



presented by



CLOSING THE GAP

FINANCING AND RESOURCING OF
PROTECTED AND CONSERVED AREAS
IN EASTERN AND SOUTHERN AFRICA

A COMPREHENSIVE ONLINE EVENT ON
**COLLABORATIVE MANAGEMENT
OF PROTECTED AREAS**
AS A MEANS TO INCREASE REVENUE AND
IMPROVE MANAGEMENT EFFICIENCY



ONLINE EVENT

SEPTEMBER 2, 2020

15:30 EAT



presented by



Agenda

WEDNESDAY
SEPTEMBER 2, 2020

15:30 PM

WELCOME
by Christine Mentzel
BIOPAMA Eastern and Southern Africa

15:45 PM

COLLABORATIVE MANAGEMENT OVERVIEW

Models and Status in Africa
by Kathleen H. Fitzgerald
Conservation Capital

16:00 PM

PANEL DISCUSSION HIGHLIGHTING REAL-LIFE EXAMPLES OF COLLABORATIVE MANAGEMENT FROM ACROSS THE REGION

Gonarezhou Conservation Trust

A Conservation Partnership between the Zimbabwe Parks
and Wildlife Management Authority
and The Frankfurt Zoological Society
by Hugo van der Westhuizen

African Parks' model and experience

African Parks Network
by Jean Labuschagne

Collaborative Management Partnerships in Rwanda

The Rwanda Development Board
by Eugene Mutangana

The role of collaborative management partnerships for biodiversity conservation

European Commission –
International Cooperation for Development
by Philippe Mayaux

QUESTIONS & ANSWERS

16:50 PM

CLOSING REMARKS

The Biodiversity and Protected Areas Management (BIOPAMA) Programme

www.biopama.org



An initiative of the ACP Group of States financed by the European Union's 11th EDF.



From Knowledge to Action for a Protected Planet

BIOPAMA

2017- 2023

From Knowledge to Action for a Protected Planet



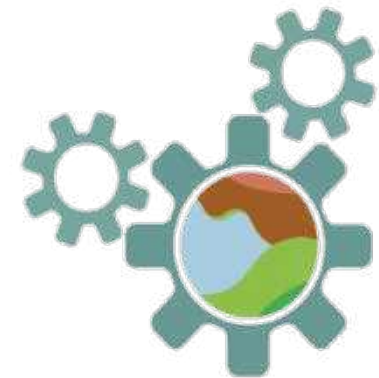
THE REGIONAL RESOURCE HUB



THE REGIONAL REFERENCE
INFORMATION SYSTEM



CAPACITY BUILDING



THE ACTION COMPONENT

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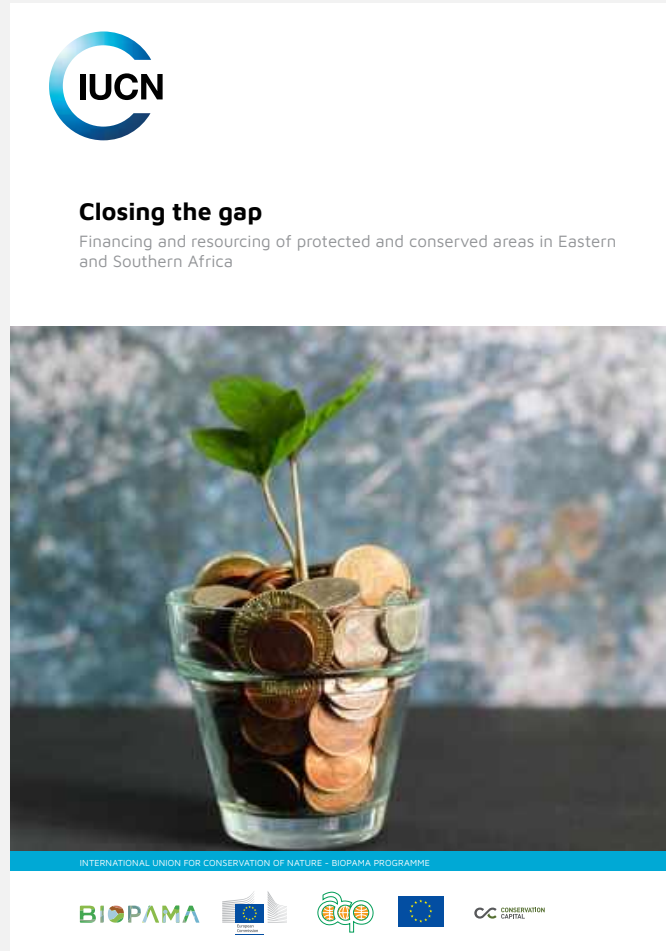


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Closing the gap

Financing and resourcing of protected and conserved areas in Eastern and Southern Africa

www.iucn.org/resources/publications



www.biopama.org



Collaborative Management Partnerships

Kathleen H. Fitzgerald, Conservation Capital

Public Private Partnership (PPP)?
Co-management?
Collaborative Management?
Collaborative Management Partnership?



Protected Areas (WDPA)

**More than \$1 billion needed annually
to secure Africa's protected areas
with lions**

*Proceedings of the National Academy of Sciences of the
United States of America, 2018. Lindsey, P. et al.*



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Source: www.pnas.org/cgi/doi/10.1073/pnas.1805048115;

Why Collaborative Management Partnerships ?

Increase Funding

Attracts donor funding: Data demonstrates that CMPs have increased funding available for PA management.

Attracts potential investors: Poor PA management, deters private sector investment and perpetuates a positive feedback loop.

Donor preference

Enhance Technical Support

Attract skills not currently represented in the PA agency

Enhance agency capacity

Operational Efficiency

Transform Non-operational PAs: Transform 'paper parks,' target non-operational parks.

Avoid Degazettement and Downsizing



Governance Vs Management

Governance is about...

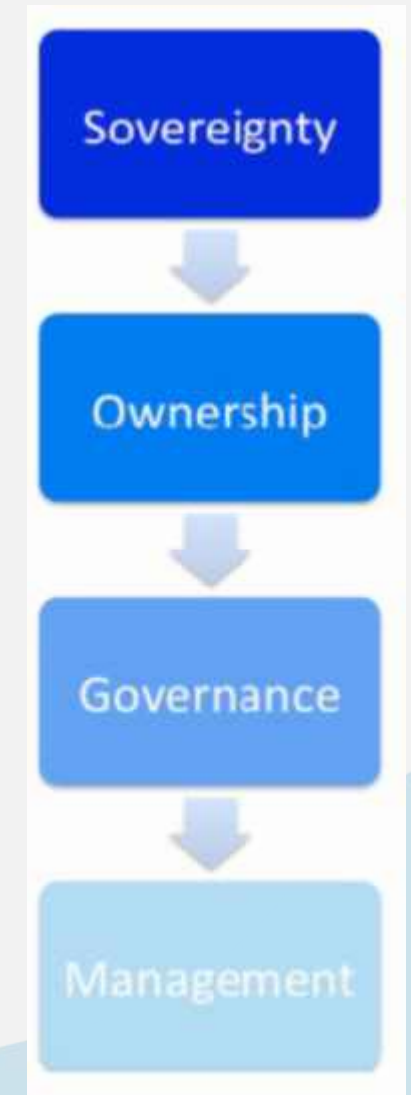
- Who decides what the objectives area, what to do to pursue them and with what means
- How decisions are taken
- Who holds power, authority & responsibility
- Who is held accountable

Management is about...

- What is done in pursuit of given objectives
- The means & actions to achieve such objectives

“In contrast to the day-to-day implementation of management, governance is commonly likened to “steering instead of rowing.”

– Mujon Baghai, Dissertation, 2016 & Figure on Right



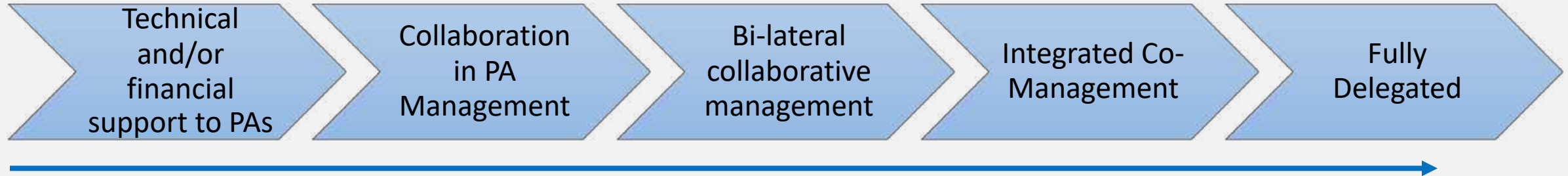
Source: SOPA; 2019; original source (Borrini-Feyerabend, et al., 2013)

Collaborative Management Partnerships Models

- 1. Delegated management:** partner shares governance responsibility with the state and is delegated full management authority, generally a joint entity and special purpose vehicle (e.g., foundation, non-profit company) is created in the host country, and management is 'delegated' to that entity, and the partner represents the majority.
- 2. Integrated co-management:** partner shares governance responsibility with the state, but unlike delegated management, this structure is characterised by a 50-50 power sharing arrangement, rather than being led by the partner.
- 3. Bilateral co-management:** partner shares governance and management responsibility with the state, and generally a separate structure is not created.
- 4. Financial and technical support** partner assists the state with aspects of management without formal decision-making authority, this is the traditional method of working with PAAs and may not even be classified as a co-management model.

Source: IUCN 2020 Closing the Gap Report

Collaborative Management Partnerships Models



No legal management agreement or on-going commitments by the partner.

An MOU between the PAA and partner may exist at this phase.

Less risk by the Partner

Increased risk & responsibility by the Partner

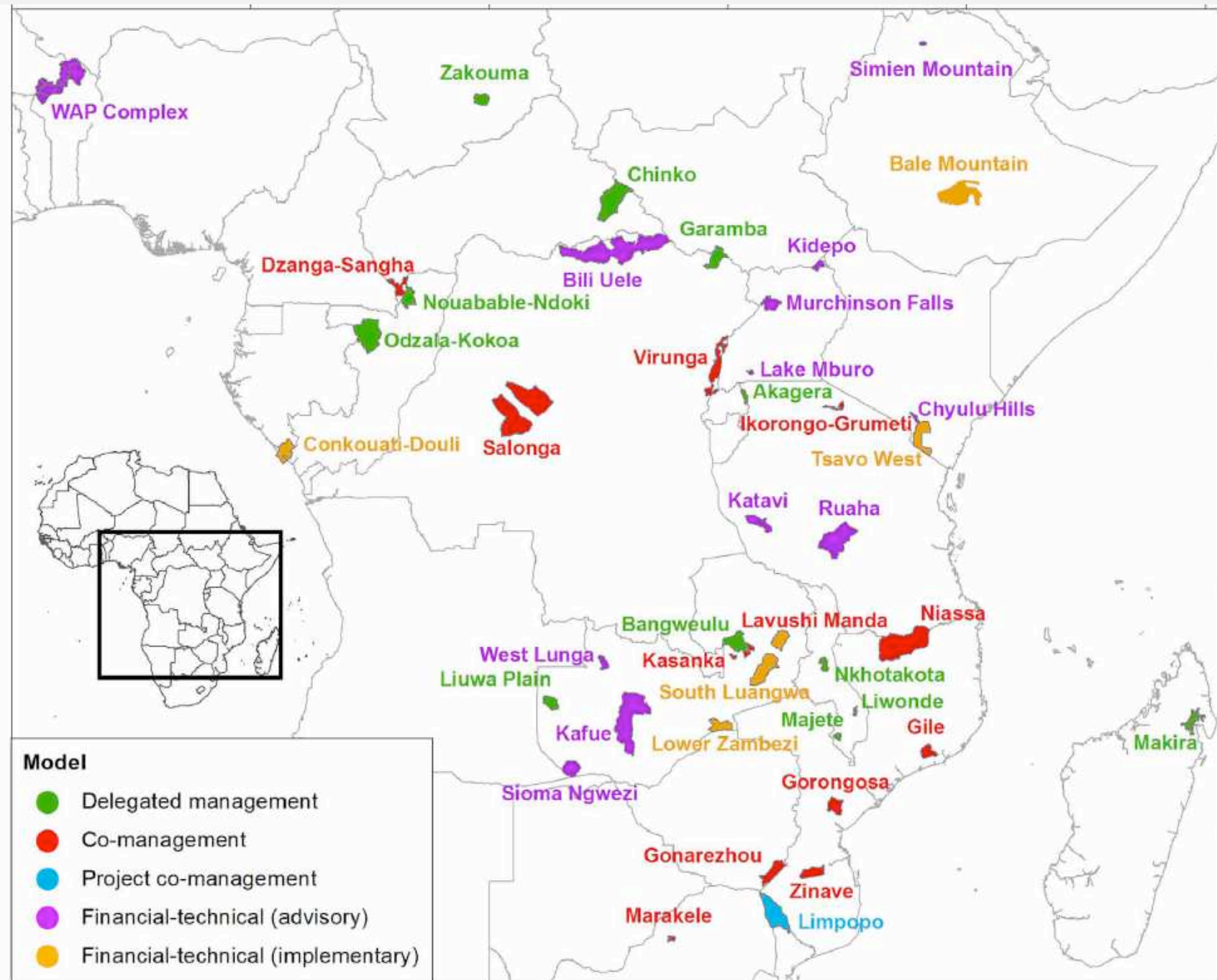
Increased clarity on structure and roles & responsibility

More rights allocated by the PAA to the partner

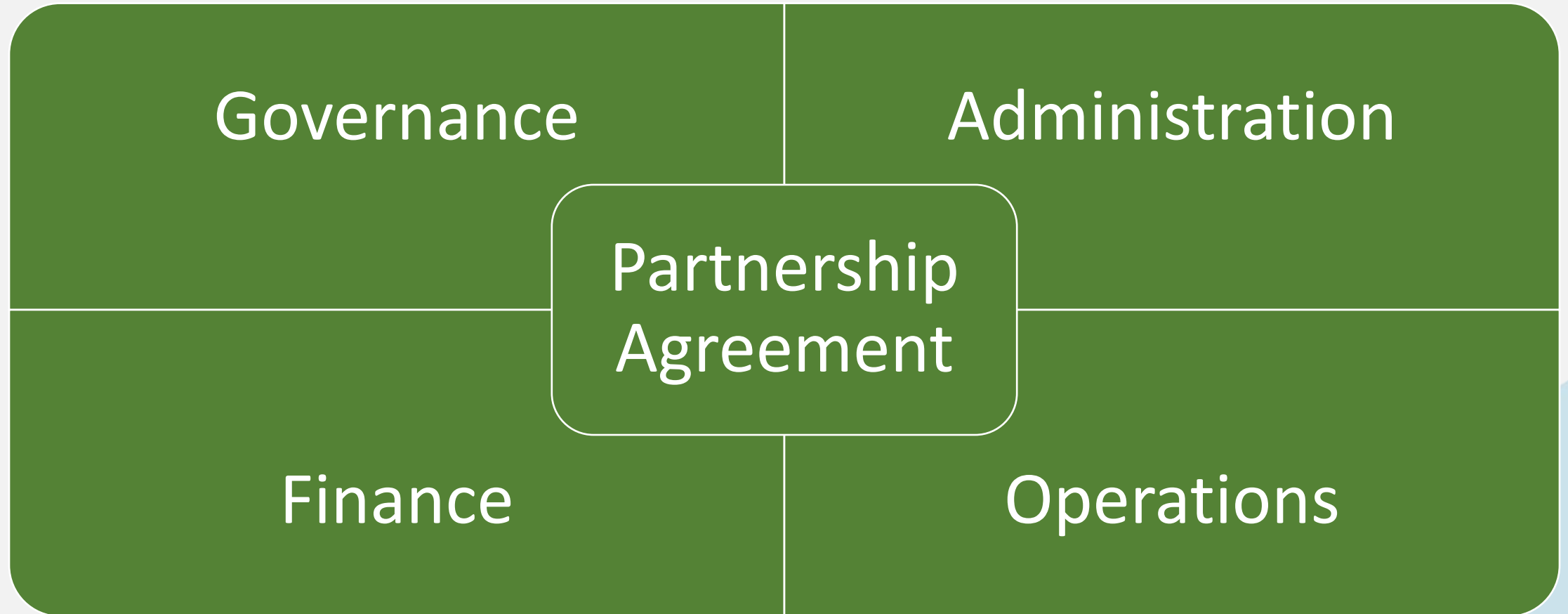
Financial commitment required prior to signing CMPs.

CMPs with NGOs

2017 map indicating collaborative management agreements with NGOs, not private sector.



Key Components of a Collaborative Management Partnerships



Factors of Success

- Clear agreements that have been developed together
- Trust between the partners
- Transparent stakeholder engagement
- Transparent contracting
- Buy-in at PAA at all levels by PAA, field & HQ
- Experienced partner (NGO or private)
- Clarity of roles
- Common objectives
- Common vision and goals
- Clear work plan
- Adequate Funding



PANEL

Panel



Hugo van der Westhuizen, Director for the Gonarezhou Conservation Trust



Eugene Mutangana, Head of the Conservation for the Rwanda Development Board



Jean Labuschagne, Director of Conservation Development & Assurance for African Parks








Philippe Mayaux. Team Leader Biodiversity and Ecosystem services, European Commission

Gonarezhou Conservation Trust

A Conservation Partnership between the Zimbabwe Parks and Wildlife Management Authority and the Frankfurt Zoological Society



GOVERNANCE MODEL	STATE CONTROL	FINANCIAL & TECHNICAL SUPPORT	CO-MANAGEMENT MODEL	DELEGATED MANAGEMENT MODEL	PRIVATE CONTROL
RESPONSIBILITY & ACCOUNTABILITY		<div> <div>INCREASING PARTNER/PRIVATE SECTOR AUTHORITY, RESPONSIBILITY & ACCOUNTABILITY</div> <div>INCREASING STATE AUTHORITY, RESPONSIBILITY & ACCOUNTABILITY</div> </div>			
	 <p>Kruger National Park, South Africa</p>	 <p>Gonarezhou National Park, Zimbabwe 2007 - 2016</p>	 <p>Gonarezhou National Park, Zimbabwe 2017 – to date</p>	 <p>Akagera National Park, Rwanda</p>	 <p>Malilangwe Wildlife Reserve, Zimbabwe</p>

African Parks

- Founded in 2000 in response to conservation crisis
- 100% responsibility for the rehabilitation & long-term management of PA' in partnership with African governments and communities
- 18 with 11 governments
- 14M hectares under protection



African Parks Footprint



Key principles of model: Mandate – Management - Money

Mandate

Long-term legal
contract

- Long term, legal contract with governments: **20 years or more**
- Clear separation of responsibilities to ensure accountability
- Contract enshrines government sovereignty:
 - *Governments remain owners of the park, responsible for setting legislation and policy*
 - *Empowers African Parks with day-to-day management, within a defined framework*

Management

Good governance
& conservation
principles

- Decentralized – each park own business unit, with in country entity and Board
- Park management team operates within framework
 - *National laws, mandate with government, business plan and SOPs*
- Best governance / business principles and protected area management practices

Money

Financial
sustainability

- Focus on monetizing value through tourism, resource harvesting etc.
- Revenues retained by the PA to cover operational costs, supplemented by donor \$
- African Parks helps create the product and right investment climate



Five Pillars to ensure sustainability





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Donors & Implementing Partners



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