

# Collaborative Management Partnerships in Africa



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Why engage in  
collaborative management?

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# 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.

## PAAs are under severe threat and increasingly depleted



Partnerships can  
address these  
challenges.

# Our Study

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# 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

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



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

