



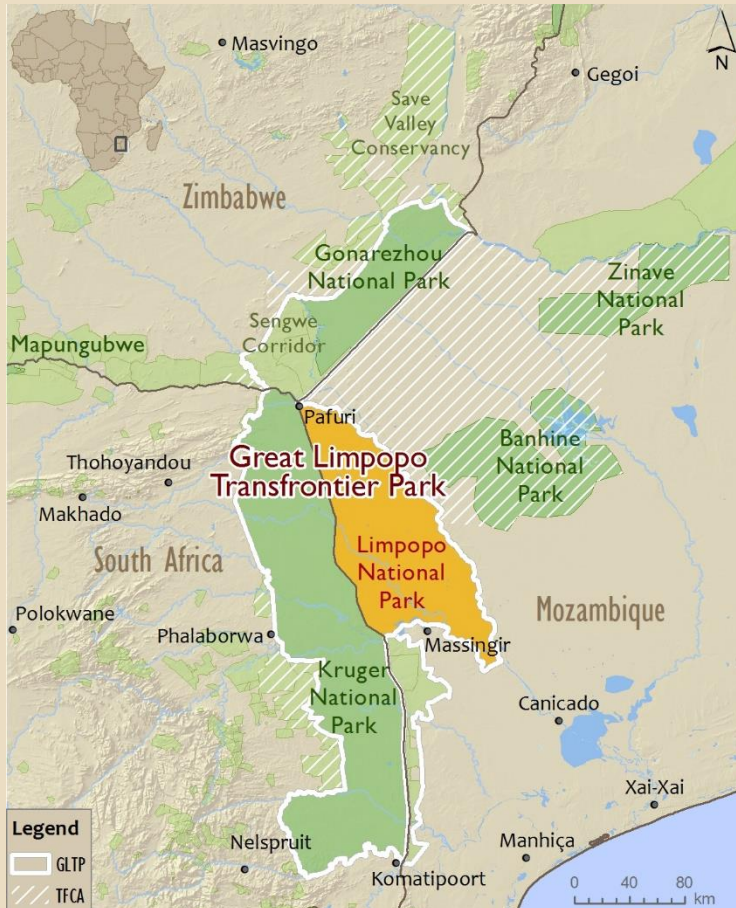
**SADC TFCA NETWORK SYMPOSIUM**

*SESSION I: Case studies on  
collaboration and management  
support*

**IMPLEMENTING AGENCY MODEL  
FOR TFCAs**

*ANTONY Alexander – Peace Parks Foundation*

# LOCATION AND HISTORY



Limpopo National Park (LNP) created 2001

Great Limpopo Transfrontier Park (GLTP)  
established 2002





# FUNDING AGREEMENTS

Funding from KfW through German Financial Co-operation with Mozambique  
Formalised through-

**Project Financing  
Agreement**  
SADC - KfW

**Separate Agreement**  
KfW – MITADER/ANAC

**Project Execution  
Contract (PEC)**  
ANAC - PPF

Defines park development decision making  
process and roles and responsibilities  
of implementing partners

# FUNDING AGREEMENTS

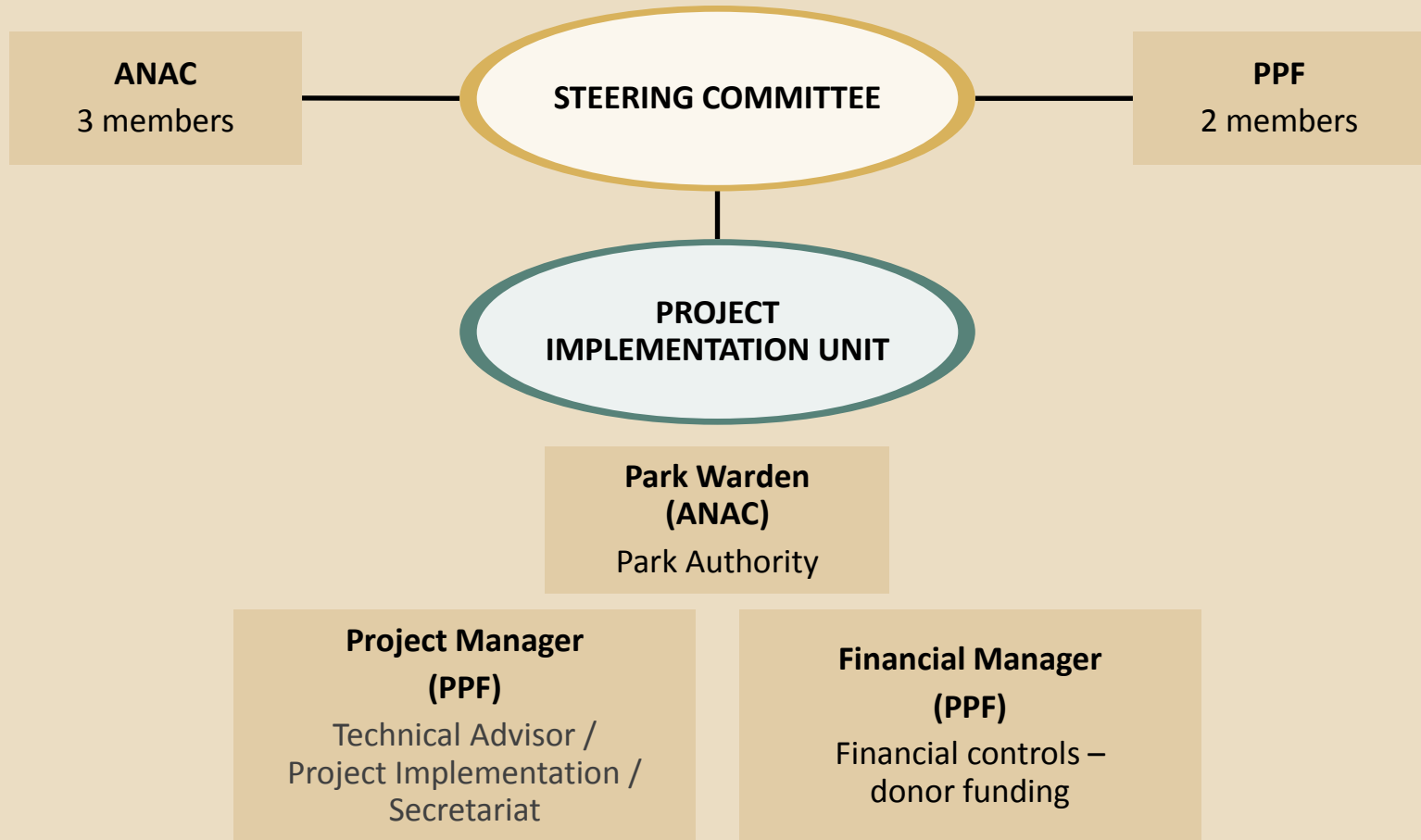
PPF's role includes-

- Provision of technical services
- Overall financial management
- Inclusion in Steering Committee and Project Implementation Unit
- Implementing agent since 2001. Extension drafted through KfW funding until 2019 through linkage with resettlement programme implementation.



# STRUCTURES

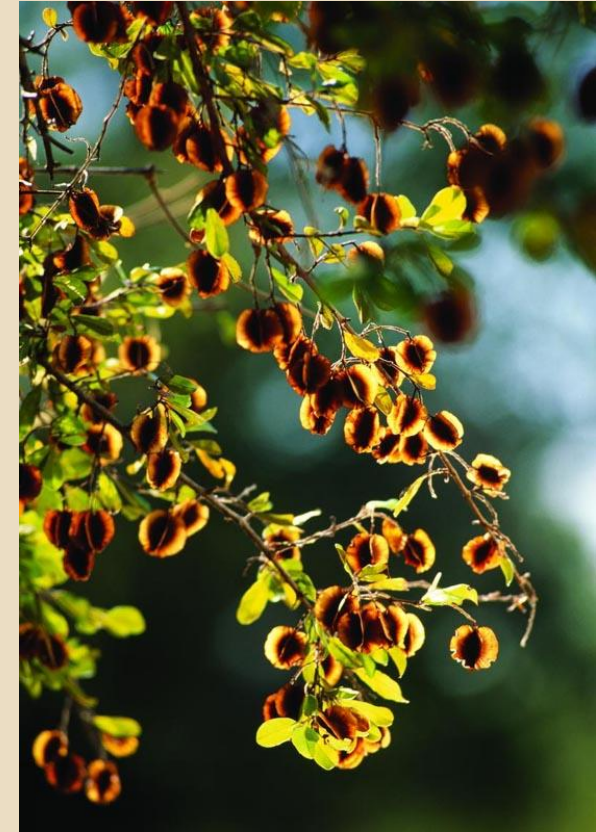
# PARK MANAGEMENT & DECISION MAKING





## Steering Committee (SC) responsibilities

- Decision making by consensus
- Oversee project implementation
- Strategic guidance and technical assistance
- Approval of key senior and Project Implementation Unit appointments
- Approval of contracts, annual work plans and budgets



### Project Implementation Unit (PIU) responsibilities

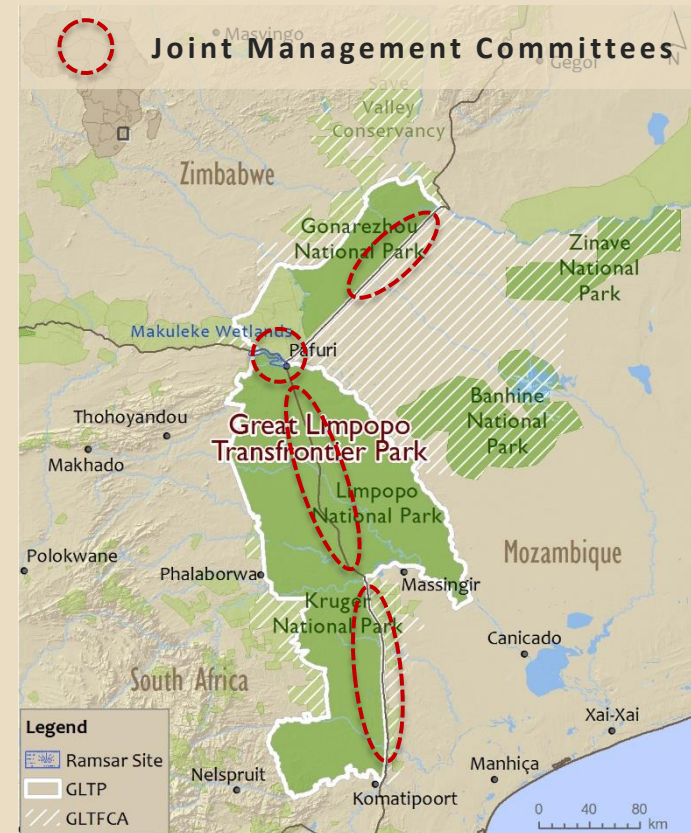
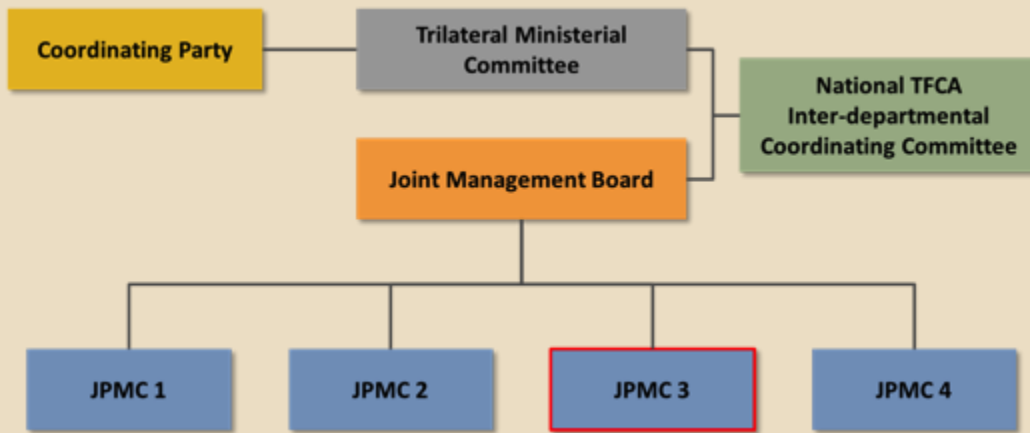
- Decision making (by consensus) entity of Park – however, Park Warden retains overall responsibility and is official representative of Park, e.g.
  - *All expenses require 2 of 3 PIU members signature*
  - *Employment by joint decision (disciplinary process follow National procedure)*
- Responsible for Park Management and Project Implementation
- Higher approvals and Unresolved matters can be referred to Steering Committee





# STRUCTURES

# PARK MANAGEMENT & DECISION MAKING



**TFCA Parks** need National Institutes (i.e. ANAC)-

- to lead International relationships
- to enable co-ordination with other national role players (e.g. immigration, border police, judiciary)



## STRENGTHS /WEAKNESSES

- Reliant on strong trust and co-operative relationships (incl. SC and PIU level)
  - *Mutually beneficial and dependent relationship*
- Link to National Director (through to Minister) for effective “operational” decision making and “indirect” policy/strategy decision making
- Enables management and knowledge continuity
  - *Currently linked to KfW funding*
- Leverage of existing regional political relationships and access to regional / industry knowledge
- Gives foundation/structure and trust to other potential donors and tourism investors



## OBSERVATIONS & LESSONS LEARNT

- Initially a “project” which needed “ownership” change and integration into national structures
- Conservation and Tourism Development new areas – needed new legislation requiring ANAC leadership and PPF technical guidance
- Presence in Park on day-to-day basis for effective management
- Staff Performance management and Skills transfer - incentives implemented
- Enabled filling of funding and technical needs gaps







THANK YOU

