



A collaborative workshop held by ZPWMA to develop an anti-poaching strategy for Mana Pools National Park and neighbouring Safari Areas

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Chirundu Safari Lodge**

Summary Report

Supported by:



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List of Acronyms

AFZ	Air Force of Zimbabwe
AWF	African Wildlife Foundation
CAMPFIRE	Communal Areas Management Programme for Indigenous Resources
CASS	Centre for Applied Social Sciences
CUT	Chinhoyi University of Technology
ETIS	Elephant Trade Information System
JOC	Joint Operations Committee
LRT	Lowveld Rhino Trust
LZTOA	Lower Zambezi Tour Operators Association
LZV	Lower Zambezi Valley
MAPP	Matusadona Anti Poaching Project
MEWC	Ministry of Environment Water and Climate
MFA	Ministry of Foreign Affairs
MIKE	Monitoring the Illegal Killing of Elephants
MPNP	Mana Pools National Park
RDC	Rural District Council
SMART	Spatial Monitoring And Reporting Tool
TFCA	Transfrontier Conservation Area
ZNA	Zimbabwe National Army
ZPWMA	Zimbabwe Parks and Wildlife Management Authority
ZRP	Zimbabwe Republic Police

Keynote address

The evening before the start of the workshop, Tom Milliken from TRAFFIC gave an address on the global situation for elephants and the illegal ivory trade. After providing an overview of the two CITES monitoring systems - MIKE (Monitoring the Illegal Killing of Elephants) and ETIS (Elephant Trade Information System), Tom then outlined their key results. Both poaching and the illegal ivory trade had peaked from 2011-2013, and indications were that these levels were remaining unsustainably high. While Zimbabwe had made a number of seizures, which were recorded in ETIS, an equal number of seizures had been made outside of Zimbabwe, but which implicated the country (i.e. seized outside of Zimbabwe, but indicating that the shipment had originated from or passed through the country). Tom clarified that the seizures made only represented an unknown percentage of the overall movement of illegal ivory, and noted that the recent elephant survey results likely meant a loss of a large number of elephants from the Zambezi Valley since 2006, which apparently had not been captured in the ETIS data. Tom also gave an overview of shifting strategies to engage in the illegal wildlife trade, such as moving shipments through Asian transit countries to reduce likelihood of detection in Chinese ports. Finally, Tom responded to a number of questions from the group.

Welcome and opening remarks

The Director General for the Zimbabwe Parks and Wildlife Management Authority (ZPWMA), Edson Chidziya, opened the meeting. He thanked the hosts, the Chair, the committee and the delegates and welcomed all the participants. He noted that Mana Pools National Park (MPNP) cannot operate as an island in a sea of poaching and poverty. As a part of a trans-frontier conservation area, a World Heritage site, and a biosphere reserve, MPNP is a flagship site and a world-renowned tourist attraction. He noted that the purpose of the workshop was to develop effective protection strategies, based on resource mobilization and collaboration, and coordination of stakeholders, at a time when the illegal wildlife trade is threatening hard-won conservation gains. He recalled the extinction of rhinos in the Zambezi Valley and called on participants to define strategies to ensure that other species are not lost. He noted that ZPWMA had not been spared from the macroeconomic situation facing Zimbabwe and faced serious resource constraints. Despite this, ZPWMA continues to work closely with other national law enforcement agencies under a 5-year strategic plan. He closed by noting that all these strategies required the engagement of diverse stakeholders and welcomed the participation of NGOs and the private sector, wishing the group successful deliberations.

Introductions

The meeting participants introduced themselves. A full participant list is available in Annex I to this report.

Background to the workshop

Richard Maasdorp from the Zambezi Society provided a short background to the workshop. He noted that the participants in the workshop have a great diversity of skills and the hope was that those skills could be centred around a common vision. He encouraged the group to recognize that we were talking about an unsurpassed stretch of wilderness, which could be sustained for the future of Zimbabwe, forever. He also mentioned the hope that a

collaborative body could help to support the implementation of any action plan identified in this workshop.

Objectives and purpose of the workshop

The facilitator, David Cumming, introduced the agenda (see Annex II) and aims of the Workshop. As indicated in the invitation “The primary goal of the workshop is to undertake detailed stakeholder and problem analyses from which a set of solutions and associated objectives can be developed leading to an action plan for implementation.” He referred to the national elephant management planning process, which had been initiated in December 2014, and the national “Outline of Strategic Elephant Policy and Management Framework” which was included in the workshop documentation (See Annex VII). The framework provided for the development of four sub-regional management plans of which the Lower Zambezi Valley was one. The key activities within the national plan would form outputs at the regional and local level with a focus on key activities to achieve effective protection and law enforcement. He noted that monitoring for adaptive management was central. The geographical focus of the meeting was confirmed to be MPNP, the outcomes of which would build towards a regional plan for the larger Lower Zambezi landscape.

Law enforcement and anti-poaching in Mana Pools

The Area Manager for MPNP, Marvellous Mbikiyana, gave a presentation on law enforcement and anti-poaching in MPNP. He noted that the Park, which is 2,196 square kilometres, is a World Heritage Site in the centre of a network of protected areas in Zimbabwe which stretch from Kariba to the Mozambique border. Much of the bank on the Zambian side of the river is also protected.

While the ideal staffing level for rangers is 110 for the Park, 75 have been approved, and only 38 are on site. Of the 38 on site, only 13 are deployable at any one time, due to a number of other commitments, such as driving duties, serving in the front office, and so on. Enforcement activities consist of regular patrols along the shoreline, boat patrols, and extended patrols into the hinterland. Patrols also respond to specific incidents where possible.

Poaching in the Park usually targets big game, and uses guns, snares and poisons. Poachers are both local and foreign, and most poaching occurs in the escarpment area. There are a number of known poaching hotspots, mostly around permanent water. These include the Kanga / Mafuku, Chiuye / Rukometchi, Nyamahwani / Kasawe / Man’ain’ai, Mazunga / Sore Sore / Matrench, and Chitake areas.

Local poachers tend to enter MPNP from Southern boundaries via rivers such as Mashayenyi, Rukometchi, Chiuye (through the gorge), Chitake and Chewore. Foreign poachers tend to use Nyakasanga river mouth to enter and exit the Park. These hotspots and entry and exit points need constant monitoring. Poachers tend to move in groups of 4-8, with at least two being armed (one with either a .458 rifle or .375 rifle and another one with an assault rifle in most cases an AK47 rifle). They carry enough food to last for almost one month, and in some cases they carry GPS systems to enable them to locate ivory caches and to retrace their route. Poachers also sometimes pretend to be mad and walk along main roads in order to undertake reconnaissance missions. Poaching and law enforcement statistics from 2009 to 2014 were presented. The statistics showed a low

number of poached animals and contacts. This may be a function of low patrol coverage and monitoring frequency.

An equipment inventory was presented. There are a number of key needs, such as vehicles, boats, and rifles. The Tashinga Initiative was thanked for its assistance in improving the radio infrastructure.

A number of strategies were proposed, including: aerial surveillance, night surveillance, strengthen intelligence gathering, extension work coordinated at station level, manning areas threatened by poisoning, mobile patrols, provision of dry ration packs to enhance quick reaction patrols, increasing the number of actionable rangers, monitoring of Nyakasanga mouth, liaison with other stations on movements, location and detection of poachers. Longer-term strategies included: establishment of tourist camp / semi permanent base at Mazunga or Nyamahwani pan, employment of required station ranger establishment, use of UAVs, construction of bridges at key crossing points.

Finally, Marvellous provided constraints and limitations, which included shortage of resources and equipment, low manpower levels, poor state of roads, and inadequate communication equipment.

There were a number of points of discussion and clarification following the presentation:

- Most of the poached elephants were bulls.
- Other species that are targeted are buffalo, usually by snare.
- Poisoning is mainly by cyanide and does not seem to have impacted vulture populations through secondary poisoning.
- There is intent to exchange information with Zambian counterparts, but to date this has not happened effectively.
- Prosecutions are tracked. Where poachers were caught with ivory, they are receiving high sentences. Where poachers are caught with no ivory, they usually are charged with illegal entry.
- Ivory is moving within Zimbabwe (if local poachers) and across to Zambia (if Zambian poachers).

Ranger patrols and monitoring in Chewore

Simba Sandram, the Area Manager for Chewore, gave a presentation on ranger patrols and monitoring. Firstly he reminded participants of the Vision and Mission Statement of ZPWMA, as well as the legal framework regulating wildlife in Zimbabwe.

In Chewore / Dande, day or local reconnaissance, extended clandestine, reaction/contact, strategic and roadblock patrols are operated. Day and local reconnaissance patrols are intended to gather information on vegetation, wildlife and illegal activity. A minimum of three rangers are deployed for a duration of less than a day long from the station administration office, either on foot or by boat, vehicle, or plane.

Extended clandestine patrols are aimed at widening ground coverage, to gather more detailed information on the terrain, local populations and poaching indicators. Movement is slower and patrolling can be done from a temporary base (hide) or the patrol team can move from one lay-up site to the next and sleep where they are at the time. A minimum of

three rangers is recommended for 7-14 nights and rangers are informed at least a day before deployment (although the route is not disclosed until rangers are en route).

Reaction (contact) patrols are carried out based on reliable intelligence that contact will be made with poachers. Rangers go out well armed and in strength and contingency plans are put in place to evacuate and treat possible casualties. The patrol is carried out in less than three days and the patrol team reacts within 30 minutes upon receiving the information.

Strategic patrols are carried out with partially or reliable information from informers, investigation team or past trends. Patrols are conducted either during the day or overnight and usually takes less than five days.

Joint patrols are planned operations based on situations that may have arisen, and are usually conducted with other law enforcement agencies e.g. ZRP, ZNA, CIO, etc. The patrol team is briefed in advance and the period of operation is determined by the outcome.

The patrol execution process includes strategic planning, briefing, deployment/execution, debriefing, data storage, and data analysis. Simba provided examples of forms for patrol briefing, MIKE elephant carcasses, and ground patrol data. He provided details on elephant mortalities in the area from 2009-2014.

Data are managed through SMART (Spatial Monitoring And Reporting Tool), which takes data and turns it into information that can be used to make decisions about park management activities. These data are managed through a quality assurance process and help conservation areas to adapt to changing threats. Finally SMART allows you to track and manage your law enforcement effort.

There were a number of points of discussion and clarification following the presentation:

- The use of cell phones on patrol is generally not encouraged, and only allowed where necessary. Cell phones used are personal cell phones. It was suggested that official cell phones may be necessary.
- Strong collaboration with stakeholders is necessary and collaboration with safari operations are on going.
- Rangers are monitored through reporting at certain times of the day.
- In 2014, 24 offenders were taken to court – some are finalized, some still pending.
- Delays in rapid patrol deployment are due to the need to have weapons and rations ready to go.
- Compliance with mining and forestry laws can also help with prosecutions.

Stakeholder analysis

A stakeholder analysis was undertaken via a card exercise to identify the key stakeholders and actors and the links between them.

Annex III outlines the results of the stakeholder analysis. Key linkages were identified:

- between ZPWMA and safari operators (strong in some areas but could be strengthened);
- between ZPWMA and ZRP;
- between ZRP and the judiciary (could be strengthened);
- between ZPWMA and researchers (could be strengthened); and

- between ZPWMA & provincial JOC.

Key discussion points

- Are there formal lines of communication between different stakeholders, or are these ad hoc?
- The proposed Lower Zambezi Valley Collaborative Group could provide a funding and communication mechanism to support implementation.
- Lower Zambezi Tour Operators Association (LZTOA) could serve as the main stakeholder to bring operators and NGOs to the table.
- How will communications and funding be dealt with?
- If ZPWMA is the core (regional office), it needs to interact with NGOs, the private sector, communities, and other government agencies.

Problem Analysis

A detailed problem analysis was undertaken. During an initial plenary session using cards, a number of key problems were identified, which are available in Annex IV. The participants then moved into working groups to undertake a more detailed problem analysis. The detailed reports of these working groups are available in Annex V. A synthesis of the problem analysis was prepared and refined in plenary.

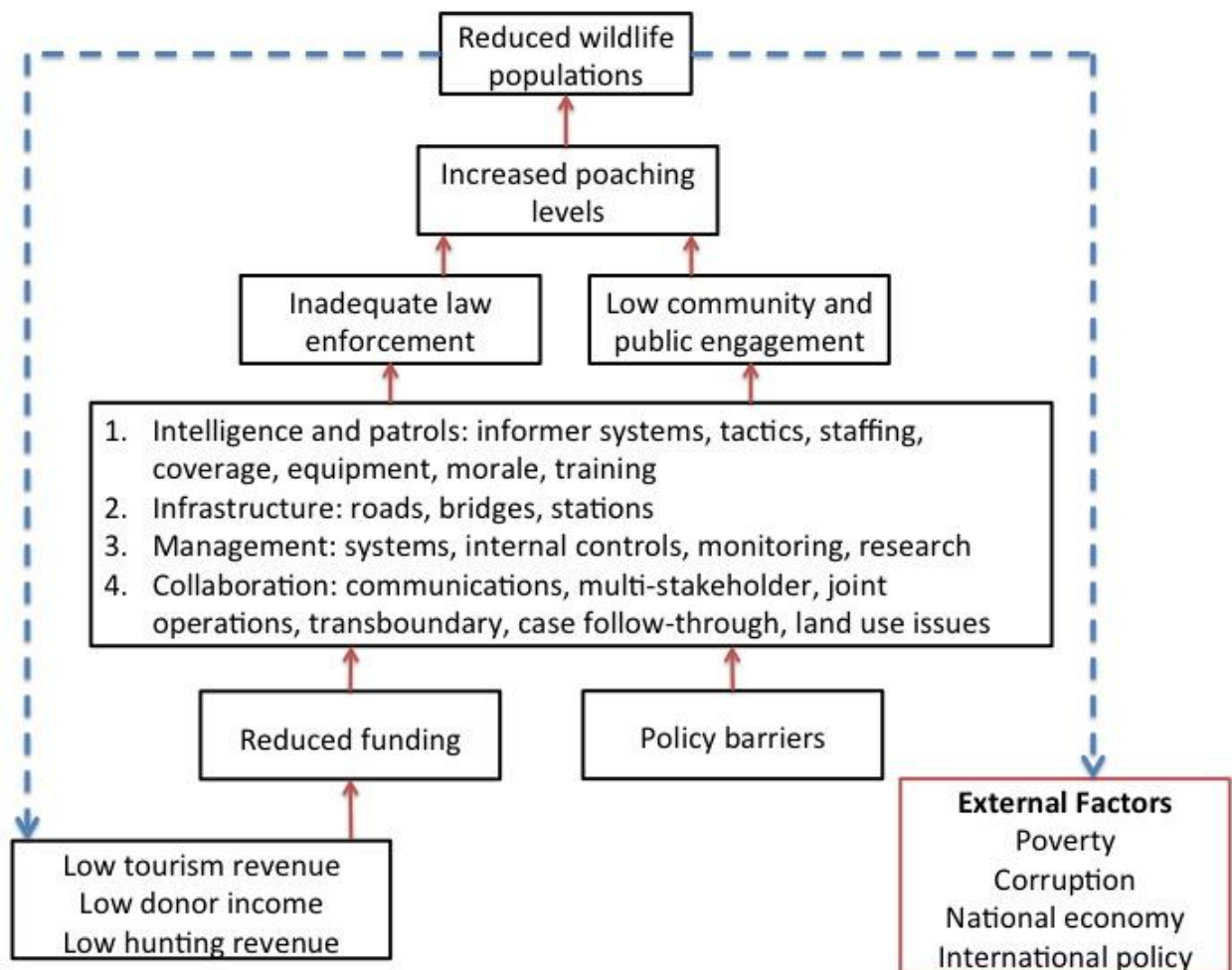


Fig. 1 Cause-effect diagramme to illustrate the main linkages and feed back loops (dashed lines) between funding, inadequate law enforcement, increased poaching and reduced

wildlife populations. The four components in the central box formed the focus for four working groups to undertake more detailed problem analyses. The working group reports were then combined and examined in plenary to produce the Action Plan below.

Draft Mana Pools National Park Anti-Poaching Action Plan

The plan includes four main components:

1. Law enforcement
2. Infrastructure, equipment and access
3. Monitoring and data analysis for adaptive management
4. Stakeholder collaboration

1. Law enforcement

Output	Activities	Key Performance Indicator	Means of verification	Timeframe	Indicative costs	Lead Agency
1.1 Informer network, investigation and Intelligence system established	<ul style="list-style-type: none"> - Recruit informers and contacts - Recruit investigators and deploy strategically - Train investigators - Set up anonymous whistleblowing system (through hotline) - Carry out awareness campaign within communities on value of conservation and how to report illegal activity (to stimulate social enforcement) - Establish intelligence database 	<ul style="list-style-type: none"> - Number of arrests based on information from intelligence system - Number of calls to whistle blowing system that result in effective follow up - Number of incursions reported on / reacted to by local communities 	<ul style="list-style-type: none"> - Validation of informer record - Records and reports of training session - Whistle-blower system reports - Records / reports 	Incremental set up over 1 year, then on going	Staff salaries Transport Rewards and payments to informers Telecommunications costs (Malilangwe, MAPP, Buby Valley Conservancy, LRT, Gonarezhou, and hunting safari operators could help with budget numbers.	ZPWMA
1.2 Well equipped, trained and fully operational units in place	<ul style="list-style-type: none"> - Carry out an assessment / audit of current capacity, prioritise needs and mobilize resources to fill gaps - Recruit and train field rangers and research staff - Explore the Gonarezhou model for NGO employment of cadet rangers - Conduct frequent retraining 	<ul style="list-style-type: none"> - Recruited and trained rangers and research staff operating - Number of units operating - Manpower strength, e.g. how many rangers, researchers, etc. 	<ul style="list-style-type: none"> - HR records 	Assessment within six months On going		ZPWMA / consultant

Output	Activities	Key Performance Indicator	Means of verification	Timeframe	Indicative costs	Lead Agency
1.3 Patrols strengthened	<ul style="list-style-type: none"> - Establish effective patrolling force of 40 deployable rangers (exclusive of those on other duties or on leave) - Establish (or review?) Standard Operating Procedures - Establish regular training and retraining schedule - Establish well-equipped reaction teams - Re-examine the practice of appointing Honorary Officers. 	<ul style="list-style-type: none"> - Number of deployable (including equipment) rangers at any one time (standard = 40) - Total man days spent on patrol - Standard Operating Procedures in Place - Number of training and retraining sessions carried out - Areas of Park patrolled each month (related to threat) - Reaction time to incidents 	<ul style="list-style-type: none"> - Monthly reports - Subsistence claims 	<p>SOPs to be established within 3 months.</p> <p>Staffing to be established within 6 months.</p> <p>Then on going</p>	Salaries Equipment Vehicles etc.	ZPWMA
1.4 Crime scene investigations improved	<ul style="list-style-type: none"> - Establish Standard Operating Procedures (to include guidelines on collaboration with ZRP, EMA, etc., evidence gathering) - Identify gaps (e.g. ballistics and forensics) and solicit external expertise - Establish regular training and retraining schedule - Procure / hire specialized equipment 	<ul style="list-style-type: none"> - Number of arrests leading to prosecution - Number of successful prosecutions - Reports / records 	<ul style="list-style-type: none"> - Exhibit register - Court records - Reports 	<p>SOPs to be established within 3 months.</p> <p>On going</p>	Training costs Expert costs Specialized equipment	ZPWMA ZRP Tikki Hywood Trust
1.5 Prosecutions effectively supported	<ul style="list-style-type: none"> - Undertake appropriate processes for laying charges and preparing information for prosecution (Draft the most appropriate charge(s) and outline of state case, Secure exhibits, Peruse crime docket, Summon witnesses to court, Re-interview witnesses, Prepare pre-trial questions for state witnesses, Liaise with the investigation 	<ul style="list-style-type: none"> - Number of poachers arrested during the year - Number given bail - Number convicted - Number given jail sentences - Number given mandatory sentences - Record of ZPWMA Legal Services involvement in prosecution processes 	<ul style="list-style-type: none"> - Records 	<p>Substantive charge must be laid within 48 hours</p> <p>Awareness programme within one year, then on going</p>	Training workshops	ZRP Judiciary ZPWMA Tikki Hywood Trust (?)

Output	Activities	Key Performance Indicator	Means of verification	Timeframe	Indicative costs	Lead Agency
	<p>officer, Follow up) [include in SOPs in clear detail]</p> <ul style="list-style-type: none"> - Build awareness on wildlife crime issues - prosecutors and magistrates - ZPWMA Legal Services liaise with Prosecution - Distribute Hywood Trust booklet to staff involved. 					
1.6 Joint operations (national and cross-border) established	<ul style="list-style-type: none"> - Convene joint meetings of law enforcement agencies - Conduct awareness campaigns for other law enforcement agencies - Agree on operational order / SOPs (including information sharing) - Conduct joint operations 	<ul style="list-style-type: none"> - Number of meetings held per year - Number of successes from shared information - Number of joint operations leading to arrests and prosecutions - 	<ul style="list-style-type: none"> - Minutes - Joint operation reports - Records - Manpower involved (by agency) 	<p>Meetings: Quarterly (national) and Monthly (cross-border)</p> <p>On going</p>	<p>Meeting costs (travel, etc.)</p> <p>Operational costs</p>	<p>ZRP</p> <p>ZPWMA</p> <p>ZNA</p>
1.7 SOPs for all operations established	<ul style="list-style-type: none"> - Revised and adapted in the light of on going operations. Can include: - Training - Stop and search - Deployment - Aerial surveillance - Use of modern technology - Random testing for poisons - Infiltrate known poaching rings 	<ul style="list-style-type: none"> - Number of training sessions - Number of arrests, recoveries, stop & searches conducted - Number of deployments - Number of flights and quantity of flight hours - Availability of gadgets etc. - Number of tests conducted - Number of poaching rings infiltrated - Profile of poachers - Number of forward bases and teams 	<ul style="list-style-type: none"> - Training reports - Report - Inventory - Records 	<p>On going</p> <p>Aerial – fortnightly</p> <p>Establishment of well-equipped reaction team – within 6 months</p>		ZPWMA

2. Infrastructure, equipment and access

Output	Activities	Key Performance Indicator	Means of verification	Timeframe	Indicative costs	Lead Agency
2.1 Main access road to Mana improved (31 km Chimutsi to Nyakisakana and 45 km Nyakisakana to Mana HQ).	<ul style="list-style-type: none"> - Rebuild the 31 km section (gate to gate) followed by annual grading - Regravel the 45 km section (gate to HQ) followed by annual grading - Until rebuild and regravelling happen, grading is required immediately and then every three months 	<ul style="list-style-type: none"> - Specified road standard maintained 	<ul style="list-style-type: none"> - Reports on road status - Road user questionnaire - Number of tourist complaints 	<p>Rebuild (31km) – 6 months after funds available</p> <p>Regravel (45km) – 3 months after funds available</p> <p>Grading- immediate and on going (Ensure that Ministry of Transport has agreed for the 31 km section)</p>	<p>Rebuild (31 km): USD 248,000</p> <p>Regravel (45km): USD 225,000</p> <p>Grading: Quotes range from USD 7,000 to USD 14,000 for each time</p>	Ministry of Transport and Infrastructural Development (31km) / ZPWMA (45km)
2.2 Internal road network (about 600km) improved (N.B. does not include concessions)	<p>Annual:</p> <ul style="list-style-type: none"> - Clear - Grade (where necessary) - Repair low crossings <p>One-time</p> <ul style="list-style-type: none"> - Repair two bridges - Replace slip drains/ culverts 	<ul style="list-style-type: none"> - Number and distance of passable roads - Number of functional bridges / crossing points 	<ul style="list-style-type: none"> - Annual road assessment report 	Prioritise and implement over 3 months every year	<p>Approximately USD 10,000 (needs to be revised based on 600km) annual</p> <p>Bridges?</p> <p>Culverts/slip drains - ?</p>	ZPWMA / Tour operators
2.3 Periphery road (210 km) established [Are the east and west roads necessary and is there any need for more internal roads in the South?]	<p>New project – opening of a 9m wide road [is this size road necessary? Or is this serving an additional purpose – e.g. fire break? This could be a major erosion hazard]</p>	<ul style="list-style-type: none"> - Monitoring incursions and rapid deployment 	<ul style="list-style-type: none"> - Monthly reporting on reduced numbers and spoor seen crossing into the park 	Within 3 years	<p>USD 180,000</p> <p>Cost effectiveness to be examined</p>	ZPWMA, targeted Funding and implementing agencies
2.4 Bicycles and motorbikes	<ul style="list-style-type: none"> - Bike patrols to check for any incursions 	<ul style="list-style-type: none"> - Number of rotations done per month - Number of followups / detections 	<ul style="list-style-type: none"> - Monthly reports 		<p>USD 5000 per year for 15 bikes.</p> <p>USD 6,000 per year for 4 motorbikes</p>	ZPWMA Targeted donors
2.5 Airstrips (Mana Main)	<ul style="list-style-type: none"> - Regravel and build apron 	<ul style="list-style-type: none"> - CAAZ certification 	<ul style="list-style-type: none"> - CAAZ licence 	Within one year	USD 22,000	ZPWMA, Operators

<p>2.6 Access: 3 4x4 vehicles (operational for law enforcement only) 1 lorry 1 tractor 3 boats (1 Pelican and 2 Aluminium – 90HP Mercury or Marina) Aircraft: Microlight / Bathawk / Plane / Helicopter - rental</p>	<p>Acquire vehicles and boats Establish management and maintenance protocols and packages for vehicles and boats, including supporting a capable mechanic based at the Park. Outsource aircraft and pilot package</p>	<ul style="list-style-type: none"> - Vehicles and boats purchased and operational - Bathawk undertaking 20 hours per month on recce. - Helicopter deployments 	<ul style="list-style-type: none"> - Management reports with tracking, logbooks - Number of sightings from the air - Number of arrests 	<p>Vehicles and boats: ASAP to 6 months Aircraft – 5-6 months</p>	<p>USD 230,000 for vehicles and boats Lorry and tractor Mechanic Microlight/ Bathawk rate (\$25 per hour) Plane rate (to be confirmed) Helicopter rate (\$800-1200 per hour)</p>	<p>ZPWMA FUNDING AND IMPLEMENTING AGENCIES AFZ ZPWMA</p>
<p>2.7 Field stations</p>	<p>Undertake feasibility study for new bases and pickets in relation to hotspots. Establish anti-poaching bases at Nyakisakana Establish [anti-poaching or picket?] base at Sore Sore Establish boundary pickets & hot spot pickets (refer to Maps) [Use MPNP Management Plan Zone Plans and develop approaches for each.]</p>	<ul style="list-style-type: none"> - Feasibility study completed - Number of established bases, pickets - Effective deployment of anti-poaching staff 	<ul style="list-style-type: none"> - Reports 	<p>Study: within 3 months Bases: within 6 months - Pickets: within 3 years</p>	<p>USD 60,000 per base USD 300,000 for 20 pickets</p>	<p>ZPWMA Funding and implementing agencies Private sector</p>
<p>2.8 Communications</p> <ul style="list-style-type: none"> - VHF - Solar power - [Cell phones - Computer - GIS - SMART software - Cyber Tracking] 	<p>Establish digital VHF radio GPS communication tracking systems across LZV (repeater links, base sets, handhelds, mobile radio sets, computers for monitoring purposes) Complete activity list</p>	<ul style="list-style-type: none"> - Established digital VHF radio GPS communication tracking systems in place and operating 	<ul style="list-style-type: none"> - Record of coverage 	<p>Within 6 months</p>	<p>USD 310,000 (for all LZV)</p>	<p>Tashinga Initiative ZPWMA</p>

		for other tech needs.					
2.9 accommodation	Staff	<ul style="list-style-type: none"> - Review staff accommodation requirements - Refurbish existing buildings - As needed, develop staff accommodation infrastructure - Work with Rukometchi Research Station to explore posting rangers there 	<ul style="list-style-type: none"> - Review report completed - Number of rangers (and families) appropriately accommodated - Report on negotiations with Rukometchi 	<ul style="list-style-type: none"> - Reports 	<ul style="list-style-type: none"> - Reports within six months - Accommodation within two years 	<ul style="list-style-type: none"> - USD 20,000 per building refurbishment 	ZPWMA

3. Monitoring and data analysis for adaptive management

Output	Activities	Key Performance Indicator	Means of verification	Timeframe	Indicative costs	Lead Agency
3.1 Monitoring system for wildlife populations and illegal activities established	<ul style="list-style-type: none"> - Carry out regular surveys (ground counts carried out by rangers) - Carry out aerial monitoring of wildlife and illegal activities - Adopt standardized databases for all stations and RDCs in LZV - Introduce ranger-based monitoring (SMART, MIKE, ETIS) across all stations in LZV - Analyze the data and use in adaptive management 	<ul style="list-style-type: none"> - Number of surveys carried out - Number of aerial operations carried out - Number of functional databases - Reports into international systems, e.g. MIKE and ETIS - Results of timely analyses being used in adaptive management 	<ul style="list-style-type: none"> - Databases and reports 	<p>Aerial surveys done every 3 years (LZV)</p> <p>Ground and waterhole counts annually</p> <p>Illegal activities and ground counts monthly</p> <p>Database and monitoring ongoing</p>	<p>Aerial survey – USD 150,000</p> <p>Computers and software</p> <p>Training in SMART</p>	ZPWMA
3.2 Trophy monitoring system in place	<ul style="list-style-type: none"> - Upgrade the trophy / age monitoring system, including database, for LZV [N.B. will require training] - Introduce a flexible and adaptable quota system (review fixed quota system) 	<ul style="list-style-type: none"> - Trophy / age measurement records, returns year on year - 	<ul style="list-style-type: none"> - Completed return forms 	Within a year / immediate		ZPWMA Operators
3.3 Wildlife populations and habitat in buffer zones recovered	<ul style="list-style-type: none"> - Motivate for review the CAMPFIRE programme - Allocate / mobilize resources for wildlife management in the buffer zones - Carryout mapping exercise and establish the extent of land use change or pressure 	<ul style="list-style-type: none"> - Size of area affected - Direct benefits to locals from sustainable off-take 	<ul style="list-style-type: none"> - Reviewed policy on CBNRM - Resources allocated - Land use maps 	3-5 years		MEWC ZPWMA CAMPFIRE Association (Universities – CUT, CASS)

3.4 Allocation and utilization of resources improved	<ul style="list-style-type: none"> - Rationalization of resources - Carry out regular asset audits 	Assets allocated per station	<ul style="list-style-type: none"> - Registers - Issue Vouchers - Reports 	Immediate		ZPWMA Funding & implementing agencies
3.5 Analysis of law enforcement data on going (See section 1)	<ul style="list-style-type: none"> - Create database - Capture data - Training - Data synthesis - Access control - 	<ul style="list-style-type: none"> - Databases in place - Number of training sessions held - Reports - Security mechanisms in place 	<ul style="list-style-type: none"> - Databases - Reports 	Database in place within one year On going		ZPWMA Researchers ZRP

4. Stakeholder collaboration

Output	Activities	Key Performance Indicator	Means of verification	Timeframe	Indicative costs	Lead Agency
4.1 Technical Support Team established to support implementation of the plan	<ul style="list-style-type: none"> - Establish membership and TORs - 	<ul style="list-style-type: none"> - Functional Team established and meeting at specified intervals - Number of meetings and reports 	<ul style="list-style-type: none"> - Minutes - 	Within 1 month	Meetings	ZPWMA
4.2 Inter-agency and inter-ministerial collaboration improved	<ul style="list-style-type: none"> - Regular reporting to JOC - Regular reporting and input to Environmental Sub Committees - ZPWMA engagement with other relevant ministries and agencies 	<ul style="list-style-type: none"> - Number of reports - Formal records of engagement 	<ul style="list-style-type: none"> - Reports - 	On going	None	ZPWMA MEWC
4.3 Effective private sector collaboration established	<ul style="list-style-type: none"> - Establish a formal forum for private sector bodies to interact with ZPWMA – corporates, business, and consumptive and non-consumptive operators (MUST be a constituted organization – not individuals) 	<ul style="list-style-type: none"> - Formal recognition adopted - Formal records and engagement 	<ul style="list-style-type: none"> - Minutes 	Within 6 months	Meetings	ZPWMA
4.4 Effective NGO collaboration established	<ul style="list-style-type: none"> - Establish NGO coordinating body / bodies 	<ul style="list-style-type: none"> - Functional and meeting at specified intervals 	<ul style="list-style-type: none"> - Minutes 	Within 3 months		Mana Pools Anti-Poaching Collaborative Group ZPWMA
4.5 Effective international collaboration established	<ul style="list-style-type: none"> - Streamline existing protocols with Zambia and Mozambique on law enforcement issues - Improve communication and operational procedures to enable 	<ul style="list-style-type: none"> - Number of contacts between the JOC (e.g. Zambia/ Zimbabwe) - Number of contacts between the area managers of relevant parks (e.g. Mana AM and Lower Zambezi AM) 	<ul style="list-style-type: none"> - Area Manager reports - Cross-border protocol reports 	Initiate AM-AM contacts within 2 months, then on going		ZPWMA MEWC JOC (MFA)

	better cross-border linkages to fight wildlife crime					
4.6 Effective engagement with communities (link to Section 1)	<ul style="list-style-type: none"> - Organize needs assessment of local communities and RDCs - Establish local chiefs forum on biodiversity conservation - Awareness campaign at local level 	<ul style="list-style-type: none"> - Meetings organized and reports prepared - Number of events performed. - Assessment of community response and links to law enforcement 	<ul style="list-style-type: none"> - Minutes - Reports 	On going		ZPWMA Funding and implementing agencies Local leadership RDCs
Action plan is promoted and adequately resourced	<ul style="list-style-type: none"> - Finalize action plan and budget - Agree on funding structure and roles and responsibilities - Identify strategic NGO partners (to facilitate funding) - Approach funding agencies - Manage funds - 	<ul style="list-style-type: none"> - Anti-poaching plan and budget produced - Funding structures in place and roles/responsibilities established. - Number of grant applications prepared - Number of grants secured - Number of grants completed 	<ul style="list-style-type: none"> - Plan 	<p>Action plan finalized in two weeks</p> <p>Funding and business plan established within 3 months</p> <p>Then on going</p>		Funding / implementing agencies ZPWMA
4.7 Effective information dissemination and communication strategy implemented	<ul style="list-style-type: none"> - Undertake awareness campaign promoting and marketing the plan - Undertake regular progress reports on the implementation of the plan 	<ul style="list-style-type: none"> - Number of campaigns - Frequency of progress reports 	<ul style="list-style-type: none"> - Reports - Campaign materials - Press releases 	<p>Initial campaign within 6 months</p> <p>On going</p>		ZPWMA Support Team Ministry of Tourism Ministry of Information

National elephant survey

Olivia Mufute, the Chief Ecologist for ZPWMA, gave a brief presentation on the national elephant survey. Zimbabwe participated in the Great Elephant Census, funded by Paul Allen, in 2014. Zimbabwe's surveys took place from 27 June to 1 November. The methodology and survey area was the same as the last countrywide survey held in 2001. At a national level, the population estimate was 82,092, a statistically insignificant decline from the 2001 estimate of 88,123. For Northwest Matabeleland, the estimate was 53,991 (2001 estimate was 49,310), a statistically insignificant increase. In the Sebungwe region, the estimate was 3,407 (2001 estimate was 13,989), a statistically significant decline of approximately 75%. In the Southeast Lowveld, the estimate was 11,120 (2001 estimate was 4,992), a statistically significant increase of around 115%. In the Zambezi Valley, the estimate was 11,657 (2001 estimate was 19,297), a statistically significant decrease of around 36%.

At the national level, if the elephant population had been growing at 5% per annum, then it should have been close to 140,000 – raising questions about 'missing' elephants. We also monitored carcasses, looking at the age of the carcasses. For most of the areas, there were few fresh or recent carcasses.

For the Zambezi Valley, most other mammals have also declined since 2001. Survey data show that those declines were happening before 2001, although elephants had been increasing up until 2001. Elephant bulls had not showed a major decline, while the cowherds had. There was evidence of encroachment into protected areas, such as Charara Safari Area, and fires in the Matetsi Safari Area. The surveys in the Zambezi Valley were carried out in June-July 2014, as opposed to July-August 2001. ZPWMA is developing a set of key research questions to help understand the dynamics in the area.

Opportunities and success factors

An analysis of the strengths, opportunities, success factors and core competencies was undertaken in a set of working groups. The detailed feedback from the working groups is available in Annex VI.

Address from Public Prosecutor, Kariba

The Public Prosecutor from Kariba joined the meeting to provide some details on his experiences dealing with wildlife crime. He clarified bail procedures, as well as noting that under the Parks and Wildlife Act, offences with certain species shift the burden of proof to the accused. He noted that there is no extradition agreement with Zambia, which means that in general the Public Prosecutor opposes bail in those cases.

A short discussion on inquests when rangers shoot poachers ensued. Rangers sometimes suffer from retribution from public inquests. While it is not currently possible to close these inquests, the Public Prosecutor recommended that the ZPWMA legal department could compile issues for discussion with the Office of Public Prosecution.

Next steps

The meeting agreed on a number of key next steps:

1. Write up of workshop proceedings by 2 April 2015, sent to Facilitator
2. Facilitator reviews workshop proceeding by 4 April 2015
3. Circulate draft workshop proceedings and draft action plan to workshop participants by 7 April 2015
4. Comments from participants by Tuesday 14 April 2015.
5. Final workshop proceedings and plan circulated by Tuesday 21 April 2015.
6. Business plan and budget finalized by 30 May 2015.
7. Next meeting “open”.

Meeting close

Closing remarks were made by the Director-General, who thanked participants for their commitment and dedication. The Regional Manager, Northern Region, gave the vote of thanks, thanking the donors and organizers (The Tashinga Initiative, Zambezi Society, John and Nicci Stevens, Kavinga Safaris, AWF). He expressed particular thanks to the Director-General for his comprehensive participation in and support for the initiative. He also thanked those who had travelled a long way to attend the workshop. He expressed particular appreciation to the members of the private sector and of other government agencies for taking time out of their busy schedules to attend the workshop. Finally, he thanked the facilitation team and the Chirundu Safari Lodge.

To close the meeting, Lynne Taylor of The Tashinga Initiative presented Marvellous Mbikiyana, the Area Manager for Mana Pools National Park, with Easter eggs for the community at Mana Pools National Park.

List of Annexes

Annex I – Participant list

Annex II – Agenda

Annex III – Stakeholder analysis

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Annex V – Problem analysis – working group feedback

Annex VI – Opportunities and success factors – working group feedback

Annex VII – Outline of Strategic Elephant Policy and Management Framework

Annex VIII – Comments received during document review

Annex I – Participant list

Participants

First name	Last name	Organization	Position	Email	Area
Samson	Chibaya	ZPWMA	Area Manager	schibaya6@gmail.com	Kariba-Charara
Edson	Chidziya	ZPWMA	Director General	wsithole@zimparks.co.zw	Harare
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Jambawa	Gutu	ZPWMA	Parks Investigations	igutu00@gmail.com	Harare
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Kenny	Kanogocheke	RDC	Hurungwe	n/a	Hurungwe
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First name	Last name	Organization	Position	Email	Area
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Bongani	Maphosa	ZPWMA	Area Manager	bmaphosa@gmail.com	Marongora/Hurungwe
Godfrey	Mapuranga	ZRP		not available	Chirundu
Lawrence	Mazviwanza	ZRP		t.b.a.	Chinhoyi
Marvellous	Mbikiyana	ZPWMA	Area Manager	mmbikiyana@yahoo.com	Mana Pools
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Dave	McFarland	Mwinilunga Safaris	Safari Operator	mwinilunga@mweb.co.zw	Mana Pools
Robert	Miliyasi	ZPWMA	Wildlife Officer	rmiliyasi@gmail.com	Chewore North
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First name	Last name	Organization	Position	Email	Area
Doris	Tom	ZPWMA	Regional Manager	dorintombietom@gmail.com	Masvingo
Mr.	Urayai	Public Prosecutor		not available	Kariba
Carl	van der Riet	Agricair	Director	agricair@hotmail.com	Zimbabwe: Harare/Chirundu

Organizers

First name	Last name	Organization	Position	Email	Area
Dave	Cumming	Consultant	Facilitator	cummingdhm@gmail.com	Africa
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Richard	Maasdorp	Zambezi Society	Chairman	racmaasdorp@gmail.com	Zimbabwe: Zambezi Basin
Alistair	Pole	AWF	Director	APole@awf.org	Zimbabwe
Diane	Skinner	Independent consultant	Rapporteur	skinner.diane@gmail.com	Africa
John	Stevens	John Stevens Safaris	Safari Operator	john@johnstevenssafaris.com	Africa, focus on Mana and Matusadona
Nicci	Stevens	John Stevens Safaris	Safari Operator	nicci@johnstevenssafaris.com	Africa, focus on Mana and Matusadona
Lynne	Taylor	The Tashinga Initiative	Director	lynne@thetashingainitiative.org	Zimbabwe: Middle and Lower Zambezi Valley

Annex II – Agenda

**A collaborative workshop held by ZPWMA to develop an anti-poaching strategy for
Mana Pools National Park and neighbouring Safari Areas
Venue: Chirundu Date: 30th March to 2nd April, 2015**

Day 1 - Monday 30th March

1500: Arrivals settle in, fishing, sundowner cruises

1900: Welcome Dinner with Address by TRAFFIC - (T. Milliken)

Day 2 - Tuesday 31st March

0800: Welcome and Opening Remarks - DG - ZPWMA

0815: Introductions

0830: Background to the workshop - R. Maasdorp, Zambezi Society

0845: Objectives and Purpose of the Workshop - Facilitator

0900: Law enforcement and anti-poaching in Mana Pools - Area Manager (Mana) Mbikiyana

0930: Ranger patrols and monitoring - Area Manager (Chewore) Sandram

1000: TEA/COFFEE

1030: 1st Working Session: Stakeholder Analysis - who are the key stakeholders and actors and what are the links between them? (Plenary)

1245: LUNCH

1400: 2nd Working Session - Problem Analysis - What are the key issues and the cause-effect relationships between them? (Working Groups on selected themes?)

1530: TEA/COFFEE

1600: Report back from Working Groups

1640: Synthesise results and Finalise Problem Analysis

1730: Break for the evening (Fishing and/or sun downer cruise)

1900: DINNER

Day 3 - Wednesday 1st April

0800: 3rd Working Session: Strengths and Opportunities

0800: What are the opportunities (external factors)? - Working Groups

0900: Report back from Working Groups

0930: What are our success factors and core competencies? Working Groups

1030: TEA/COFFEE

1100: Report back from Working Groups

1130: 4th Working Session: Develop Draft Strategic Action Plan with Indicators - Working Groups

1245: LUNCH

1400: Report back on Strategic Options

1500: Synthesis of Strategic Options and Priorities

1530: TEA/COFFEE

1600: 5th Working Session: Activities, responsibilities and Costs - Working Groups

1700: Report back to plenary by Working Groups

1745: Break for the evening

Day 4 - Thursday 2nd April

0730: 6th Working Session: Development of Draft Strategic Action Plan with performance indicators and next steps

0945: Closing Remarks - DG - ZPWMA

1000: Participants Depart

Annex III – Stakeholder analysis

Stakeholder analysis – by sector

Law enforcement	Private Sector	Monitoring	NGOs	Communities	Ministries	District Admin	Cross-border	Other
PWMA	Lower Zambezi Tour Operators Association	Monitoring Systems (MIKE & ETIS)	Tashinga Initiative	Traditional leadership	MEWC	Hurungwe RDC	TFCA	Poachers
ZRP	Mana Pools Tour Operators	Researchers	AWF	Local communities	ZTA	Mbire RDC	ZAWA	
ZRP Support Unit Foxtrot Troop	Mongwe Fishing Camps	IUCN	WEZ	Local chief	Ministry of Education		Conservation Lower Zambezi	
Judiciary / Magistrate	RIFA Safari Area	UZ	Conservation Force	CAMPFIRE	EMA		Chiawa GMA	
ZRP Minerals & border Control Unit	Agricair (Aircraft Operators)	Tsetse Research	Lower Zambezi Collaborative Body		Ministry of Agriculture			
ZNA Chirundu	Kavinga Safaris		Zim 4X4 Club		Ministry of Health			
ZRP Ground to Air Surveillance	Afri-Hype Parks & Wildlife (Pvt) Ltd				Immigration			
JOC	Non-consumptive Safari operator				ZINARA			
INTERPOL	Mana Operator Natureways				Ministry of Mines			
	Hunters Africa Safari Operator				Ministry of Energy			
	Hurungwe Safaris (hunting operator)				ZINWA			

Law enforcement	Private Sector	Monitoring	NGOs	Communities	Ministries	District Admin	Cross-border	Other
	Tourists				Members of Parliament			
	ZATSO							
	SOAZ							
	ZPHGA							
	DAPU							
	Chifuti							
	HHK							
	CM Safaris							
	Wilderness Safaris							

Stakeholder analysis by proximity to the issue (i.e. levels of engagement in Mana Pools National Park)

Core	Secondary	Periphery
PWMA	Zambezi Society	MEWC
Tour Operators	Agricair (aircraft operator)	EMA
TI	Non-consumptive safari operators	Tourists
ZRP	WEZ	Ministry of Mines
Tsetse Research	4X4 Club	Mbire RDC
Researchers	Hurungwe RDC	Judiciary / Magistrates
	Wilderness Safaris	ZAWA
	Hunters Africa Safari Operator	Chiawa GMA
	Afri-Hype Parks	Conservation Lower Zambezi
	Kavinga	JOC
	RIFA Safari Area	Interpol
	Mongwe Fishing Camps	

	Ministry of Health	
	ZNA	
	ZINWA	
	Local communities	
	Traditional leadership	
	CAMPFIRE	

Annex IV - Initial problem analysis

Funding & resources	Coordination	Corruption	Patrols	Policy	Access	Poverty	Other
Financial constraints	Lack of coordinated effort in inventing modern technology	organized poaching & corruption	Agencies (law enforcement) should discuss what they intend to achieve before they deploy or patrol an area	Absence of stiffer sentences on the accused / arrested	Inaccessibility of road network	Poverty has caused communities to turn against wildlife for survival	Mistrust
Lack of funding	Lack of cooperation between key players in the area	Corruption	Lack of manpower to cover all the ground and emphasis should be made on the training aspect	Lobbying for stiffer sentences	Accessibility	Community poverty	Failure of the protectionism model
Funding	Lack of strong dedicated leadership		Limited access for patrols and reaction	Indemnity	Improve condition of road network in parks areas	Greed / poverty	Informer payment mercenary type of informers

Funding & resources	Coordination	Corruption	Patrols	Policy	Access	Poverty	Other
Funding	Participation and commitment		men on the ground		Poor state of access roads	Climate change affecting agriculture - people resort to poaching	
Depressed earnings from tourism	Lack of collaborative effort among stakeholders		poor ground coverage - low detection and deterrence				
I am of the opinion that there is inadequate funding involved in the conservation of all animals and those who police the laws	Clear & effective structure		Patrols				
Funding	Implementation systems		effective patrols along the rivers				
Lack of resources but focus being on harnessing what is currently available to achieve more in terms of law	Communication						

Funding & resources enforcement	Coordination	Corruption	Patrols	Policy	Access	Poverty	Other
no donor funding							
Anti-poaching resources constraint							
Resource constraints							
Many power shortages because of financial support							
Transport shortage due to lack of funding							

Annex V – Problem analysis working group feedback

Group 1

Funding

Internal funding

- poor revenue base
- competing needs (e.g. PAC)
- poor cash flow realized as a low number of tourists

External funding

- reduced donor support
- currently small-scale donor funding channelled through other donors, e.g. Tashinga Initiative
- large-scale donor funding affected by poor government relations

Solutions

- Channel external funding through supporting NGOs (e.g. WWF, Tashinga Initiative)
- Get assistance from government through budget allocations
- Formulate a clear plan that attracts investors

Effectiveness of law enforcement

- Coverage is uneven
- Deployments are biased towards easily accessible areas
- Manpower levels are low
- Motivated and skilled leadership inadequate
- Recruitment and selection criteria not implemented
- Fitness levels are not adequate
- Training and skills development is poor
- Conditions of service are poor – living and working conditions, remuneration, assurance, and back up services, insurance, rewards/incentives.

Equipment is inadequate

- Radios
- GPS
- strictly controlled use of cell phones
- Firearms (serviceable)
- Readily available air support
- More suitable vehicles
- JCB vehicles
- Camping and patrol equipment

Intelligence gathering is poor

- network system
- poor coordination of information and ineffective communication system

Community involvement is poor

Solutions

- improve access to the southern part of the Park
- management of the deployment period (14 day extended patrols?)

Coordination

- Promote more joint patrols between key stakeholders
- Better coordination among stakeholders in resource mobilization and information sharing
- joint planning between stakeholders
- Joint investigations and interrogations
- Communication

Linkages

Coordination – Funding

Funding – Coordination

Coordination – effective law enforcement

Funding – effective law enforcement

Group 2

Manpower

- Present manpower is not adequate. Ideal should be 75 trained and fully equipped deployable rangers.

Fully equipped, motivated and trained rangers

- Not the current situation

Communication networks

- Establish proper networks between relevant stakeholders inside & outside the Park
- Community engagement / awareness
 - o CAMPFIRE strengthening policy issue
 - o Chiefs Indaba – listen

Infrastructure

- Enabling environment (roads, accommodation, energy, water, community, education) is not adequate.
- Forward bases are not fully equipped
 - o Nyakisakana
 - o Mazunga

Group 3

Funding and capacity issues

- low manpower
- low budget

- shortage of equipment
- lack of motivation and morale
- poor accessibility

Poor communication

- Lack of effective collaboration amongst stakeholders – not only law enforcement, but also private sector. Extends to NGOs and ZPWMA.
- Lack of radio communication

Poverty and lack of awareness on wildlife issues

- Lack of education in wildlife issues
- lack of alternative livelihood
- lack of perceived and tangible benefits

Lack of appreciation of value of wildlife

- at community level
- at judicial level – lack of effective sentencing, insufficient field training and intelligence gathering

Change in land use patterns

- encroachment
- lack of fences (is it time to look at this issue?)

Transboundary land use conflicts

- specifically along Zambezi River, between ZW, ZM and MZ.

Corruption

- age old and pervasive

Questions

- Lack of effective sentencing – is that really true? Sentences are strong, but evidence gathering is poor, and data on follow through to prosecution often not available. Some magistrates still need information and training.
- Fencing – general discussion. Must look at inherent weaknesses of the current law enforcement approach.

-

Group 4

Policy

- Decision-making within ZPWMA is too slow.
- Indemnity is an issue (solution - honorary officers, police reservists)
- UAVs?
- Other acts such as forestry and mining – contextualization, training
- Stiffer penalties need to be implemented effectively and reviewed (e.g. trespassing).
- CAMPFIRE – review and revamp
- Parks use of motorbikes not allowed

Training

- Ranger

- Operational, legal, evidence, scene attendance
- Investigation
- Driving – defensive & 4X4 skills
- GPS, GoPro, Radio
- Tracking skills
- Use of Operational Procedures and special tactics
- Weapons training
- Management skills
- Conditions of service – morale
- Boat handling
- Courts

Access

- Rehab existing roads
- Additional reach
- Bridges
- Airstrips are OK (don't need).
- Scope of work
- Collaborating
- Funding

Corruption and collaboration

- mind set change – conditions of service, incentives, barefoot example.
- Research drivers of corruption
- PWMA cell phones (no personal phones)
- Poor conditions of service lead to illegal hunting (rations) or complicity with poachers
- Alleged hunter complicity (rations)

Equipment

- 4X4, quadbikes
- Access to aircover
- Sell old boats and secure appropriate types

Ranger motivation and morale

- conditions of service
- timeous pay
- incentive fund
- legality of reward for successes
- equipment
- housing
- Head Office visits and briefings
- Regional recognition

Funding

- improved \$\$
- coordination and collaboration centralized both consumptive and non-consumptive
- ration killing leads to PR problems with some donors
- “infrastructure for lease” – i.e. capital investments instead of lease fee

Cross-Border

- Interpol
- Zimbabwe JOC & Zambia JOC

Community

- no known initiatives
- Poverty, lack of awareness
- local community leadership
- CSR
- CAMPFIRE Review and rehabilitation
- No sense of ownership
- Free access for local schools and community leaders
- Lack of feedback all stakeholders
- Improve and assist with farming methods
- Projects proactive
- Curio outlet

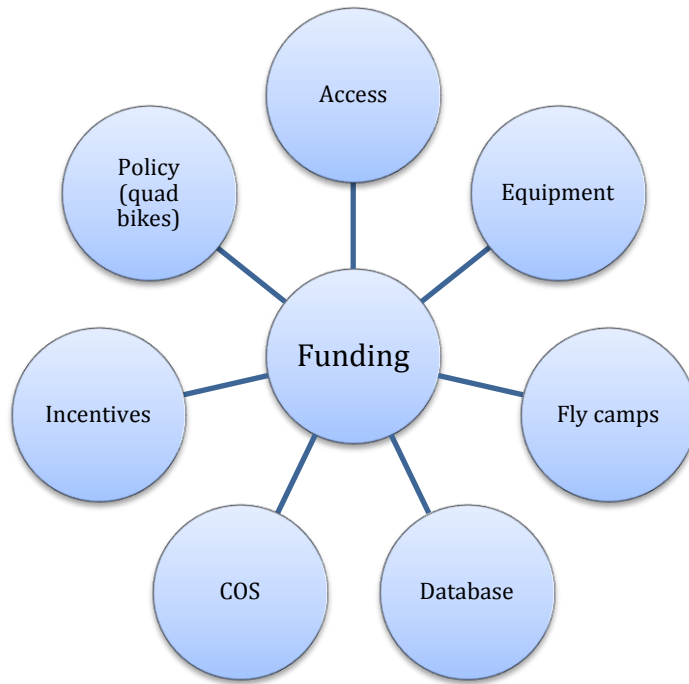
Patrols

- Only 13 active rangers
- Quality, equipment, access, mobility, reaction time, supervision & accountability
- New tactics & methods – forward camps, focusing on hot spots and so on.
- Boundaryless synergies – should we focus on a specialist crowd that deals with the escarpment and another that deals with the flat land
- Microlight - air cover
- Local stakeholder command centre

Other

- Lack of 'invested' operators in Nyakasanga and Sapi
- Park Plan LZV rather than just Mana.

Linkages



Annex VI - Opportunities and success factors – working group feedback

Group 1

Opportunities

- Partnerships – e.g. NGO, Government, Private, Communities. Assist with pooling of resources, community participation, targeting embassies
- Realignment of the law in terms of the constitution (tightening our legislation)
- TFCA (Lower Zambezi) – joint marketing, joint law enforcement, joint management
- World Heritage Site – great opportunity for funding
- Review of CAMPFIRE – rebuild confidence, other alternative land use, fire management, participation of communities in tourism, additional eyes and ears on the ground.
- Advanced technology – night vision, internet, cyber tracking, UAVs

Strengths

- Wilderness value
- Local knowledge
- Skilled manpower – supportive education
- Management commitment
- Supportive local leadership
- Dedication and loyalty (both management and employees)
- Availability of informers
- Availability of manpower (labour) from local communities
- Stakeholder collaboration – pooling resources, technical skills, create synergies.
- Large biodiversity

Group 2

Internal – LZV

External – outside LZV

Internal strengths

- PA lies under one management and no conflict of interest as to how the area is managed.
- Existing infrastructure, skills and abilities.
- Mana wildlife population has not crashed (yet)
- Zambezi Valley – Mana Pools – is a jewel in Zimbabwe’s crown. Biodiversity and richness of the Zambezi Valley.
- Willingness of all ZV stakeholders to work together for a common vision.
- Operator support (could be more organized and structured)
- Data collection / monitoring
- Aerial support (Agricair, Microlight association, Chifuti Helicopter)
- Increased collaboration with all stakeholders – law enforcement agencies, operators, NGOS – both supportive and implementation agencies.
- Availability of technical support to Parks – Training, Honorary rangers, law enforcement.
- Communities – harness skills and gain support – make inclusive employment.
- Upgrading status of Sapi Safari Area to stand alone station.

- Research

External opportunities

- Build on enhancement of public awareness through tour operators
- Operator support – harness support from clients towards conservation
- Research – build on current data – harness availability of international researchers
- Monitoring / surveillance technology
- Increased collaboration with all stakeholders (clients/NGOs)
- Technical support – harness funding
- Communities (explore Namibia model) – IUCN Beyond Enforcement advisory bodies
- Upgrading status of safari areas – permanent presence of clients and funding

Group 3

Opportunities

- Resilient ecosystem (rich biodiversity)
- World Heritage Status – easy to draw attention
- Established tour operators
- Surrounded by other PAs – no hard edge effects, no encroachment
- Good vantage points used as observation points
- Donor interest
- Potential increase in tourism coverage
- Potential to fund itself (*ceteris paribus*)

Strengths

- Traditional leaders' support from local community in Chundu
- Strong legal framework to support law enforcement
- Current experience and skills
- Government support through other law enforcement agencies
- Infrastructural strength (airstrip, floodplain access good)
- Reaction unit presence (to be located at Mana Pools)
- Adequate and serviceable firearms
- Tourists coverage of the Park (although seasonal)
- Commitment by staff
- Inter-state joint patrols, especially with Zambian personnel (if it has been moved back to government from ZAWA)

Group 4

External opportunities

- International commitment to fight wildlife crime is massive and diverse
- Mana has huge international profile
- Partnerships – private sector/NGO/public/state
- Bilateral relationship with neighbouring countries (Zambia)
- Improved technological systems are available
- Ability to exploit available international networks and expertise

Internal strengths

- Good local ability – good

- Capacity (skills ad experience)
- Will (teamwork) for stakeholders to work together
- Sharing of technology and systems
- Contiguous system of Protected Areas (Gache Gache) to Mozambique border
- Knowledge of the area
- Potential for development of tourist facilities (roads) in southern sector of the Park.
- Government departs are available to support Parks
- Potential for immediate revenue increase through an upgrade to the central booking office
- Honorary officers are volunteers
- Revival of CAMPFIRE
- High value of wildlife & wilderness area

Annex VII – Outline of Strategic Elephant Policy and Management Framework
 (Extract from Proceedings Hwange Safari Lodge Workshop 2-4th December 2014)

Table 1. Structure of the Strategic Elephant Policy and Management Framework

Long-term Vision	The long term vision adopted by the workshop retained the essential components of the 1997 plan
Targets	The three targets included in the 1997 policy were retained but the provision to maintain or increase elephant range not linked to a specific benchmark as it was in 1997
Key Components	The key components are the primary themes or headings of the strategy under which the framework is organised. The ten policy and management objectives included in the 1997 plan are included within these headings
Strategic Objectives	The strategic objectives reflect briefly but more explicitly the policy intention for the respective components
Outputs	The outputs are statements that reflect the expected result that will be realised during the time the plan. Outputs are therefore expressed in the past tense
Key Activities	Key activities represent the necessary and sufficient actions that need to be carried out effectively and efficiently to achieve the Outputs. They may be a subset of a wider range of activities that can be added but, as key activities, they are those that are vital to achieve the Outputs and are those on which the major emphasis should be placed.
Key Performance Indicators (KPIs)	The Key Performance Indicators provide a basis on which to measure and monitor the success or otherwise of the Strategic Objectives, Outputs and Activities.
Means of Verifying the KPIs	Means of verifying the KPIs were not developed during the Workshop and will need to be included in the Management Plan. A preliminary draft for verifying these is included in this report, as discussed at the workshop. It is important that KPIs and means of verification are standardised across the regions and areas of the country and that they can be combined in an unbiased way to reflect national progress in the implementation of the strategic plan.

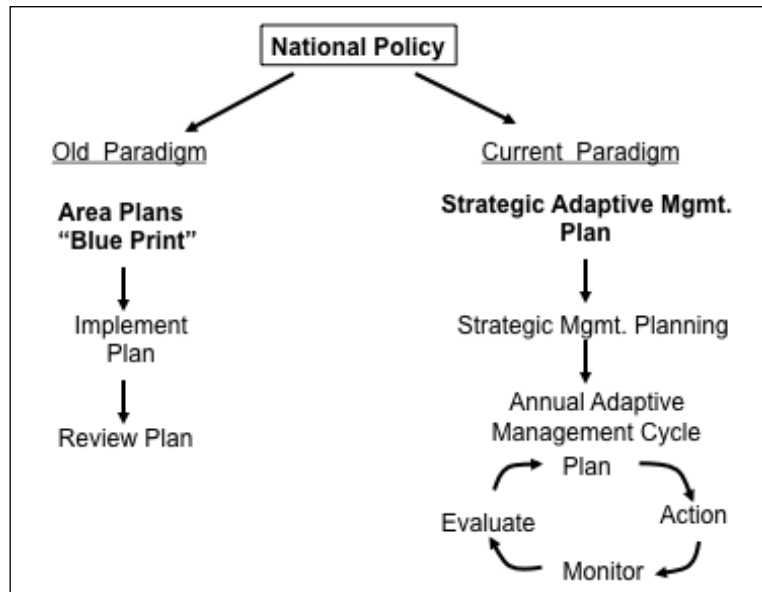


Figure 1. Resource management plans answer to national policy and legislation but in recent years have shifted from “blue print plans” to strategic adaptive management and planning. The strategic level plan developed in this workshop provides the basis for regional and local planning that includes action, monitoring and evaluation on an annual basis.

4.2 Zimbabwe Strategic Elephant Conservation Policy and Management Plan Framework (As agreed at Hwange Safari Lodge Workshop on 4 December 2014)

Long-term Vision: To conserve elephants at levels that will enable them to contribute to the conservation of biodiversity, national development and Zimbabwe's cultural heritage

Targets:

1. To maintain at least four demographically and genetically viable elephant populations in Zimbabwe
2. To maintain or increase elephant range in Zimbabwe
3. To maintain numbers / densities of elephant at levels that do not adversely impact on biodiversity conservation goals while contributing to economically viable and sustainable wildlife-based land uses

Key Components	1. Protection and law enforcement	2. Biological and Monitoring Management	3. Social, Economic and Cultural Framework	4. Building Conservation Capacity	5. Coordination, collaboration and programme management
Strategic Objectives	Objective 1. Ensuring effective protection of all populations of elephant in Zimbabwe	Objective 2. Implementing effective biological and ecological management to achieve populations that are within upper and lower acceptable limits to change in numbers and distribution	Objective 3. Implementing strategies that enhance the contribution of elephant to rural livelihoods and national development	Objective 4. Ensuring that sufficient and appropriately trained personnel, equipment, infrastructure and financing are mobilised, available and used efficiently and effectively	Objective 5. Ensuring effective coordination and collaboration with national and international stakeholders to achieve these strategic objectives,
Outputs	Output #1: Management actions, security and law enforcement to minimise illegal losses of elephants and their habitats from all populations implemented	Output #2: Adaptive management to achieve viable populations in all four sub-populations implemented	Output #3: Fair distribution of financial benefits from elephants improved and tolerance for living with elephants increased	Output #4: Sufficient numbers of trained, equipped, motivated and effective personnel are deployed and operational	Output #5: Coordination mechanisms to assess and review adaptive elephant population management and strategic planning established and operating

Key ACTIVITIES that are required to achieve the OUTPUTS, Key performance indicators (KPIs), and means of verifying KPIs

	Output#1: <i>Law enforcement</i>	Output #2: <i>Biological monitoring and management</i>	Output #3: <i>Social, Economic and Cultural Framework</i>	Output #4: <i>Building conservation capacity</i>	Output #5: <i>Coordination and programme management</i>
Key Activities	<ul style="list-style-type: none"> • For each key population establish a highly trained rapid response anti-poaching unit for deployment to areas under threat • Appropriate informer systems established and supported at regional, national and local levels • Improve investigation and prosecution of crimes (collection and preservation of evidence, ballistics evidence, professional prosecution of cases, information for legal profession) • Set up National and local intelligence databases • Enhance international and transboundary collaboration in law enforcement • Enhance social (community) involvement in law enforcement • Reduce illegal settlements in all 	<ul style="list-style-type: none"> • Monitor elephant population trends and elephant impacts on biodiversity through aerial, ground and ranger-based methods, among others • Use research findings, expert opinion and informed public opinion to establish thresholds of potential concern (TPCs) to initiate management action in respect of elephant impacts for protected areas • Carry out appropriate management actions when populations exceed, or are projected to exceed, TPCs • Monitor trophy quality and adjust quotas to maintain desired levels of trophy quality • Define current elephant range and explore options for extending the range and maintaining connectivity between fragmented populations • Recognising the long response time of elephants to management interventions, use modelling to project alternative outcomes of management 	<ul style="list-style-type: none"> • Provide incentives and promote partnerships and joint venture opportunities to strengthen elephant management, including across boundaries • Explore additional elephant-based tourism and sustainable utilization opportunities. • Facilitate the transparent distribution of the benefits and costs of elephant management and conservation • Implement effective techniques and land use strategies to mitigate human-elephant conflict. • Promote effective recovery and use of all products from dead elephants • Include information on elephants and their conservation in school curricula and promote environmental education in rural areas adjacent to key 	<ul style="list-style-type: none"> • Secure funding to initiate the implementation of the elephant management plan • Establish sustainable funding programs to build and maintain necessary human resources and strengthen elephant conservation and management capacity • Analyse current capacity and identify needs • Initiate and/or maintain continuity in research and monitoring necessary for the conservation and adaptive management of elephants and habitats • Strengthen research capacity in ZPWMA and collaborate with other research institutions • Establish training and in-service retraining of personnel in law enforcement, research and monitoring, education and awareness, community elephant management, management • Strive to achieve best standards for elephant management, including any forms of utilization • Engage available expertise and capacity within ZW 	<ul style="list-style-type: none"> • Establish a national elephant conservation & management task force / steering committee that includes stakeholders meetings at least bi-annually to review progress and to develop an annual implementation plan • Establish four regional management committees to meetings at least twice each year and implement sub-regional plans • Strengthen links with neighbouring states to confer on the management of shared elephant populations, particularly in relation to TFCA populations • Establish a full-time elephant manager to be responsible for coordinating the implementation of the elephant management plan • Strengthen coordination between the hunting industry and the elephant management programme • Implement an effective information dissemination and communication strategy, including regular progress reports on the implementation

	Output#1: <i>Law enforcement</i>	Output #2: <i>Biological monitoring and management</i>	Output #3: <i>Social, Economic and Cultural Framework</i>	Output #4: <i>Building conservation capacity</i>	Output #5: <i>Coordination and programme management</i>
	wildlife areas <ul style="list-style-type: none"> • Revisit the appointment of Honorary Officers to assist in law enforcement • Ensure full compliance with hunting regulations and quotas set 		elephant populations <ul style="list-style-type: none"> • Develop and implement an effective communication strategy for local, regional and international audiences 		of the plan

	Output#1: <i>Law enforcement</i>	Output #2: <i>Biological monitoring and management</i>	Output #3: <i>Social, Economic and Cultural Framework</i>	Output #4: <i>Building conservation capacity</i>	Output #5: <i>Coordination and programme management</i>
Key Performance Indicators	<ul style="list-style-type: none"> • Number of dead elephants located each year • Number of dead elephants killed illegally • Percentage of animals from which tusks were recovered • Number of elephant poachers arrested • Number of successful convictions • Number of poachers sentenced (and record of sentence severity) • Patrol effort and effectiveness indices (see sample reporting form) • Number of infringements of hunting regulations • ETIS law enforcement effort ratio • Number of ivory seizures (including number of tusks and weight) • Number of joint operations 	<ul style="list-style-type: none"> • Elephant population estimates and distribution from aerial surveys at least every three years for each of the four sub-populations • Records of all elephant deaths with data on dates, locations, cause of death, reason killed (trophy hunting, problem animal control, natural mortality, management, illegally killed elephants), age, sex, tusk size • Trophies taken as % of quota, and trend in trophy quality • Thresholds of potential concern established for each area and selected indicators of change monitored • Management actions taken in relation to TPCs being exceeded • Range expansion/contraction estimated from all available data • Use and effectiveness of corridors assessed, inter alia, from aerial surveys, ground sightings and reports, satellite collared animals • Reporting into international monitoring systems as required (e.g. AED, ETIS and MIKE) 	<ul style="list-style-type: none"> • Policy instruments that demonstrate and establish incentives to conserve elephants • Levels of private and community investment in elephant conservation measures • Annual record of distribution of elephant derived benefits (revenue, development projects, products received by beneficiaries) • Record of Human-Elephant conflict incidents (in HEC Database) • Record of mitigation measures taken to reduce HEC (in HEC Database) • Levels of investment (funds and manpower) in mitigating HEC by ZPWMA, communities and partners • Number of poaching incidents/arrests based on prior information and leads from communities / land holders. • Trends in elephant numbers in non-protected areas 	<ul style="list-style-type: none"> • Annual funds and resources available for elephant conservation • Record of staff training and re-training • Manpower density for protection of elephant (No of km²/operational field person) • Effective deployment of field staff (e.g. % of available man days spent on patrol in the field) • Research person days spent on monitoring elephant population parameters in each population • Number of research-person days spent on monitoring / assessing elephant impacts in relation to TPCs • Number of researchers, programs and reports • Number of vehicle months available during the year • % of area that has secure VHF radio capacity • % of the year that the secure VHF radio system was functional • Number (or %?) of ranger stations in key population areas fully functional • Number of operational research facilities 	<ul style="list-style-type: none"> • National and regional committees functional and meeting at specified intervals • Committee meeting minutes with actionable points approved and circulated within one month of meeting • Record of attendance at and reporting to regional and international elephant conservation bodies of which Zimbabwe is a member • Elephant manager appointed with full terms of reference • Regular reports from elephant manager on implementation

	Output#1: Law enforcement	Output #2: Biological monitoring and management	Output #3: Social, Economic and Cultural Framework	Output #4: Building conservation capacity	Output #5: Coordination and programme management
Means of verifying KPIs	<ul style="list-style-type: none"> • Numbers of dead elephants in various categories recorded at field stations, conservancies, and CAMPFIRE District Offices, compiled at regional and national levels and presented to the Regional and National Coordinating Committees (R&NCC) bi-annually • Arrests and convictions from Station and Area records and reports compiled and submitted to R&NCC • Patrol effort Indices - see under Component #4 • Hunting regulation infringements derived from SOAZ/ZPHGA reports and from field station reports compiled and presented to R&NCC • ETIS law enforcement effort ratio available from TRAFFIC • Ivory seizure details from ivory stockpile records 	<ul style="list-style-type: none"> • Elephant population numbers, distribution, carcass ratios and trends from aerial survey reports • Elephant deaths and trophy quality - as for records under Law Enforcement with additional analysis of data and trends reported to the R&NCC bi-annually • Reports on Thresholds of Potential Concern where these have been established • Research and monitoring reports of elephant impacts in selected sites in relation to TPCs • Reports on elephant locations from ground and aerial sightings • Use of corridors based on field reports and studies of elephant movements using tracking devices • Copies of required reports sent to international monitoring systems 	<ul style="list-style-type: none"> • Documented policies and list of operating partnerships / joint ventures that promote elephant conservation & management • Record of investments in elephant conservation measures assembled by elephant programme manager/coordinator • Summaries from Human-Elephant Conflict database reported at Annual Meeting of R&NCC • Records and annual summary of arrests and poaching incidents intercepted based on leads provided by communities • Elephant censuses that have covered non-protected areas 	<ul style="list-style-type: none"> • Record of funds available (USD) and investment by ZPWMA, Private sector, NGOS, and CAMPFIRE in elephant conservation measures (Compiled annually by Elephant Manager / Coordinator) • Consolidated record of number of field personnel and days operational (law enforcement, research & monitoring, elephant management) for each area in the elephant range compiled and reported on at annual planning meetings • Research reports and papers on elephant conservation and management • Records of vehicle months, VHF radio operation, fully functional stations, operating research facilities, compiled and consolidated at station, area and regional levels and reported on to the R&NCC bi-annually 	<ul style="list-style-type: none"> • Record of meetings, minutes actions completed, attendance at national and regional committee meetings • Record of when minutes of meetings were completed and circulated • Date on which terms of reference for elephant management position were completed, date the position was filled and operational • Record of reports by the person in the elephant management position

	Output#1: <i>Law enforcement</i>	Output #2: <i>Biological monitoring and management</i>	Output #3: <i>Social, Economic and Cultural Framework</i>	Output #4: <i>Building conservation capacity</i>	Output #5: <i>Coordination and programme management</i>
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Note: It will be necessary to design record sheets that serve to standardise the manner in which records are maintained at field station, area, and regional levels so that they can be combined and summarised in a consistent manner to provide clear and transparent national level indicators of progress in the conservation and management of elephant from year to year. An example of one such form for law enforcement effort is provided below. The forms being used at MIKE sites may also be used more widely.

Elephant mortality and law enforcement annual reporting form - a draft example of data that may be required from each station

SEE NOTES BELOW	Name of person completing this data form					
	Date on which this data form was completed					
	Name of area covered					
	Size of area in km ²					
	YEAR	2015	2016	2017	2018	2019
	Date of aerial census population estimate					
	Aerial census elephant population estimate (number)					
	Aerial census carcass ratio (%)					
	Number of natural mortalities					
	Number of tusks recovered					
	Number killed illegally					
	Number killed on PAC					
	No killed for rations					
	Number killed on trophy hunts					
	Number of carcasses found that died in previous years					
	Total mortalities					
1	Number of elephant poaching incursions/attempts detected					
	Number of incursions/poaching attempts intercepted					
	Elephant poachers arrested during the year					
	- How many were given bail					
	- How many were given jail sentences?					
2	- Of these how many received mandatory sentences?					
	Number of poachers killed during the year					
	Number of firearms recovered from poachers					
3	Total man-days spent on patrol					
4	Average number of staff available to patrol at any one time					
5	Total number of vehicle months available during the year					
6	% of the area that has secure VHF radio communications					
7	% of the year that that the VHF system was functional					
8	Number of incursions reported on / reacted to by local community					
9	Hunting regulations infringements					

NOTES:

1	These are incursions into the area by poachers clearly intending to use firearms, poison, heavy snares, etc. to kill elephants and/or rhinos, or attempted incursions that were intercepted before they took place
2	Mandatory sentences for elephant / rhino poachers or dealers are 9 years for first offence and 11 years on second

3	This is actual patrolling effort expressed in patrol man-days carried out per year (not total staff x 365 days)
4	This is the average number of men (including deployments from other areas) in the field at any one time
5	Each vehicle available for law enforcement operations should be multiplied by the number of months it was available for field operations
6	e.g. if only three-quarters of the area has VHF radio reception then this figure will be 75
7	e.g. if the VHF radio system was only functional for 3 months of the year then this figure would be 25
8	Refers to the number of times the local community (not paid informers) volunteered information on actual or potential incursions of elephant/rhino poachers, and/or freely provided information/help leading to interception/ arrests
9	Refers to infringements of the regulations by safari operators/hunters/guides (e.g. shooting under age trophies, exceeding quotas, transfers of quotas from other areas, hunting from vehicles, etc.

Annex VIII – Comments received during document review

A small number of comments were received during the review of the summary report that represented new thoughts or ideas that had not been raised during the workshop. As this report represents a summary of the discussions of the workshop, these points have not been integrated into the above report. However, they are summarized below.

It was suggested that it may be helpful to have a facilitated workshop that would bring together all Area Managers across the country to share ideas, and discuss their challenges and successes.

While trophy hunting is not a management option in Mana Pools National Park, it was suggested that the Safari Operators Association of Zimbabwe (SOAZ) was an important stakeholder, particularly in collaboration with neighbouring Safari Areas, and that there could be significant scope for complementary action and collaboration with the safari operators in the Lower Zambezi Valley.

Comments on the draft summary report were received from

- S. Chibaya
- T. Chipere
- J. Gutu
- C. Jones
- R. Maasdorp
- R. Miliyasi
- L. Muller
- M. Pani
- J. Stander
- L. Taylor
- C. van der Riet