development of its marine areas. Another example given from Seychelles was a Debt for Adaptation Swap where the country reduced the burden of its debt in exchange for committing to enhance marine conservation and climate adaptation efforts.

III. Side Session: Developing a SADC TFCA M&E Framework
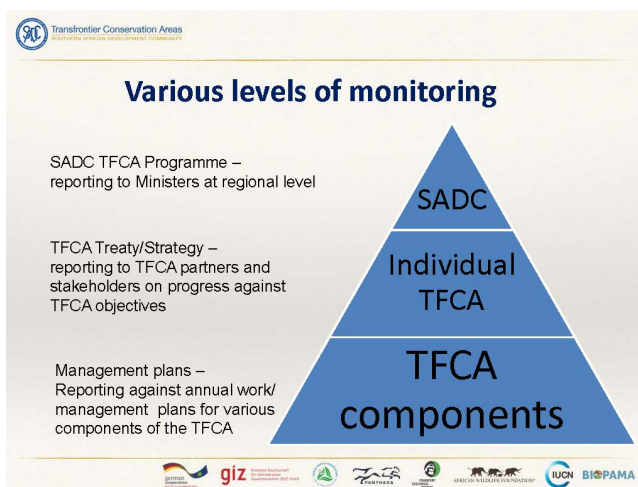
Figure 4: Levels of Monitoring
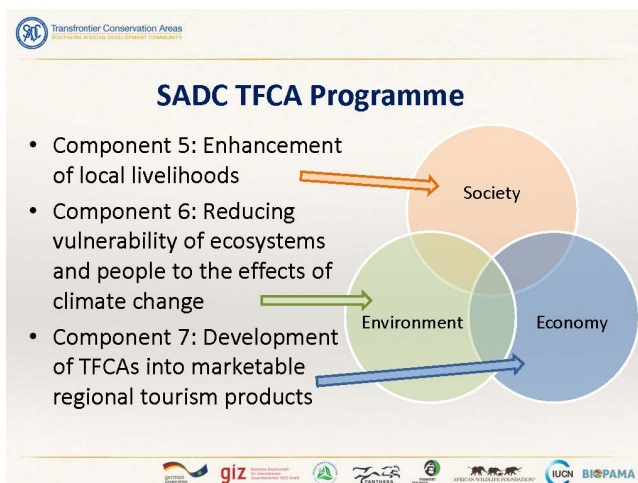
Figure 5: SADC TFCA Programme Components for monitoring

This side session sought to build on the work initiated by network members at their meeting in Kruger National Park in March 2016 to develop a monitoring and evaluation framework for SADC TFCAs. There are essentially three levels at which monitoring can be done (Figure 4) and the focus of this session was to begin looking at reporting at the regional level against Components 5-7 of the SADC TFCA Programme (Figure 5).

The session reviewed the key areas for monitoring (Figure 6) and the current data collected in TFCAs (Figure 7). Key constraints to the development of a regional monitoring framework that could speak to the SADC TFCA Programme were also discussed. These include the lack of standardised data across TFCAs (and even within one TFCA); limited willingness to share data across national boundaries and between sectors; and the lack of cohesive indicators to focus monitoring efforts. It was agreed that efforts to encourage standardised data collection should be further enhanced and that the TFCA portal would help make data sharing easier.

Figure 6: Broad areas for monitoring   **Figure 7: Current data collected in TFCAs**
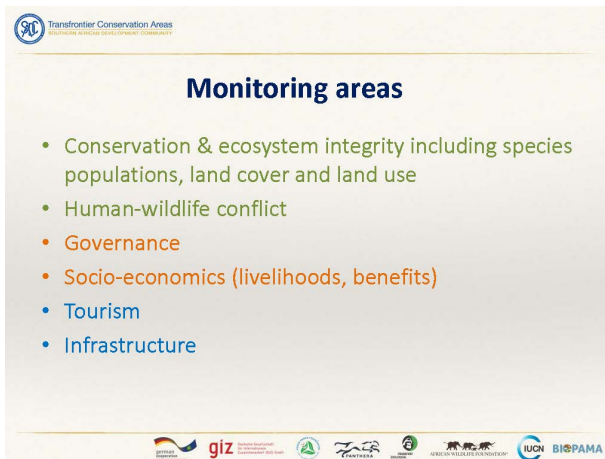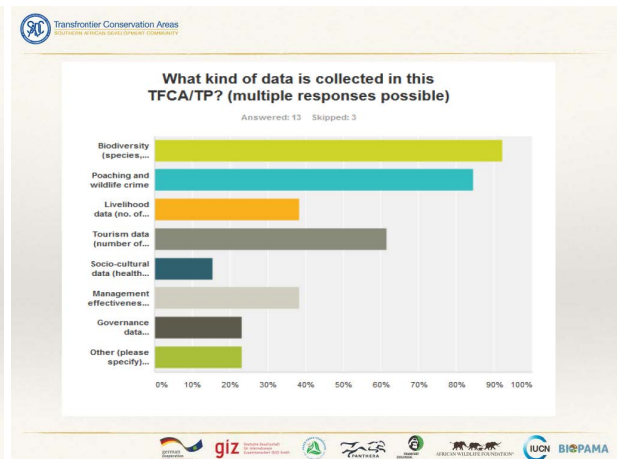
IV. "How to get from island solutions to practical, replicable, scalable and measurable approaches" - Panel Discussion

A panel discussion entitled "How to get from island solutions to practical, replicable, scalable and measurable approaches" was moderated by Reinhard Woytek (GIZ) with panellists being Ernest Mokganedi (Department of Environmental Affairs, South Africa), Werner Myburgh (Peace Parks Foundation), Michael Flyman (Department of Wildlife and National Parks, Botswana) and Nils Meyer (KfW, Germany).

The moderator focussed the discussion on the issue of policy change and involvement of other sectors in TFCA development. All the panellists agreed that TFCAs offer value to different stakeholder groups, but emphasised that this value needs to be demonstrated to these stakeholder groups and other sectors within government in order to secure support. This support would then enable further realisation of the promise of TFCAs, which certainly cannot be delivered by environment/conservation agencies alone. However, in order to demonstrate their value, appropriate, relevant and measurable indicators need to be agreed upon and periodically measured and assessed to determine impact on the ground. Panellists acknowledged the importance of platforms such as the KAZA Carnivore Conservation Coalition, the SADC TFCA Network (pointing out that the latter's membership should be widened to include other sectors within the SADC Member States) as well as of forums such as the Symposium in sharing lessons learned and debating the value of TFCAs. The divide between conservation/environment agencies and other development agencies in achieving TFCA objectives can further be bridged by demonstrating that indeed all sectors are working towards a common goal as articulated in higher level national development plans and strategies, and by actively reaching out and embracing other partners such as the private sector and academia, all of whom bring their own comparative advantages in TFCA development.

With regards to policy change, it was pointed out that lack of reference to transboundary conservation and development efforts within national policy and legislative frameworks is impeding implementation on the ground level. However, efforts to address this challenge must not solely focus on high level change as this is a lengthy, arduous process, but should also be stimulated through ground level successes as has been the case with launching cross-border tourism products in ARTP and the univisa in Zambia/Zimbabwe (KAZA TFCA) where exemptions to the existing laws were obtained.

Panellists admitted that TFCA development could benefit from greater leadership and accountability from policy makers and that the latter would do well to unlearn what they know so as to emerge from their silos to consider different perspectives and approaches. The point was made that great leadership is not synonymous with increased centralisation of decision-making authority, but quite the contrary, devolution of such authority to the ground level has the potential to contribute greatly to delivering on the potential of TFCAs.

Annex C. Attendance List

	Country/Organization	Name	Position	Email	Telephone
1.	Botswana	Elias M. Magosi	Permanent Secretary - MEWT	emagosi@gov.bw	
2.	Botswana	Ingrid Otukile	TFCA Coordinator – MEWT	iotukile@gov.bw	
3.	Botswana	Micheal Flyman	Head of Research – DWNP	mflyman@gov.bw	
4.	Botswana	Condric Busang	Market Analyst	cbusang@botswanatourism.co.bw	
5.	Botswana	Goweditswe Sisimogang	Kalahari Transfrontier Park	gsisimogang@gov.bw	
6.	Botswana	Neo Mahopeleng	Principal Wildlife Officer - DWNP	Sneo_mahopeleng@gov.bw	
7.	Botswana	M Malokwane	Wildlife Officer	mmalokwane@gmail.com	
8.	Botswana	C Kitso	SWW - DWNP	ckitso@gov.bw	
9.	Kenya	Julius Cheptei	Assistant Director, KWS	cheptei@kws.go.ke	+254722733165
10.	Kenya	Julius Kimani	Deputy Director Parks, KWS	jkimani@kws.go.ke	
11.	Malawi	Jester Nyirenda	Assistant Director – Head of Education - DWNP	jkaunganyirenda@gmail.com	
12.	Malawi	George Nxamayo	TFCA Desk Officer / Assistant Director – DWNP	gznxumayo@gmail.com	
13.	Mauritius	Parmanada Pragen	Scientific Officer - NPCS	parmananda.ragen@gmail.com	
14.	Mauritius	Aradnah Goury	Senior Technical Officer Conservation- NPCS	bgoury@gmail.com	+230 54959713
15.	Mozambique	Felismina Longamane Langa	Director of Research and Development Services - ANAC	flanga@anac.gov.mz	+258821530270
16.	Mozambique	Cornelio Miguel	Niassa National Reserve Warden	corneliomiguel@yahoo.com	

19.	South Africa	André Spies	Manager: Park Planning and TFCA Coordination	andre.spies@sanparks.org	
20.	South Africa	Nick de Goede	Park Manager: Camdeboo National Park	nickdegoede@sanparks.org	
21.	South Africa	Sethembiso Mkhize	Biodiversity officer TFCA Unit -DEA	zmkhize@environment.gov.bw	+27 820705911
22.	Swaziland	Wisdom Dlamini	Director of Nature Conservation	mwdlamini@gmail.com	
23.	Swaziland	Seth Maphalala	Lubombo TFCA Programme Manager	tfca@sntc.org.sz	
24.	Zambia	Paul Zyambo	Director National Parks and Wildlife	paulzya@yahoo.com	
25.	Zambia	Andrew Nambota	Director TFCA	Andrewnambota56@gmail.com	
26.	Zimbabwe	Alec Dangare	National TFCA Programme Manager	adangare@yahoo.com	+263 772436686
27.	Zimbabwe	Evious Mpofu	Regional Manager Gonerzhou NP	empofu@gmail.com	
28.	SADC Secretariat	Margaret Nyirenda	Director FANR	mnyirenda@sadc.int	
29.	SADC Secretariat	Deborah Kahatano	Programme Manager on Wildlife – SADC FANR	dkahatano@sadc.int	
30.	SADC Secretariat	Panduleni Elago	Programme Officer / SADC FANR	pelago@sadc.int	
31.	African World Heritage Fund	Pamela MacQuilkan	Head of Programmes	Pamelam4gwf.net	
32.	African Wildlife Foundation	Kathleen Fitzgerald	Vice President, Conservation Strategy	kfitzgerald@awf.org	
33.	African Wildlife Foundation	Alistair Pole	Director Land Conservation	APole@awf.org	
34.	African Parks	James Milanzi	Regional Operations Manager for Zambia and Malawi	jamesm@african-parks.org	
35.	&Beyond	Les Carlisle	Conservation Manager	Les.carlisle@andbeyond.com	
36.	Boundless Southern Africa	Roland Vorwerk	Marketing Manager	rvorwerk@environment.gov.za	
37.	Big Life Foundation	Daniel Sambu	Predator Protection Programme Coordinator	predator@biglife.org	
38.	Birdlife Botswana	Kabelo Sanyatso	Director	blb@birdlifebotswana.org.bw	

39.	Carr Foundation	Marc Stalmans	Director Scientific Services: Gorongosa Restoration Project	stalmans@gorongosa.net	
40.	Conservation Development Centre	Rob Malpas	CEO	robmalpas@cdc.info	
41.	EU Delegation to Botswana and SADC	Sagoh Djete	Regional Cooperation, incl. SADC	Sagoh.DJETE@ec.europa.eu	
42.	FZS	Karen Laurenson	Regional Coordinator	karen.klaurenson@fzs.org	
43.	FZS	Hugo van der Westhuizen	Project Leader Gonarazhou	hugo@fzs.org	
44.	FZS	Ed Sayer	Protection Leader North Luangwa	Ed.sayer@fzs.org	
45.	FZS	Neville Slade	Project Manager: Bale Mountains Conservation Project	Neville.slade@fzs.org	
46.	Game Ranger International	Sport Beattie	Chief Executive Officer	sport@gamerangersinternational.org	
47.	Greater Mapungubwe TFCA	Patience Gandiwa	International Coordinator	Patience.gandiwa@gmail.com	
48.	GIZ	Klemens Riha	Coordinator, Project "Combating Poaching and the Illegal Trade in Ivory and Rhino-horn"	klemens.riha@giz.de	+49 228 4460-1424
49.	GIZ	Stephanie Lienelueke	Advisor, Project "Combating Poaching and the Illegal Trade in Ivory and Rhino-horn"	stephanie.lienenlueke@giz.de	+49 228 4460-1497
50.	GIZ Office Botswana and SADC	Jochen Quinten	Country Director	jochen.quinten@giz.de	
51.	GIZ/SADC	Reinhard Woytek	Programme Director, TUPNR	reinhard.woytek@giz.de	+267 751 95968
52.	GIZ/SADC	Moses Chakanga	Programme Officer Natural Resources	moses.chakanga@giz.de	+ 267 - 721 15 309
53.	GIZ/SADC	Martin Leineweber	TFCA Advisor	martin.leineweber@giz.de	+267 72300413
54.	GIZ/SADC	Lisa Blanken	TFCA Network Advisor	lisa.blanken@giz.de	
55.	GIZ/SADC	Mareile Nganunu-Kröning	TFCA Development Advisor	mareile.nganunu-kroening@giz.de	
56.	GIZ/SADC	Precious Kabelo	Procurement Officer	Precious.kabelo@giz.de	+267 72892737
57.	GIZ/SADC	Eunice Motswaledi	Procurements assistant	Eunice.motswaledi@giz.de	+267 74007056

58.	GIZ/SADC	Malebogo Kgoboki	Finance Officer	Malebogo.motlhatlhedi@giz.de	+267 72307686
59.	GIZ/SADC	John Ofentse	Logistic officer	john.ofentse@giz.de	+267 72307687
60.	GIZ/SADC	Sidi Mokaeya	Consultant	sidi_mokaeya@yahoo.com	
61.	Great Limpopo TFCA	Piet Theron	International Coordinator	piettheron01@gmail.com	
62.	Global Environment Fund	Jamie Cavelier	Senior Biodiversity Specialist	jcavelier@thegef.org	1-020-841-1413
63.	Independent Consultant	David Lawson	Technical Adviser for the establishment of a SADC wildlife enforcement network	Dr.d.lawson@gmail.com	
64.	Integrated Rural Development and Nature Conservation	John Kamwi	Transboundary Natural Resource Management Coordinator	johnkamwi64@gmail.com	+264 81 561 8922
65.	IFAW	Neil Greenwood	Programmes Manager Southern Africa	ngreenwood@ifaw.org	
66.	International Law Enforcement Academy	Frank Barrios	Program Director	BerriosFR@state.gov	+267 533 7666
67.	IUCN	Holly Dublin	Chair African Elephant Specialist Group	holly.dublin@gmail.com	
68.	IUCN	Leo Niskanen	Technical Adviser, Conservation Areas and Species Diversity Programme	Leo.Niskanen@iucn.org	
69.	IUCN BIOPAMA	Christine Mentzel	Senior Programme Officer	Christine.MENTZEL@iucn.org	
70.	Jafuta Foundation	Alan Sparrow	Director	sparrow.alan@gmail.com	
71.	Kalahari Conservation Society	Leonard Dikobe	Chief Executive Officer	leonarddikobe@kcs.org.bw	Tel:+267 397 4557 Cell:+267 71 810 710
72.	KfW	Nils Meyer	Principal Project Manager Southern African Region: Development and Natural Resources	Nils.Meyer@kfw.de	
73.	KAZA TFCA	Morris Mtsambiwa	Executive Director	mzmtsambiwa@gmail.com	
74.	KAZA TFCA	Frederick Dipotso	Programme Manager	fmdipotso@hotmail.com	
75.	Malawi-Zambia TFCA	Humphrey Nzima	International Coordinator	nzimatfca@wildlifemw.net	
76.	Masego Trust - Botswana	Okgetheng Mogorosi	Chairperson	N/A	+267 71620160

77.	Mayuni Conservancy – Namibia	Chief Mayuni	Mashi Traditional Authority	N/A	+264 81 301 3217
78.	Mayuni Conservancy - Namibia	Fredrick Kabala	Chief's Advisor (Natamoyo)	N/A	+264 813447446
79.	Oxford University	Mujon Baghai	Researcher	mujon.baghai@gtc.ox.ac.uk	
80.	Panthera	Peter Lindsey	Policy Coordinator – Lion Program	plindsey@panthera.org	
81.	PPF	Werner Myburgh	Chief Executive Officer	wmyburgh@ppf.org.za	
82.	PPF	Arrie van Wyk	Project Manager	avanwyk@ppf.org.za	
83.	PPF	Kathy Bergs	Senior Manager: Development	kbergs@ppf.org.za	
84.	PPF	Paul Bewsher	Programme Manager	paul@ppf.org.za	
85.	PPF	Brad Poole	Programme Manager: Combatting Wildlife Crime	bpoole@ppf.org.za	
86.	PPF	Craig Beech	Information System Manager	cbeech@ppf.org.za	
87.	PPF	Sedia Modise	Country Manager Botswana	smodise@ppf.org.za	
88.	PPF	Anthony Alexander	Country Manager Mozambique	aalaxander@ppf.org.za	+258 873011730
89.	PPF	Héloïse de Villiers	Programme Administrator	hdevilliers@ppf.org.za	+27 724474279
90.	Range Wide Conservation Program for Cheetah and African Wild Dogs	Rosemary Groom	Southern African Coordinator	rosemary-rwcp@zsl.org	
91.	SAWC	Candice Eb	Natural Resource Economist: Wildlife Area Management	ceb@sawc.org.za	
92.	SAWC	Ruben de Kock	Business Unit Manager: Protected Area Integrity	rdekock@sawc.org.za	
93.	SAREP	Steve Johnson	Chief of Party	sjohnson@sarep.co.bw	
94.	SEANAME Conservation Consultancy	Nidhi Gureja	Facilitator	nidhigureja@yahoo.com	
95.	Singita Grumeti Foundation	Stephen Cunliffe	Director	StephenC@grumetifund.org	

96.	Susanne Pecher Consulting	Susanne Pecher	Director	sp@susanne-pecher-consulting.de	
97.	USAID	Mahlodi Tau	Principal Project Manager Southern African Region: Development and Natural Resources	mtau@usaid.gov	
98.	US State Department	Don Brown	Regional Environmental, Science and Technology Officer, Southern Africa US Embassy	BrownDL4@state.gov	
99.	UNDP	Goetz Schroth	Programme Specialist: Climate Change United Nations Development Programme Angola	goetz.schroth@undp.org	
100.	UNDP	Phemo K. Kgomotso	Regional Technical Specialist – Ecosystems and Biodiversity	Phemo.kgomotso@undp.org	
101.	Wild Bird Trust	John Hilton	Commercial Director	john@wildbirdtfust.com	
102.	Wilderness Safaris	Kai Collins	Conservation Manager	kaic@wilderness.co.bw	
103.	WCS	Alistair Nelson	Country Director Mozambique	anelson@wcs.org	
104.	WCS	Rob Craig	WCS Niassa Programme Director	rcraig@wcs.org	
105.	World Bank	Andre Rodrigues Aquino	Senior Natural Resources Management Specialist	adeaquino@worldbank.org	
106.	WWF	Russell Taylor	Transboundary Conservation Planning Advisor	rtaylor@wwf.na	
107.	WWF	Joseph Okori	Head of Rhino Programme in Africa	jokori@wwf.org.za	
108.	Zoological Society London	Chris Gordon	Kenya Country Manager	Chris.Gordon@zsl.org	
109.	Portuguese Interpreter	Lopes Chembene	Portuguese Interpreter	Alopes88@hotmail.com	
110.	Portuguese Interpreter	Kuswikidila Eloi	Portuguese Interpreter	eloikael@hotmail.com	
111.	French Interpreter	Ashwin Hulman	French Interpreter	Ashwin_hulman@yahoo.com	
112.	French Interpreter	Nelson Mazive	French Interpreter	Nelito.mazive@yahoo.com	