

Collaborative Management Partnerships in Africa



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Why engage in
collaborative management?

Protected areas are priceless assets

Ecosystem services / Natural capital

- Definition: the benefits people derive from (healthy) ecosystems
- Examples: food, water, timber, medicine, climate regulation, flood protection, etc.
- Estimated at \$125-145 trillion/year globally.

Tourism

- Wildlife tourism contributes approx. \$35 billion to Africa.
- However, such tourism is not well developed in many countries.

PAs are under severe threat and increasingly depleted



Partnerships can
address these
challenges.

Our Study

Methodology

- **Government - nonprofit** partnerships
- **70 interviews** across Africa
- **International symposium** in Botswana



Governance

Setting strategic priorities and oversight

- Strategy
(e.g., management plan approval)
- Oversight
- Appointment of senior management

Management

Daily operations and implementation on the ground

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

Models: What kind of partnership?

1. Delegated management

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

2. Integrated co-management

- Governance is shared (equal representation on governance body)
- Partners jointly appoint senior management; day-to-day management is delegated

3. Bilateral co-management

- Both governance and management are shared
- Two organizations work in parallel with dual staffing

4. Financial-technical support

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

Key Findings

- Financial-technical support is the most widespread model.
- But co-management and delegated management models are becoming increasingly common.
- Donors frequently require a devolved model as a condition of investment.
- The clearest examples of success are associated with the delegated (and integrated co-management) models.

Why devolved models work

- **Attract high levels of funding** (and retain revenues)
- **Long-term vision and commitment** for conservation and communities
- **Clear mandate and high levels of autonomy**
- **Strong teams**, built by attracting highly competent staff and quickly dismissing non-performing or corrupt staff (i.e. accountability)

These characteristics are critical to success in contexts of low funding, low management capacity, and weak governance.

Next Steps

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



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

