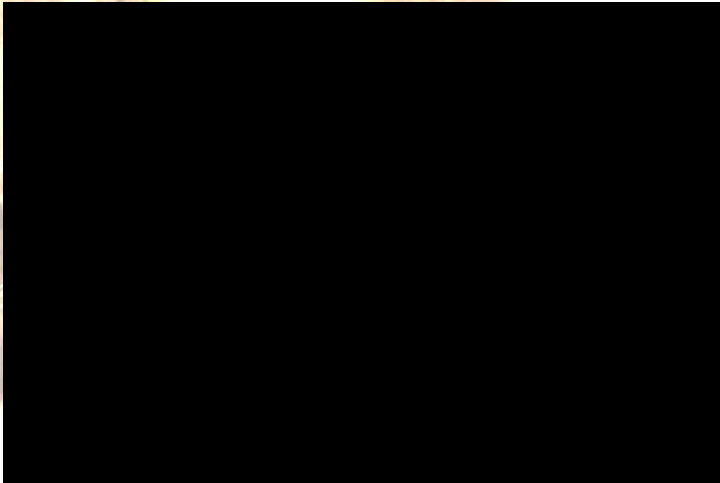




**Is the Public Private Partnership a
Consistent Arrangement for the
Mozambique's Conservation, or a
Periodic Illusion?**

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Promoting Mozambique Once Again



Introduction

- Mozambique TFCA have 4 protected areas;
- Limpopo and Banhine Parks and Maputo Special Reserve were managed under a public private partnership;
- Government assumption is that partnership arrangement attracts additional technical capacity, efficiency and more financial resources.

Public Private Partnership in Management of protected areas

- A partnership is an arrangement where entities and/or individuals agree to cooperate to advance their interests;
- In Mozambique, it has been a practice to establish concessions for hunting in Coutadas and in National Parks and Reserves for Ecotourism.

The Framework of Public Private Partnership

- The Decree of 1964, determines that the wildlife belongs to State and protected areas are to be solely administered by the Government;
- Forest and Wildlife Policy (1997) identified the main problems faced by the protected areas are:
 - Insufficient number of qualified staff,
 - lack of resources to cover the operating needs
 - Lack of incentive to retain the staff in the institution
 - Fragile institutional framework.

The Framework of Public Private Partnership

- Forest and Wildlife Law (1999) determined that the management of forest and wildlife resources can be delegated to other sectors than public.
- The Policy of Conservation (2009) established the principle of public private partnership which defines that the government intends to promote the involvement of local and national authorities, local communities, private sector, non-governmental organizations in development allowing the economic viability of conservation.

Partnership Arrangements Adopted in Mozambique

- **Delegation of Power to a Specific entity in Which the Government is Part** –Niassa Game Reserve;
- **Co- management Agreement** – Gorongosa National Park
- **Co-Financing Agreement** – Implementation of TFCATDP. Tbanhine National Park and Maputo Special Reserve
- **Project Execution Contract** –Limpopo National Park, Bazaruto National Park and Quirimbas National Park;
- **Memorandum of Understanding for the Co-management.** – Gilé Reserve

Characteristics of Partnerships

(At central, provincial and Park Agencies managing the PA's)

Level	BNP	MSR	LNP
Central	TFCA Unit has experienced and capable staff with good project tools for planning and monitoring. t	TFCA Unit has experienced and capable staff with good project tools for planning and monitoring.	DNAC has weak technical staff. Responsibilities are dispersed among staff
Provincial	Weak technical capacity. Not well defined role in supporting the Park	Weak technical capacity. Not well defined role in supporting the Park	Weak technical capacity. Not well defined role in supporting the Park
Park level	Number of staff limited and inexperienced.	Very good range of staff and well defined responsibility.	Good Leadership and technical capacity

Characteristics of Partnerships (The Co-management agreements)

Governance	BNP	MSR	LNP
Contract, concession or cooperative agreement	Co-financing agreement	Co-financing agreement	Separate agreement
Rules and responsibilities	There are rules and responsibilities for each partner	There are rules and responsibilities for each partner	There are rules and responsibilities for each partner
selected through open and transparent competitive process	Sole source	Sole source	Sole source
Activities carried out based on PA short and long terms management plans as well as national PA policies and regulations	The Park had a project Implementation plan in 2006 and from 2010 a management plan. Sector Policy from 2006 and Conservation Policy from 2010	The Park had a project Implementation plan in 2006 and from 2010 a management plan. Sector Policy from 2006 and Conservation Policy from 2010	Action plan from 2002 and a management plan from 2005 Conservation Policy from 2010

Characteristics of Partnerships (The Co-management agreements)

Governance	BNP	MSR	LNP
Agreements should not be permanent	7 years	7 years	5 years
Performance based and include clauses that allow annulment in case of unsatisfactory performance	Sound M&E system established Clauses to allow annulment exists	Sound M&E system established Clauses to allow annulment exists	Not well articulated monitoring and evaluation system
Should have Technical and administrative capacity	Yes limited in administration	Yes limited in administration	Yes limited in administration
Sufficient personnel and funds	Limited personnel of Government Gov.US\$ 4.602,200 AWF 970,430 USD	Sufficient personnel Gov. US\$ 5.577,80 PPF 1.659 USD plus 2 million Euro	Sufficient personnel Gove 8 million Euro PPF 1,5 millions Euro
Transparency in management and accounting	Audited.	Audited	Audited

Performance of Protected Areas in the TFCA

Change in score management effectiveness of Pas WWf/World Bank

Protected area		2006	2007	2008	2009
Zinave	Planned	36	38	40	54
	Achieved	36	47	53	51.5
Banhine	Planned	27	50	55	37
	Achieved	27	NA	34.5	35,5
MSR	Planned	47	50	60	52
	Achieved	47	50	48,5	51,5
Chimanimani	Planned	42	43	55	55
	Achieved	42	55	53.5	54.5

Conclusions

- The partnership is done with the expectation that the shared responsibility will increase the performance of the area, however the Parks such as Zinave and Chimanimani performed so well without the partnership;
- In the partnerships in the TFCA's the Government was the main contributor of financial resources (about 90%) of the investment, this poses a risk for the PA going back to its original situation of a sole Government administration, due to perceived limited financial capacity of the partner.

Conclusions

- On the partnerships in TFCA's , apart of involvement of government and the private partner, there are other actors that influences the conditions and implementation of partnership, being donors of both partners eg: World Bank, KfW and AFD.

Conclusions

- The central level has limited capacity to be able to coordinate these complex types of institutional arrangements. The Government has to develop quickly internal skills to promote the public private partnership.
- Clear guidelines for the formation of partnerships need to be developed. Once this is done, a first priority is that all stakeholders need to be clear about their roles, responsibility and ability to perform.
- All partners have to understand that because the system is complex and highly networked, success and failure have implications far beyond their particular role and even that of partnership .

