

PREPARING FOR MANAGING EMERLAD SITES AND ENSURING THE LONG TERM SURVIVAL OF THE EMERALD SPECIES AND HABITATS

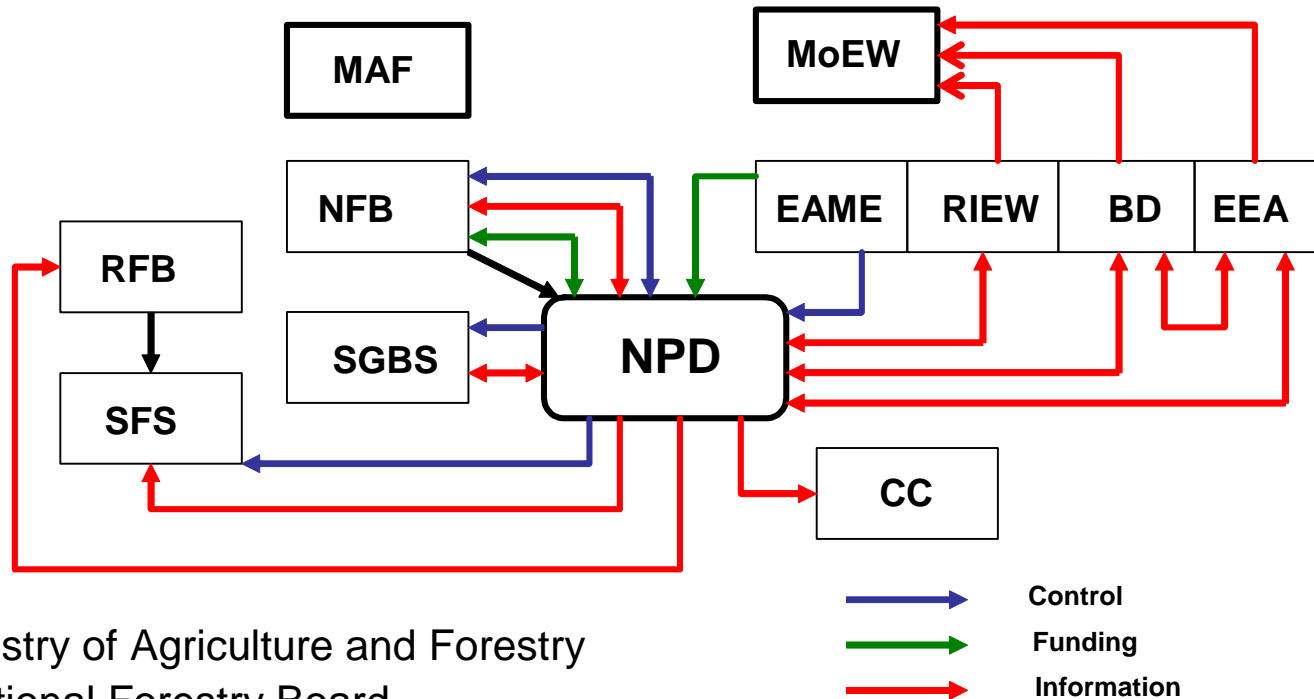


**Institutional models and capacity
assessment**

PROTECTED AREA MANAGEMENT CAPACITY ASSESSMENT ~ ISSUES~

- Land management
- Monitoring and research
- Public relations / site safeguard
- **Planning and coordination**
- Legal standing
- Personnel
- Infrastructure
- Finance

Organisational Structure and Linkages with Other Bodies



MAF- Ministry of Agriculture and Forestry

NFB – National Forestry Board

RFB – Regional Forestry Board

SFS – State Forestry Service

SGBS – State Game-breeding Station

NPD – Nature Park Directorate

MoEW – Ministry of the Environment and Waters

EAME-Environmental Activities Management Enterprise

RIEW – Regional Inspectorate of the Environment and Waters

BD – Basin Directorate

CC – Consultative Council

EEA – Executive Environmental Agency

PROTECTED AREA MANAGEMENT CAPACITY ASSESSMENT ~ ORGANISATIONS~



- Ministries (MoE, MoAF)
- Executive Agencies
- Local Authorities
- Protected Area Administrations
- Communities and NGOs

PROTECTED AREA MANAGEMENT CAPACITY ASSESSMENT ~ INITIAL CONCLUSIONS~

- remove duplication and reduce confusion in organisational responsibilities
- build on expertise and technical competencies in existing organisations
- focus existing organisations on key complementary functions
- Set up effective liaison and interaction mechanisms between all government bodies

~ INITIAL CONCLUSIONS~

- management plans to focus on major priorities for social, economic and environmental matters
- ensure opportunities for formal stakeholder participation
- ensure explicit benefits for stakeholders
- develop capacity of protected areas administrations to interact with stakeholders and coordinate all formal and informal interaction mechanisms

GOVERNANCE OPTIONS



- a) single state body
- b) multi agency state body
- c) multi stakeholder state body
- d) multi stakeholder independent body
- e) multi stakeholder government and non-government body

(a) Single State Body

This body would be established by state law and be responsible to the MoEW in consultation with the MAF

This body would be established by state law and be responsible to the MoEW in consultation with the MAF. It would have executive authority to implement the approved Management Plan and undertake all of the monitoring necessary for the restoration work. The management of the state land would be undertaken by the Protected Area Administration.

□



Advantages: clear mandate; clear reporting lines; ability to deliver law and regulation.

□



Disadvantages: no formal stakeholder involvement; would require new legislation; would require additional resources; could lead to overlap and duplication with existing regional arms of government.

□

Conclusion: this model is likely to create more problems than it solves due to inefficient use of resources within government, and especially because of lack of stakeholder engagement in any meaningful way. It is discounted.

(b) Multi-Agency State Body

This body would be a virtual organisation bringing together the relevant expertise from existing government organisations, i.e. regional arms of MEW and MAF. It would have a Management Board appointed by the two Ministries and be accountable to them for the implementation of the Management Plan and the restoration work.

☺ Advantages: efficient deployment of government resources; short lines of communication; overcome potential for overlap and duplication within government bodies; does not require change in the law.

☹ Disadvantages: no stakeholder engagement; tendency to continue with law and regulatory approach rather than developing more proactive approach.

Conclusion: could be the most efficient model. Would not be the most effective model because stakeholders have no formal role and it would continue the top/down bureaucratic approach not in keeping with the expectations of communities of interest and modern international best practice. It is discounted.

(c) Multi-Stakeholder State Body

This body would be established by statute with governmental and non-governmental representatives as members with decision-making powers and ability to undertake trading operations as a non-profit organisation, and receive core funding from the government.



☺ Advantages: have all relevant government and non-government bodies represented; financial support from government; have the potential to be self-financing.



☹ Disadvantages: the membership would have a build-in imbalance as government members would always have the stronger role because of their statutory responsibilities and access to resources; require changes in the law.



Conclusion: this model would have a statutory basis and commitment from government for funding, but the imbalance would mean that it might be difficult to sustain and the legal changes required to establish it mean that it would be difficult to establish.

(d) Multi-Stakeholder Independent Body

This body would take over all of the responsibilities of the national and local government for the protected areas, be approved by the state authorities, and act as an independent contractor to deliver the approved Management Plan and restoration works. It would be able to raise and retain revenue to achieve its social, economic and environmental purposes and duties. It would be able to contract out any of its activities, for example to the regional arms of the state entities, where this provided a more efficient and effective service.



☺ Advantages: opportunity to raise revenue; full stakeholder engagement in decision making and management; able to achieve most cost effective delivery; more likely to achieve social and economic benefits than previous options.



☹ Disadvantages: possibility of revenue raising ability being priority; means of ensuring delivery of government requirements not guaranteed.




Conclusion: the best of the options so far but potential for imbalances in approach.

(e) Multi-Stakeholder Government and Non-Government Body

This body would take the best elements of the previous two options.

- ▣ It would be an equal partnership between government (national, regional and municipality levels) and non-government interests (all appropriate stakeholders: owners and managers of land and other natural resources, enterprises, education, environmental bodies etc.).
- ▣ Ideally, it would be established by law and approved by the Council of Ministers.
- ▣ It would have guaranteed long-term funding from the government for the implementation of the approved Management Plan, and
- ▣ it would be eligible for project support from government sources for environmentally sustainable activities in relation to the development of rural areas and to small and medium-sized enterprises, tourism, forestry, agriculture, fisheries, etc., and
- ▣ it would be eligible to raise funds from other donors and to undertake trading activities.
- ▣ It should have the key responsibilities of overseeing the implementation of the Management Plan, and servicing and stimulating relations with all stakeholders, and being proactive in the stimulation and funding of projects..



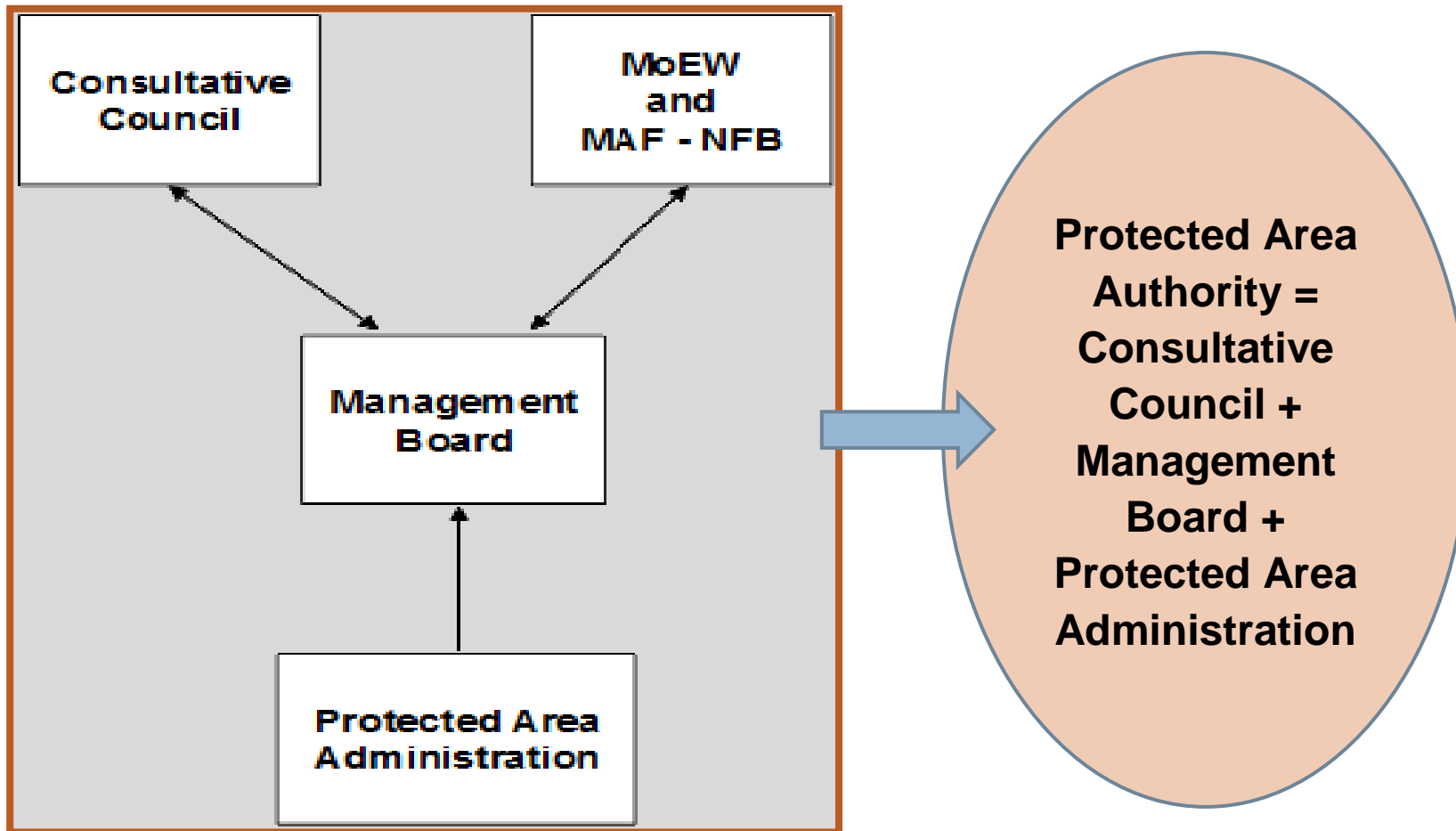
😊 Advantages: joint working; contracting out; equality of representation from government and other constituencies.

😞 Disadvantages: government might not wish to delegate in way proposed; body becomes too powerful within government's regional machinery; government might not provide funding; other funding sources may not be available or might only be short-term.

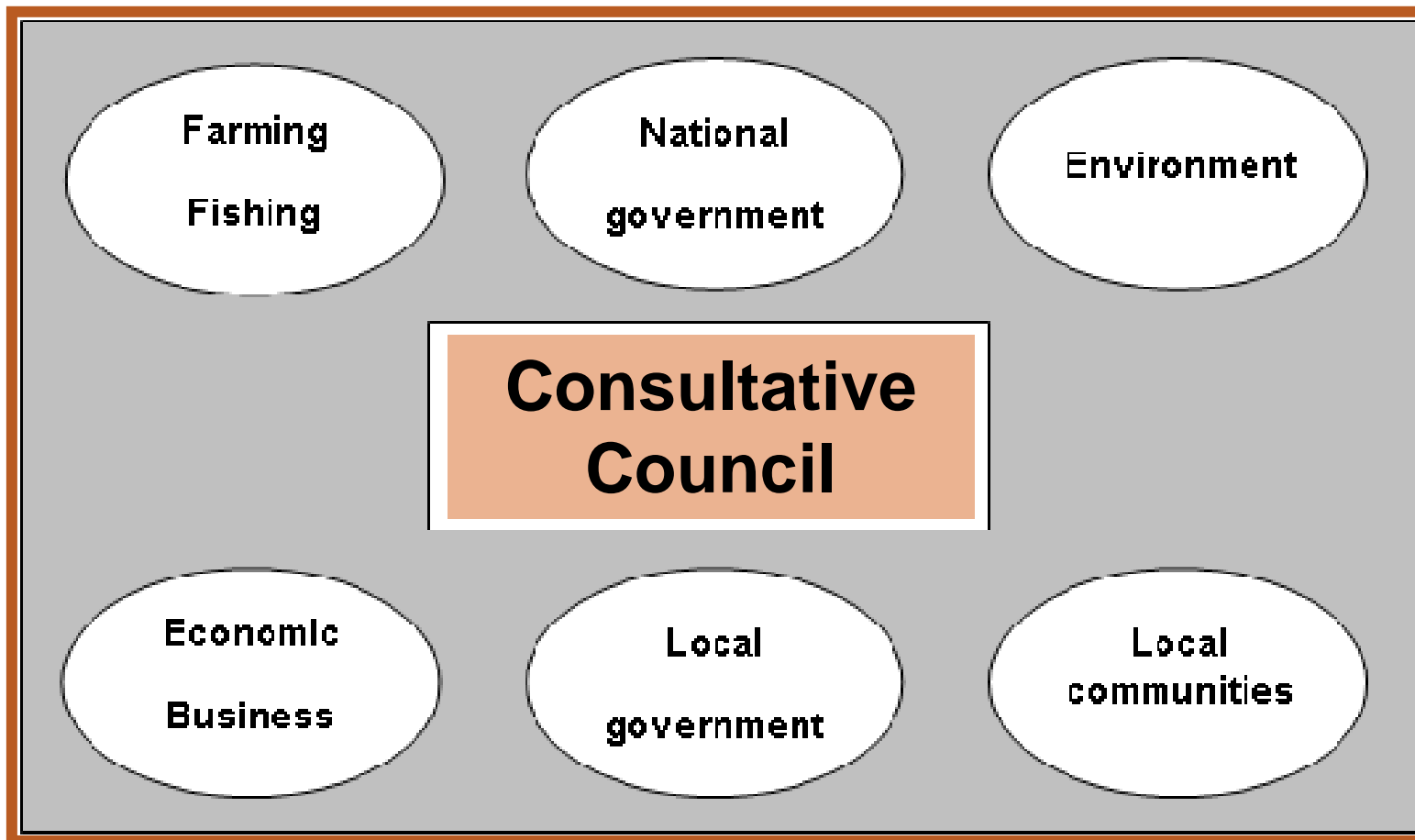
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Conclusion: the best of the models as it brings together all of the attributes necessary for a sustainable governance solution and a sustainable development solution for the protected areas and the use and management of natural resources. We propose that the body becomes the hub and key liaison mechanism for the delivery of the Management Plan and works with a formal mandate from the respective parts of government.

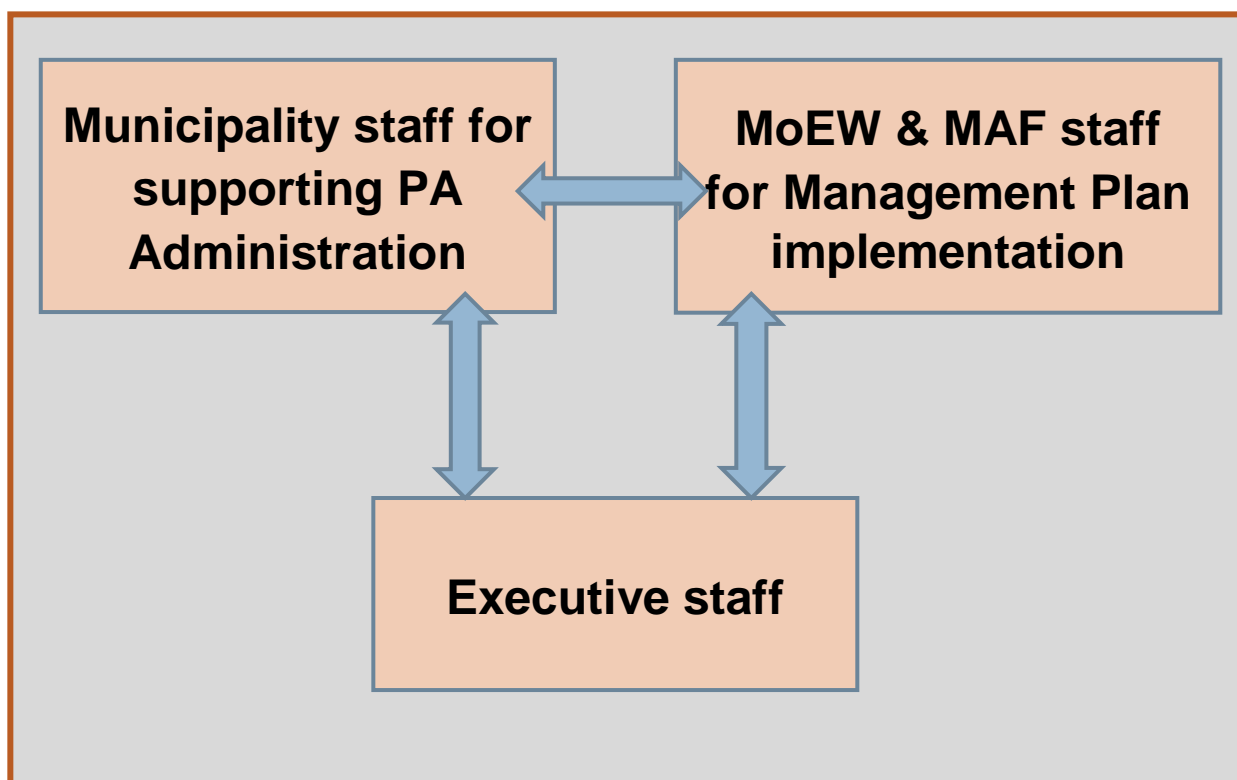
Organizational Structure for the Protected Area Authority



Consultative Council Constituencies



Protected Area Administration



preferred model (e)

Multi-Stakeholder Government and Non-Government Body

- ❑ we have rejected the possibility of transferring responsibility for the delivery of all of the government's functions on protected areas from the Ministries and their regional agencies, and from the municipalities to the new protected area authorities.
- ❑ We consider that such delegation of roles and responsibilities would unnecessarily centralize power in one body, require fundamental changes to legislation which would delay implementation, and could be costly.
- ❑ We have also rejected the possibility of the protected area body having an agency arrangement for the delivery of the formal government functions.