

# Motivations for Co- & Delegated Management Models



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# “The Only Way of Moving Forward”

In situations of severe capacity constraints and high challenges, such models are increasingly seen as *necessary* to achieve positive conservation outcomes.



# Transformative Impact

**In PAs with promise and potential, such models are seen as a faster and more effective way to bring value and reach sustainability.**



# Transformative Impact

“The past few years, we’ve just been maintaining ground with funding ... Now there’s a realization by both parties that a co-management agreement is a good structure to really **push the park forward.**”

“In a park which is big and under-resourced, and because of that doesn’t have strong enough management, the financial and technical contributions we make as a contractual third party—it doesn’t **change the game.** It’s not enough.”



# Why devolved models work

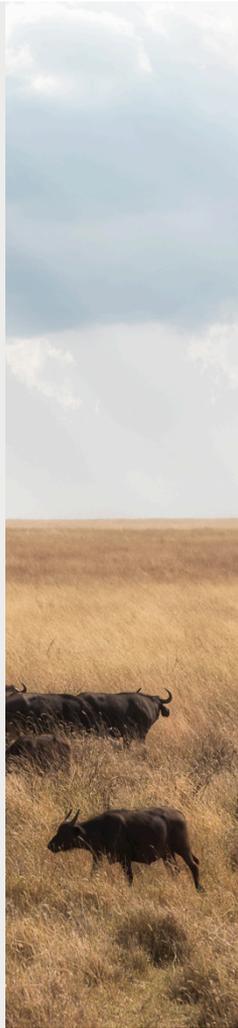
- **Attract high levels of funding** (and retain revenues)
- **Long-term vision and commitment** for conservation and communities
- **Clear mandate and high levels of autonomy** outside bureaucratic constraints and political interference
- **Strong teams**, built by attracting highly competent staff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

**These characteristics are critical to success, especially in contexts of low funding, lower management capacity, and weaker governance.**



# Other models are often fraught with challenges

- **Low financial and technical capacity** can be a bottleneck
- **Shorter-term projects** often fail to have lasting effects.
- Dual structure often leads to **confusion, mistrust, and blame-shifting**
- **Weaker human resources capacity**, due to less ability to attract high quality staff and dismiss non-performing or corrupt staff.
- **Lack of accountability** & susceptibility to **political interference**



# Case Study: Gonarezhou National Park



# From Financial-Technical Support...

- **FZS has a long history of supporting conservation in Zimbabwe**
  - Support for rhino conservation in the 80s
  - Financial-technical support to Gonarezhou started in 2007
- Despite successes – **declining financial capacity of ZPWMA & increasing financial burden on FZS** – not sustainable in the long-term
- **Lack of sufficient government security staff** meant FZS could not support reintroduction of rhinos as originally intended



# To Integrated Co-Management

- **Partnership between ZPWMA & FZS** for enhanced protection and development of Gonarezhou, with 20 year commitment
- **Create a platform to enable more investment into the long-term sustainability of Gonarezhou**
  - Increased manpower
  - Retention of revenue for reinvestment (self-sustainability)
  - Accountability & transparency at park level (decentralized day-to-day management, which attracts donor support)
  - Enable meaningful engagement with communities (local employment, benefits etc.)
  - Allow for the reintroduction of key species (rhino)



# Structure of the New Partnership

- **Governance: Board of Trustees**
  - 3 representatives of Government
  - 3 representatives of FZS
- **Management Committee**
  - Trust Manager
  - Conservation Manager
  - Finance/Administration Manager
- **All staff goes through an evaluation to be assumed by the Trust.**
  - Seconded by partners to the Trust



# Key Successes of the New Partnership

- **Significant increase in investment.** 50% in Year 1, \$2.8M (2017)
- **218 staff.** 85% from local community
- **Trained & employed 129 new rangers.** Increase from only 40 in March 2017.
- **Marked reduction in elephant poaching** in 2017 & 2018
- **Investment in tourism.** Renovations of existing lodges, construction of new camps, & tourism marketing of GNP.
- **Growth in tourism revenue in 2018.** Estimated 40% YOY.
- **Assumed management of Malipati Safari Area**, protecting a key connectivity zone within the GLTP

