



Collaborative Management Support Models in SADC TFCAs

Introduction and Key Elements

A variety of support models

Technical assistance

NGOs

Private

Contracts

Community Trusts

Financial assistance

A confusion of terms



Lets step back to some basics..

- Sovereignty
- Land Ownership: depend on national laws
 - Government
 - Community
 - Private

These are the foundations for every collaborative support model

Other key elements

Governance

Management

Often used interchangeably:

- Often terminology confused
- Sometimes a lack of clarity in understanding and also in agreements

Distinct concepts

Governance

Taking decisions and ensuring the conditions for effective and efficient implementation

Process of developing and exercising authority and responsibility

Accountability

How other stakeholders have their say



IUCN
definitions

Management

Responsibility for the implementation of the agreed objectives

Delivers the operations and decision-making on the ground

Feedback:
Technical advice into
developing area
objectives



- State: Default and standard for state PAs
- Community
- Delegated to other entities: private / NGOs
- Joint: Considerable variation in which actors and balance of responsibility

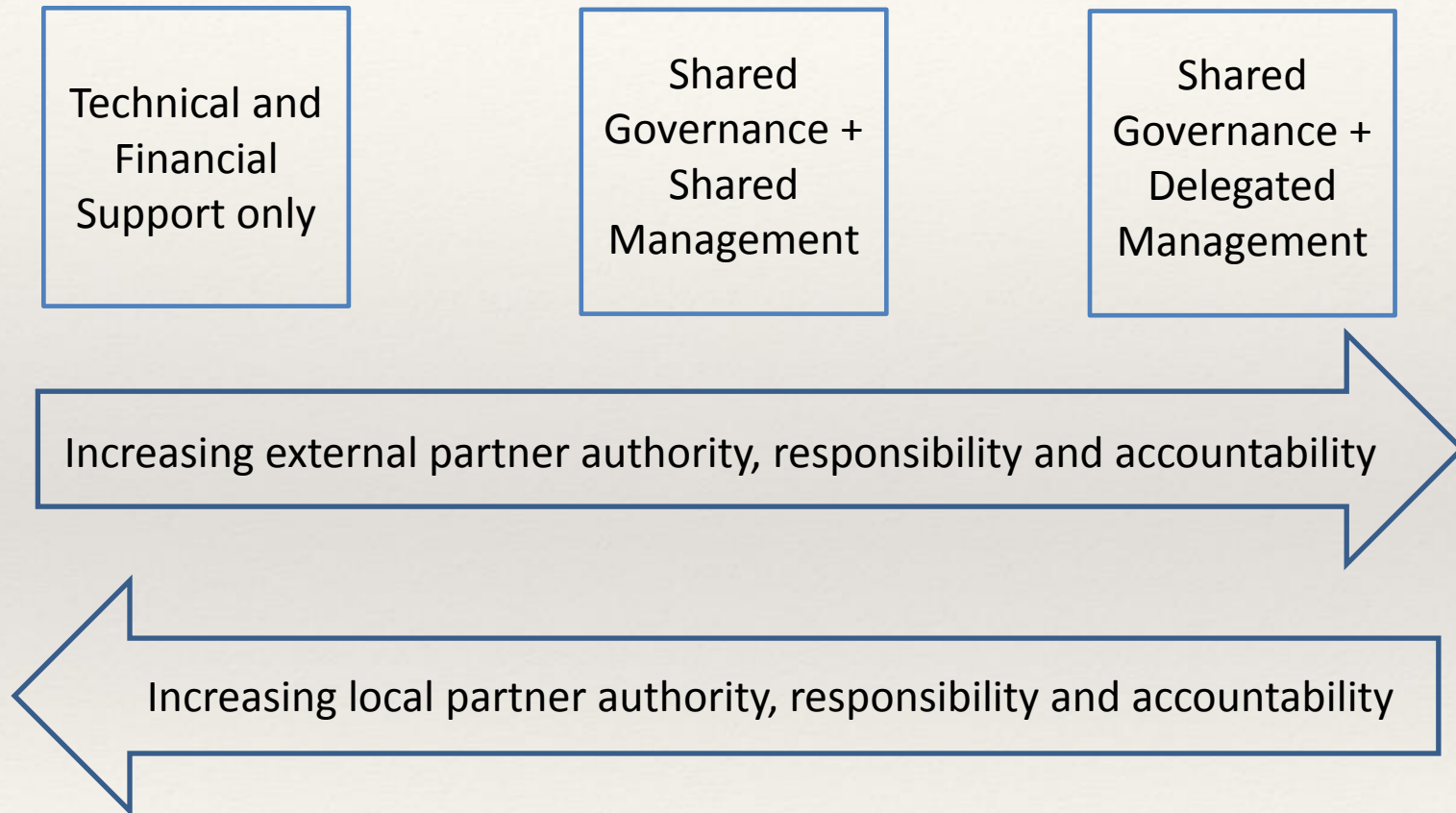
		Management			
		State	Community	Private/ NGO	Joint*
Governance	State	Limpopo Serengeti North Luangwa	?	?	Moremi
	Community		Northern Rangelands Trust	?	Guassa Community Conservation Area
	Private/ NGO	Stewardship arrangements	?	Virunga? Makira?	?
	Joint*	Makuleke Richtersveld Gorongosa	Zambezi Region Conservancies Binga (Zim)	Liuwa Plains Majete Noabele Ndoki Ikona WMA Omay (Zim)	Niassa Gonarezhou Conservation Trust

Financial and/or technical support

Co-management

Delegated management

Most common models: State areas



Not so simple: A Starting point

1. Both governance and management have many sub-elements

Governance

- *Legal Arrangements: Instruments and responsibility*
- *Oversight and coordination: Decision making*
- *Finance: revenue and expenditure*

Management:

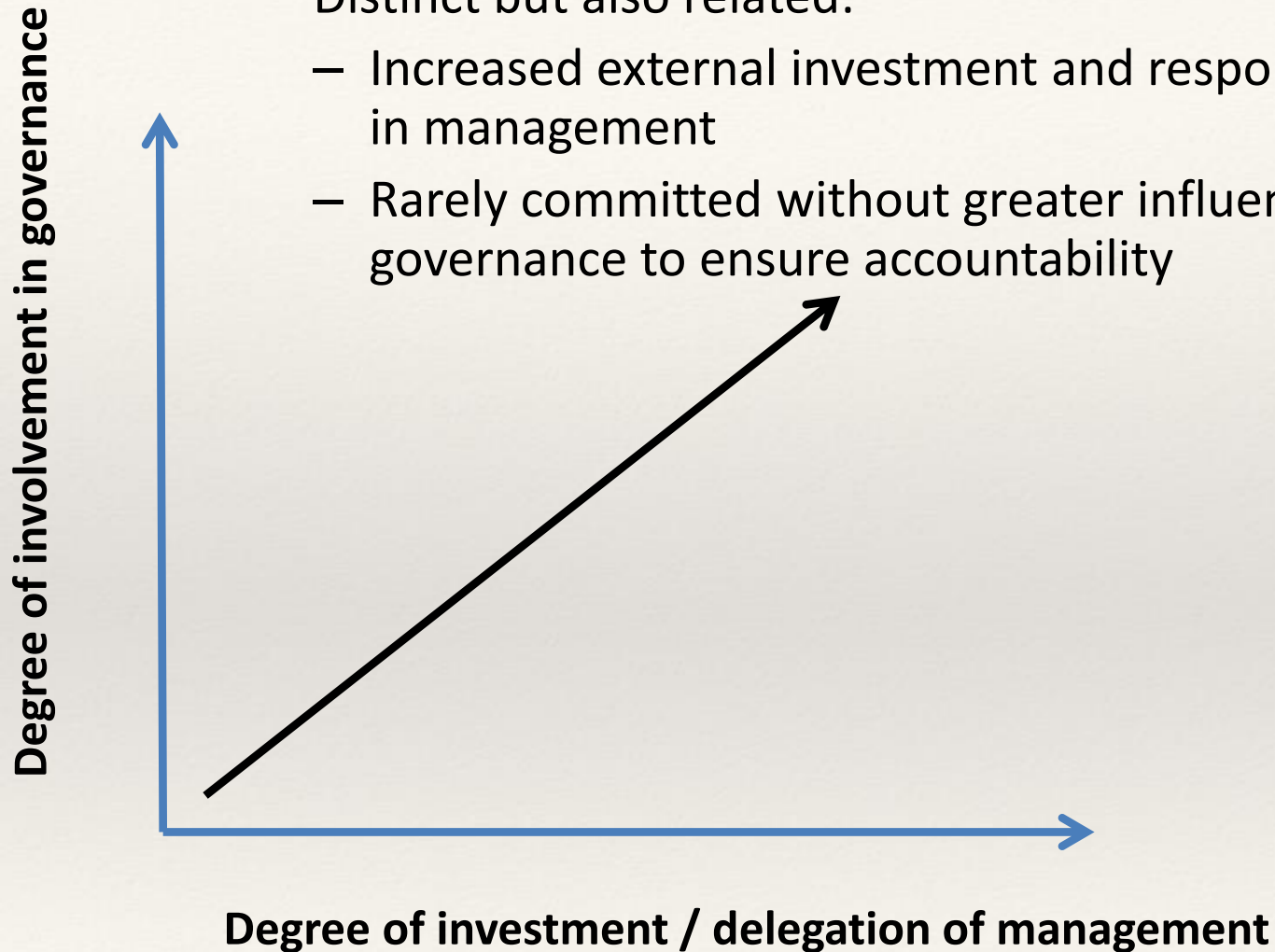
- *Planning (Strategic, operational, M&E)*
- *Administration (Human resources, reporting)*
- *Operations (Technical)*

Not so simple 2

Governance and Management:

Distinct but also related:

- Increased external investment and responsibility in management
- Rarely committed without greater influence on governance to ensure accountability



Not so simple 3:

		Management			
		State	Community	Private/NGO	Joint
Governance	State	<i>Complexity and subtlety in arrangements are considerable: don't always fit in the box</i>			Moremi
	Community				Guassa Community Conservation Area
	Private / NGO	<i>Shared: Joint and collaborative arrangements A casting vote for one party: assign one way? Multiple or different actors involved in G&M</i>			?
	Joint	Makuleke Richtersveld Gorongosa	Zambezi Region Conservancies Binga (Zim)	Liuwa Plains Majete Noabele Ndoki Ikona WMA Omay (Zim)	Niassa Gonarezhou Conservation Trust

Not quite so simple

4. Partnerships and their models evolve:

- Simple to complex/more involvement,
- Clarification of arrangements

Why?

- For joint /delegated management, ideal end point should be transfer G&M back to government / community

Not quite so simple

5. What is on paper is not always what is in practice:

Significant input into management and even governance in 'Financial/Technical support model'

Sometimes MoU/Agreements not upheld on either side: thus defaults e.g. where the 'owner' may take over governance

Relationships are critical; they make or break any agreement/models functioning

Goals of exploring partnership models in TFCA context

- Understanding the models that exist in SADC TFCAs
- Improving the conceptual framework
- Lessons learnt, advantages or disadvantages of different approaches/models
- Contribution and application of collaborative models to the development of TFCAs