A whole-of-society approach to wildlife crime

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and
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Regional Wildlife Crime Conference
24-25 May 2016
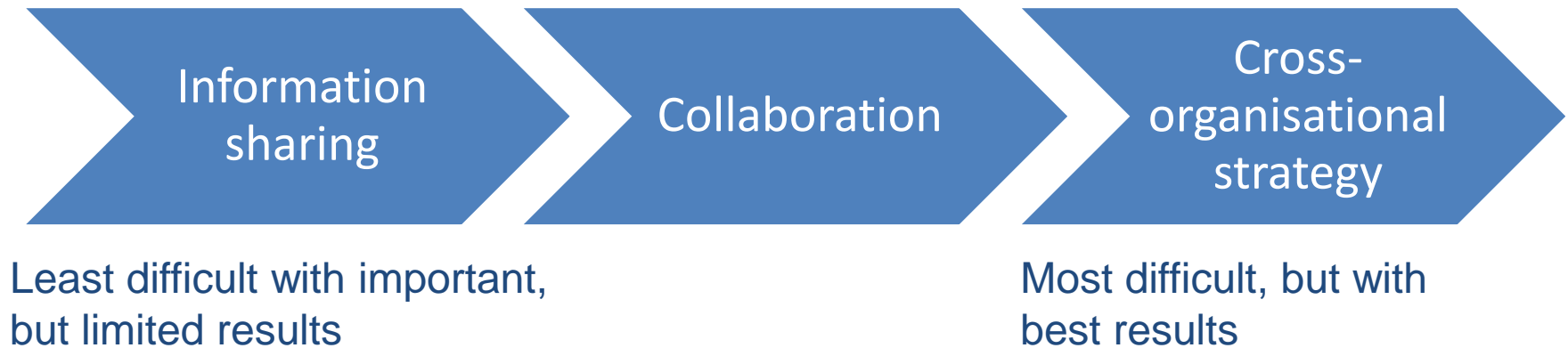
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Overview

- Factors leading to complexity

- Cross-organisational strategy

- Approaches: reactive and proactive, vertical and horizontal integration, whole of society

- Creating Rosetta Stones between minds

- KZN community study

- Vulnerability to wildlife and related crimes

- Future work - Peacebuilding

- Five "principles" for a whole-of-society approach

Factors leading to complexity

- Large number of stakeholders, with different values, mandates and approaches;
- High stakes;
- Perception of loss of agency;
- Uncertainty;
- Large number of perspectives/disciplines/functional areas required;
- Evolving nature of the problem;
- Simultaneity of intervention – geographic, multiple levels of government, regional;
- Psychological and cultural issues;
- Developing and maintaining capabilities; and
- Ethical and governance issues.

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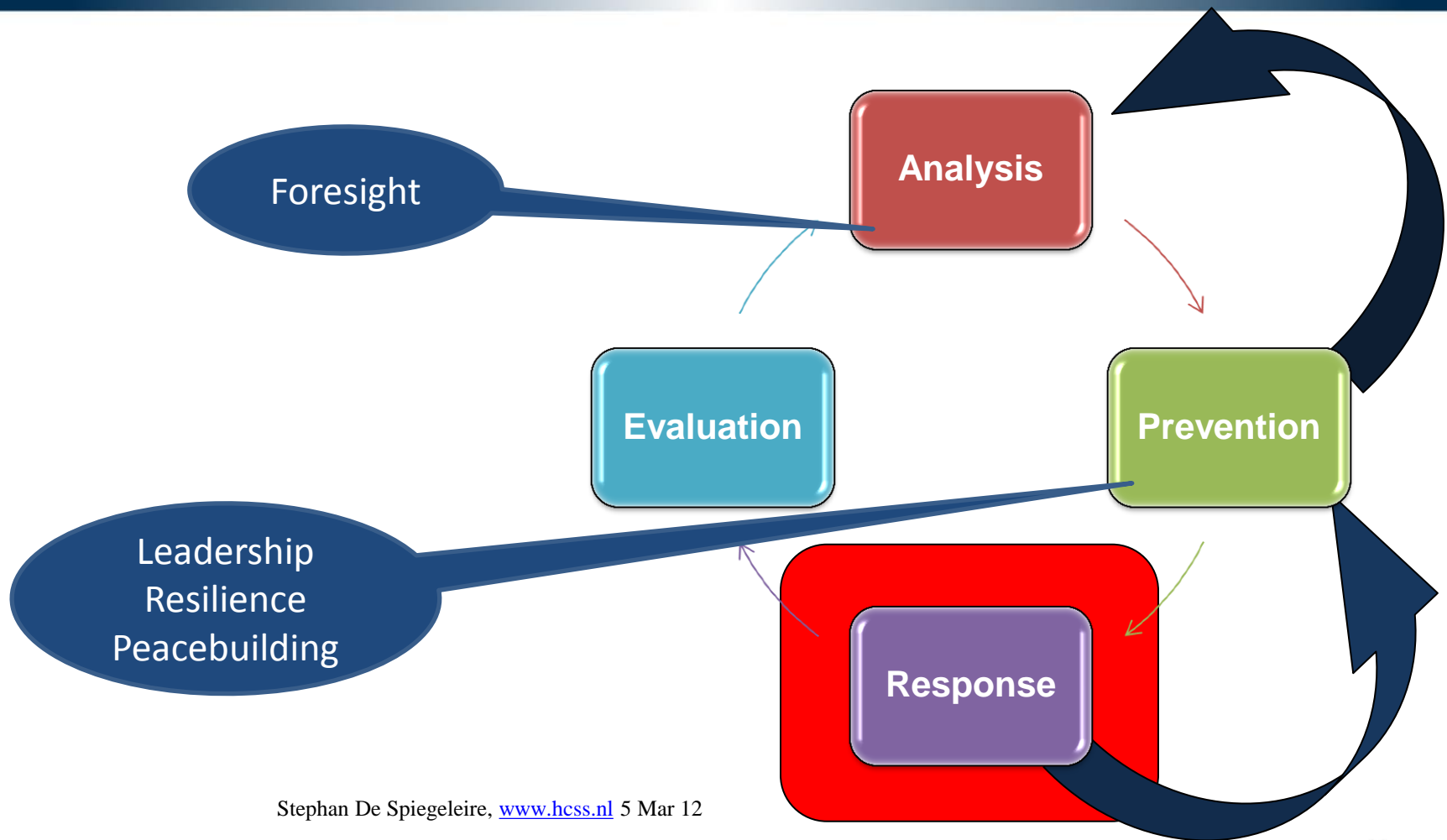
Cross-organisational strategy

Spectrum of coordination activities

| Information sharing | Collaboration | Cross-organisational strategy |

Least difficult with important, but limited results

Most difficult, but with best results

Improving Coordination: International Federation of Red Cross and Red Crescent Societies, June 2000.
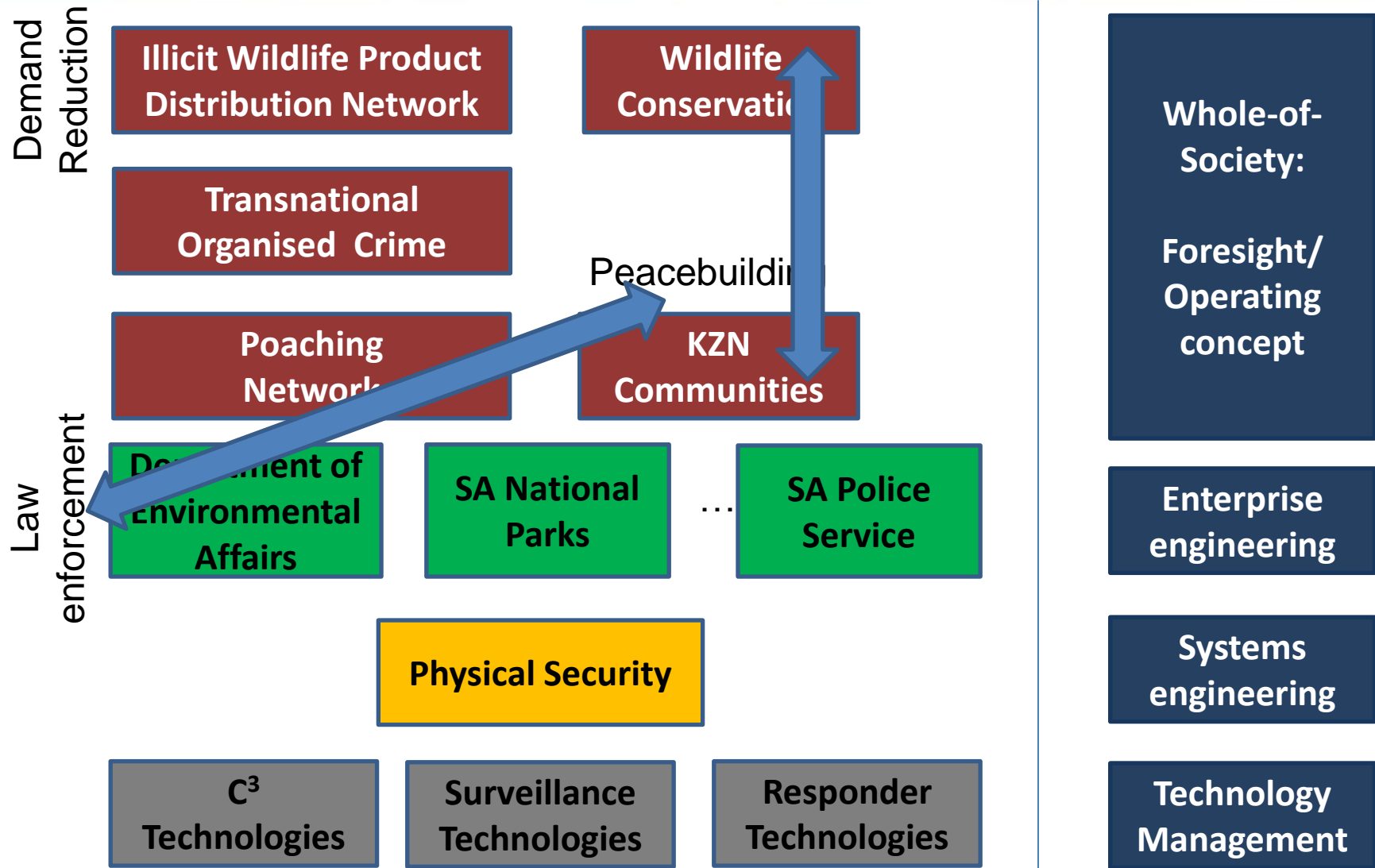
- The challenge is to have a cross-organisation strategy: the **whole-of-society approach focuses on creating a common approach**.

- Shared understanding of issues between two organisations regarding wildlife crime in the same area, was found to be 21%.

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Reactive and proactive approaches

Foresight

Analysis

Evaluation

Prevention

Leadership
Resilience
Peacebuilding

Response

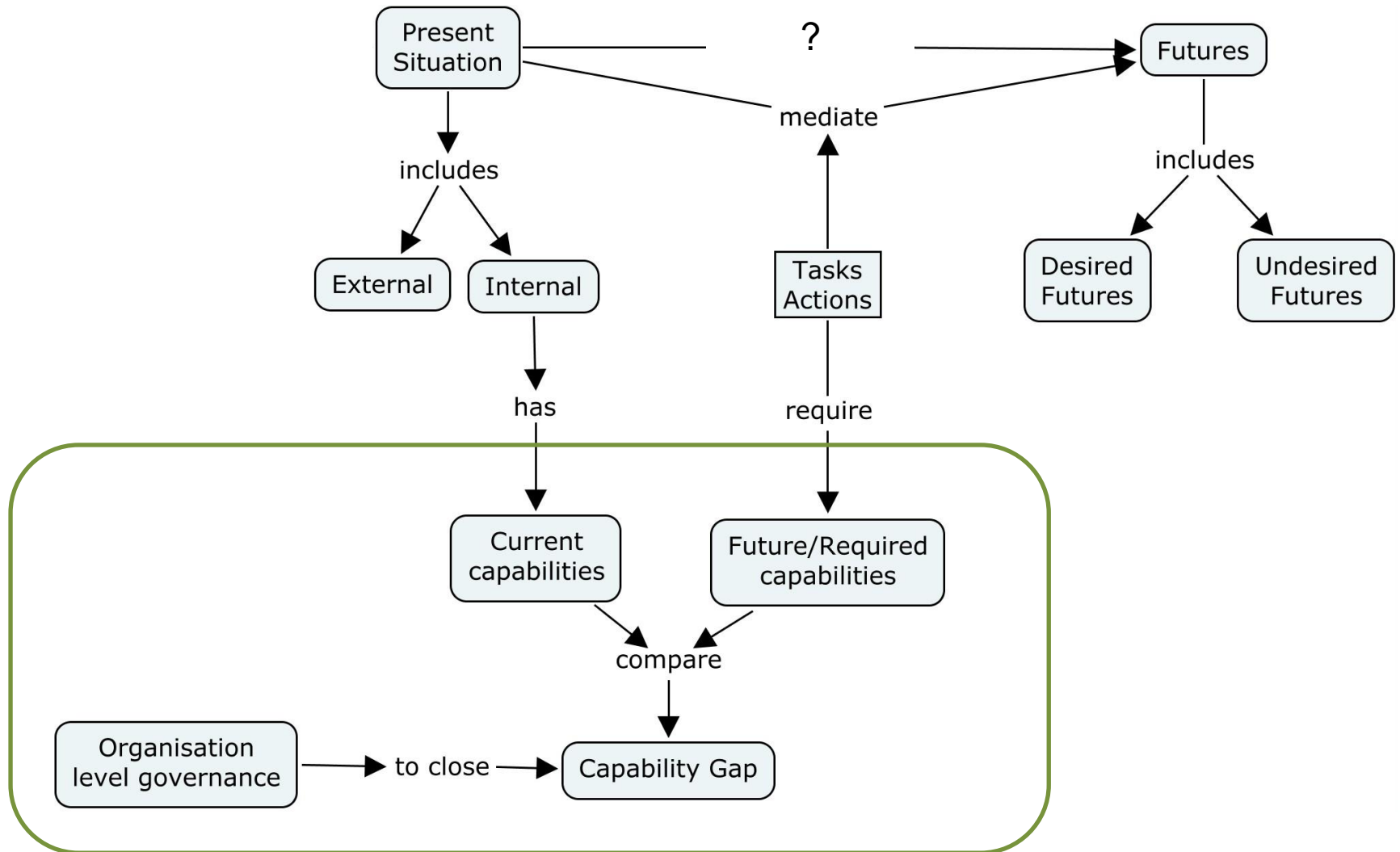Stephan De Spiegeleire, www.hcss.nl 5 Mar 12

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Mitigating wildlife crime: Vertical and horizontal integration

Whole-of-Society approach to maritime security

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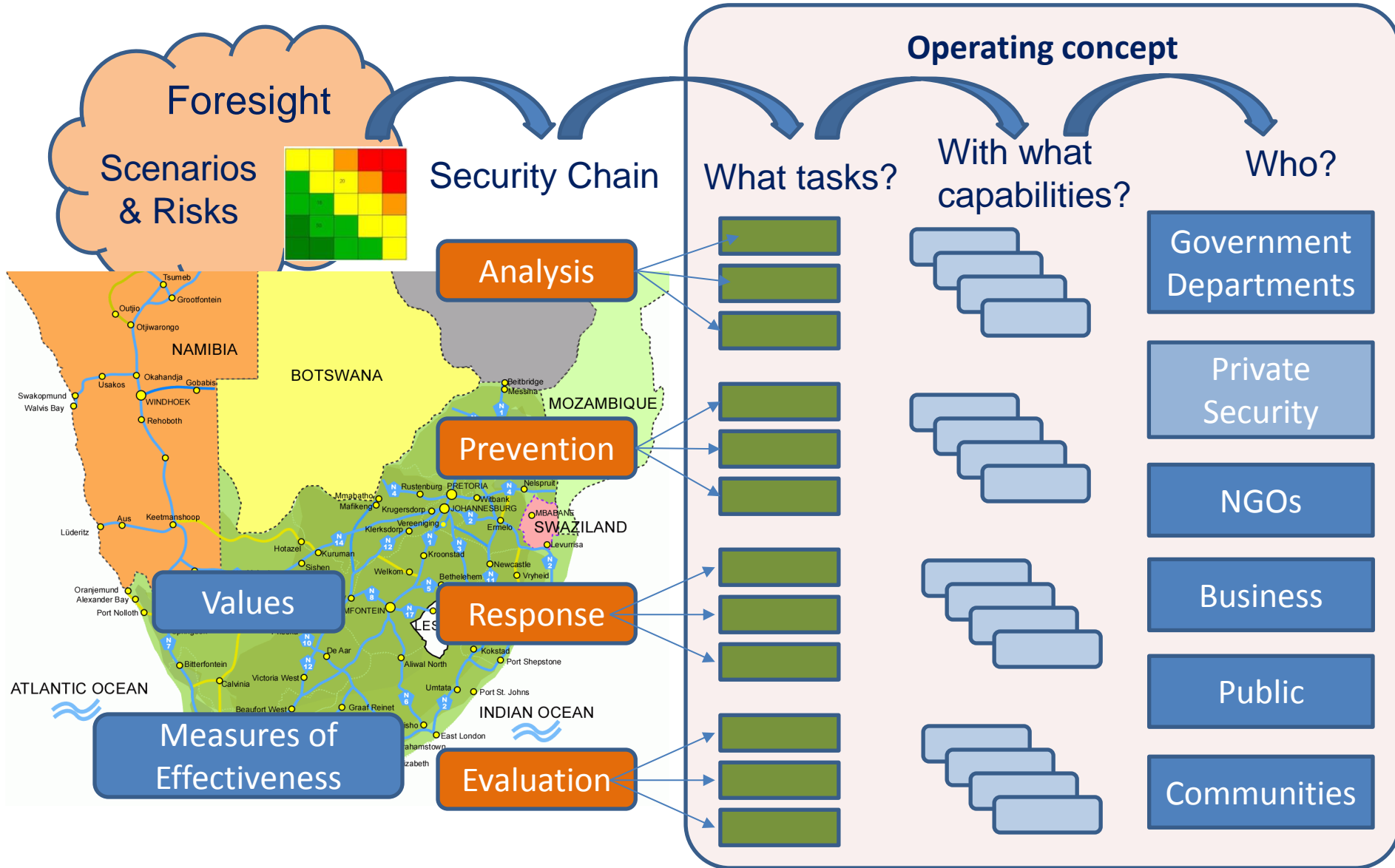
Creating Rosetta Stones between minds

Issue	Approach
Dynamics	Causal loop diagrams (next slide)
Spatial	Maps, GIS (later)
Uncertainty	Scenarios – prepare the mind
Large number of actors	Actor modelling for complex problems
Culture eats strategy for breakfast	Link organisational story to strategy
Capability	Capability assessment

Rosetta Stone

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Organisational issues in inter-agency collaboration

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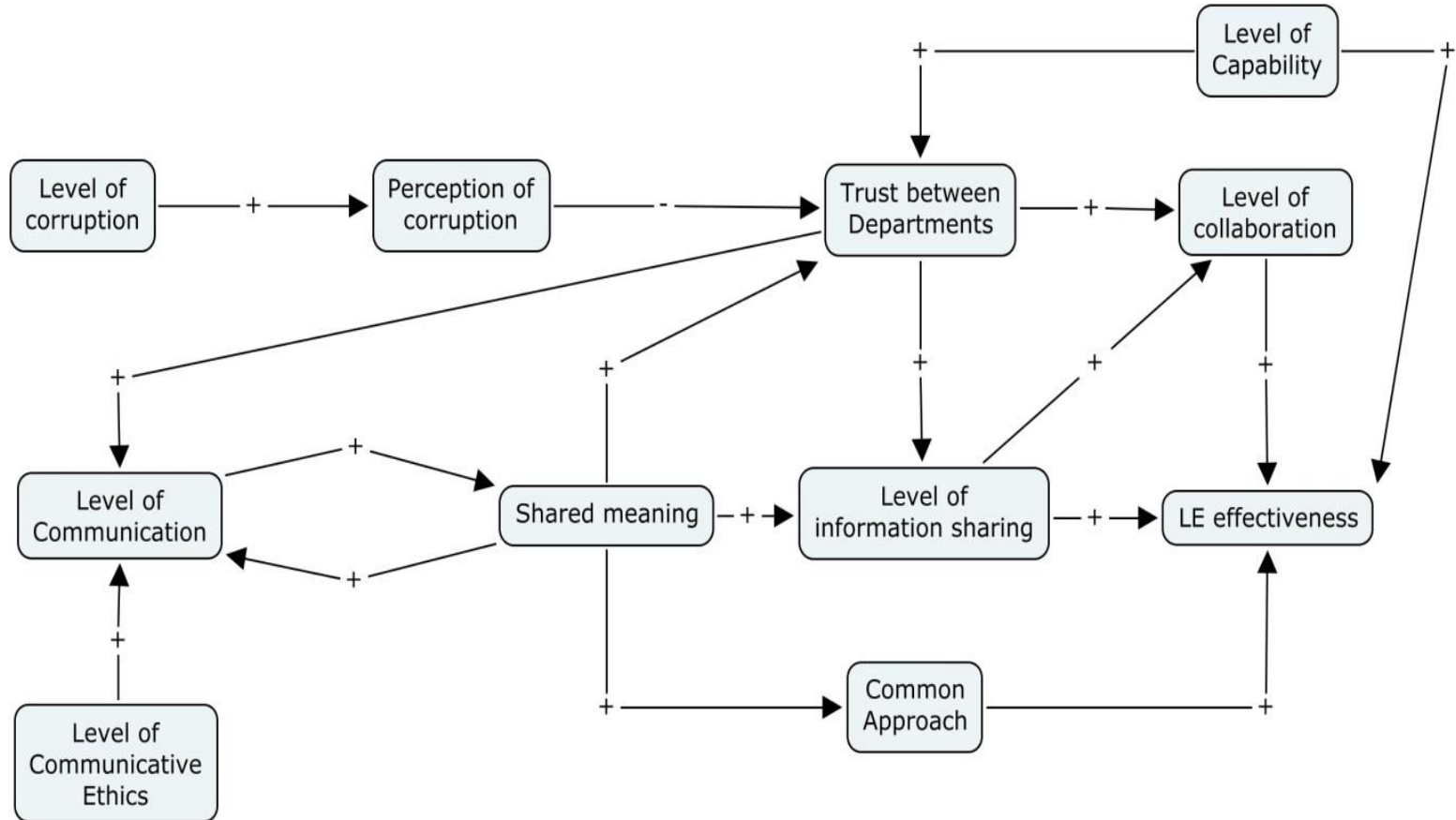
Causal loop diagrams: Law enforcement
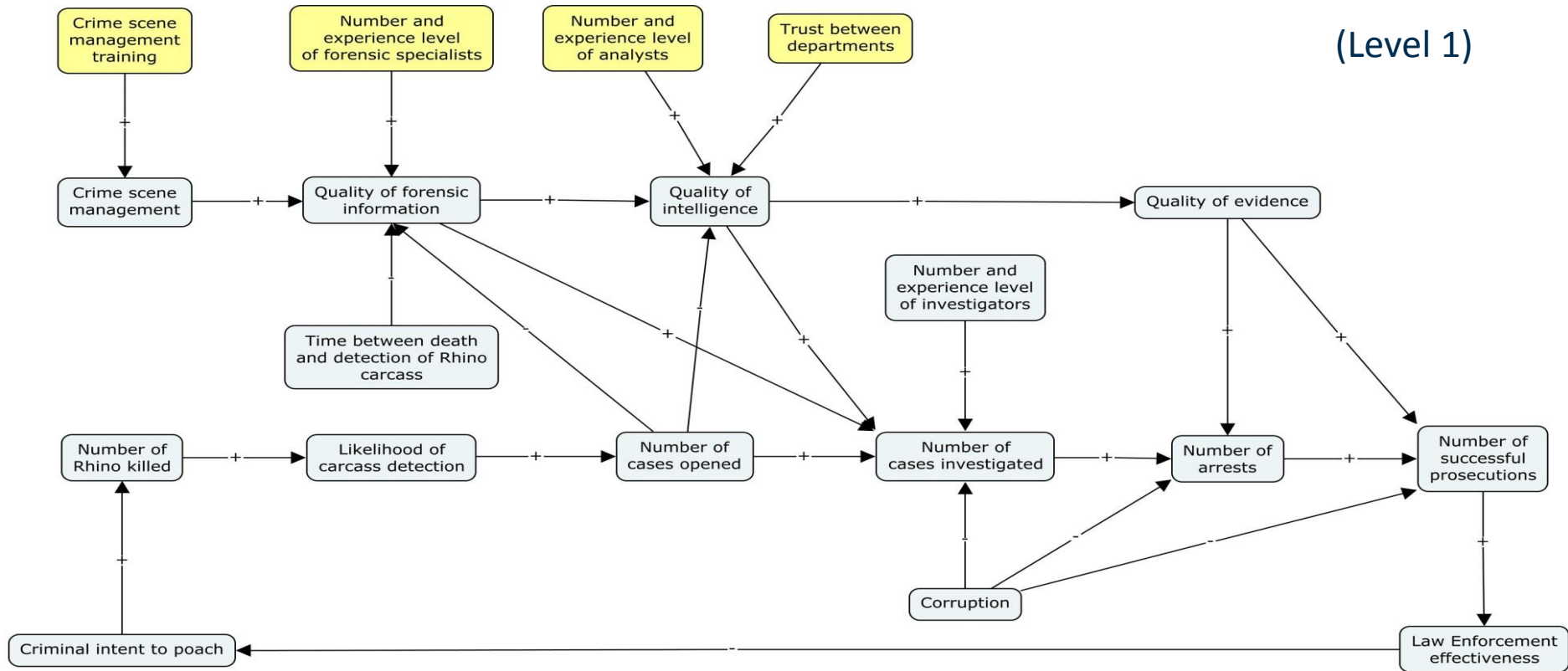
(Level 1)

Increase law enforcement speed to exceed rate at which traffickers are being replaced.
(Level 3+)

Culture eats strategy for breakfast

Culture Strategy

- Successful implementation of strategies as low as 10% for *a single organisation* (Mintzberg, 1994).
- Transform inner story and link it to the strategy
- Link organisational story to strategy

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Link organisational story to strategy

Events - News

Patterns

Systemic causes

Discourse, worldviews

Myth/metaphor

Causal layered analysis: Poststructuralism as method, Sohail Inayatullah

KZN Community study results

Louiza Duncker

Scope of the community study:

To investigate the perceptions and views of community members adjacent to conservation areas in KwaZulu-Natal (KZN) regarding the concepts of wildlife conservation and wildlife crime.

## Research questions:

- What are the points of view in villages about conservation?
- What are the points of view in villages about poaching/wildlife crime?
- What are the points of view in villages about rhinos and rhino poaching?
- What is the role of Zulu kingdom in conservation/park management?
- Which elements/structures in the villages play the biggest role in conservation and poaching issues?

Sampling

Criteria for sampling villages in KZN:

- Directly adjacent to conservation areas (within 20km from the boundaries).

- Access to more than one conservation area.

- International borders and/or ports are relatively close.

- International borders and/or ports are not close.

- The community members are willing to participate in the research.

- The chief/headman/induna gave permission for the study.

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Sampling
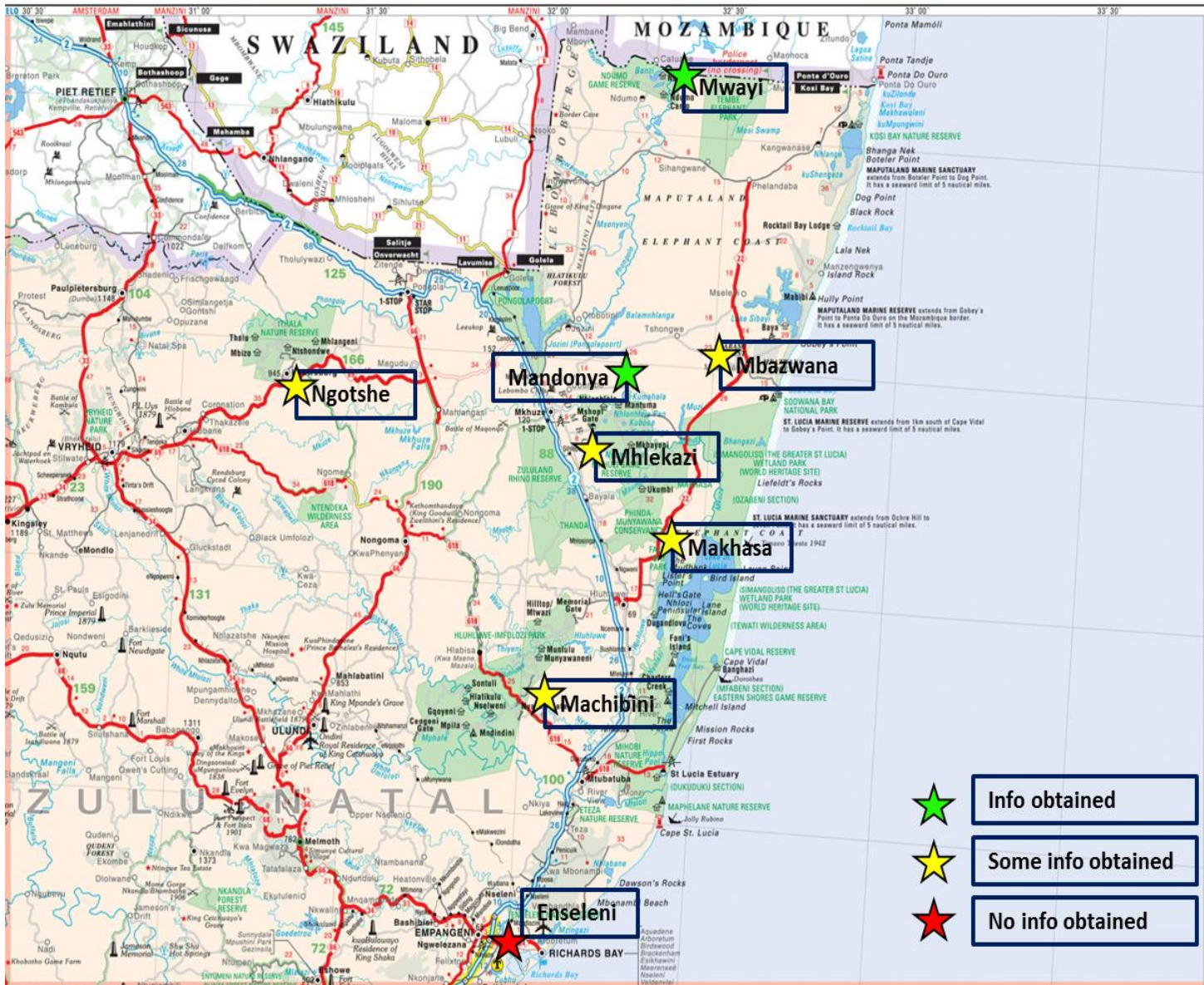
Field work

- **Liaison process**
  - Phoned chiefs/indunas for appointment
  - Obtained permission for research
  - Set date for research
- **Challenges experienced**
  - Chiefs/indunas and villagers not available – had to reschedule often
  - Distrust and tensions
  - Pure research not something that benefits them
  - Power (protocol issues)
- **Respondents: 165 - 200 in total**
  - 70 formal responses (2 sites)
  - 130 informal responses (4 sites)
  - 68 male respondents, 97 female respondents

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Results

- **Wildlife conservation:**
  - Ambivalent
    - Good (if it does not affect me directly in a negative way)
    - Bad (if it affects me directly in a negative way)
  - Perceptions based on benefits derived
  - Parks management a big issue to communities
- **Wildlife crime:**
  - Ambivalent
    - Know poaching should not be done
    - Will allow poaching because of discontent with parks – parks do not care about communities
  - Perceptions based on benefits derived

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Results

- **No significant correlation between gender, literacy, access to municipal services, or income levels, and perception of conservation or wildlife crime**

Results

- **Rhino conservation:**

Why conserve rhino — horizontal bar chart with categories (bottom to top): Others, Dentures, For future generation, Nature, Tourism, Money, To avoid extinction, To not destroy the big 5. Horizontal axis: 0, 10, 20, 30, 40, 50.
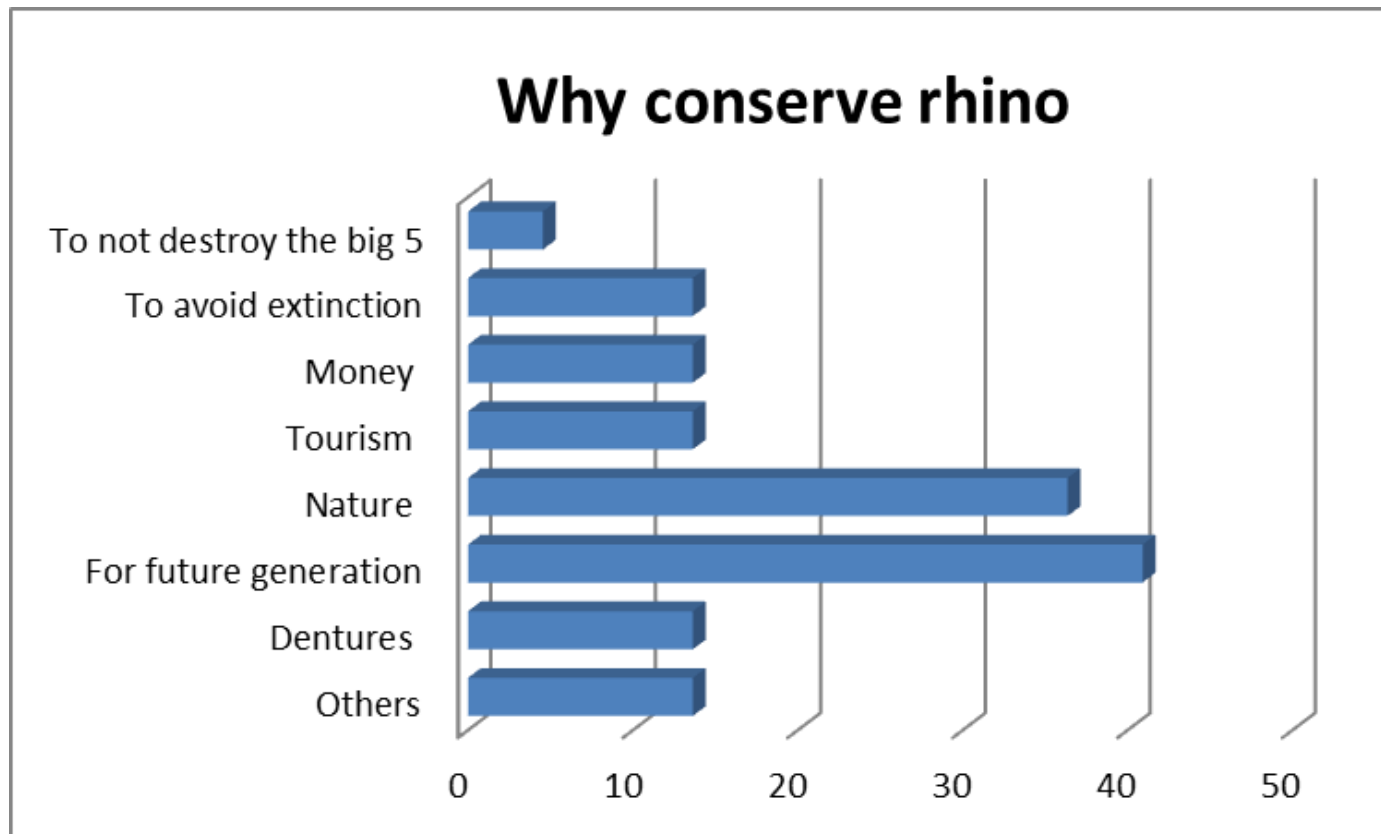
Results

Rhino conservation:

- Should be done
    - Save rhinos for future generations
    - Rhinos bring tourism and money
- No significant correlation between gender, literacy or income levels and perception of rhino conservation

Stop rhino poaching:

- Parks to work with communities
    - Create vested interest to stop poaching
    - Communication between parks and communities
    - Adequate compensation for domestic animals lost
    - More job opportunities in parks
    - Employ locals to mend fences

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Results

- **Perceptions re parks management issue:**
  - Unfair employment
  - Parks do not care for/about communities -
    - Restrict access to resources, heritage
    - Empty promises
    - No involvement with communities
    - Compensation for losses are inadequate and unfair
    - Animals are more important than people
  - Will not stop/fight poaching because parks do not care about people
  - Tourism levy do not reach people on the ground – chiefs keep levies for themselves
  - Rangers are involved in poaching and get all the bushmeat

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Conclusions

- **Wildlife crime:**
  - Is considered 'necessary' in communities – for survival
  - Is a 'silent protest' against parks management
- **Rhino conservation:**
  - Is important to communities
  - Is possible in communities
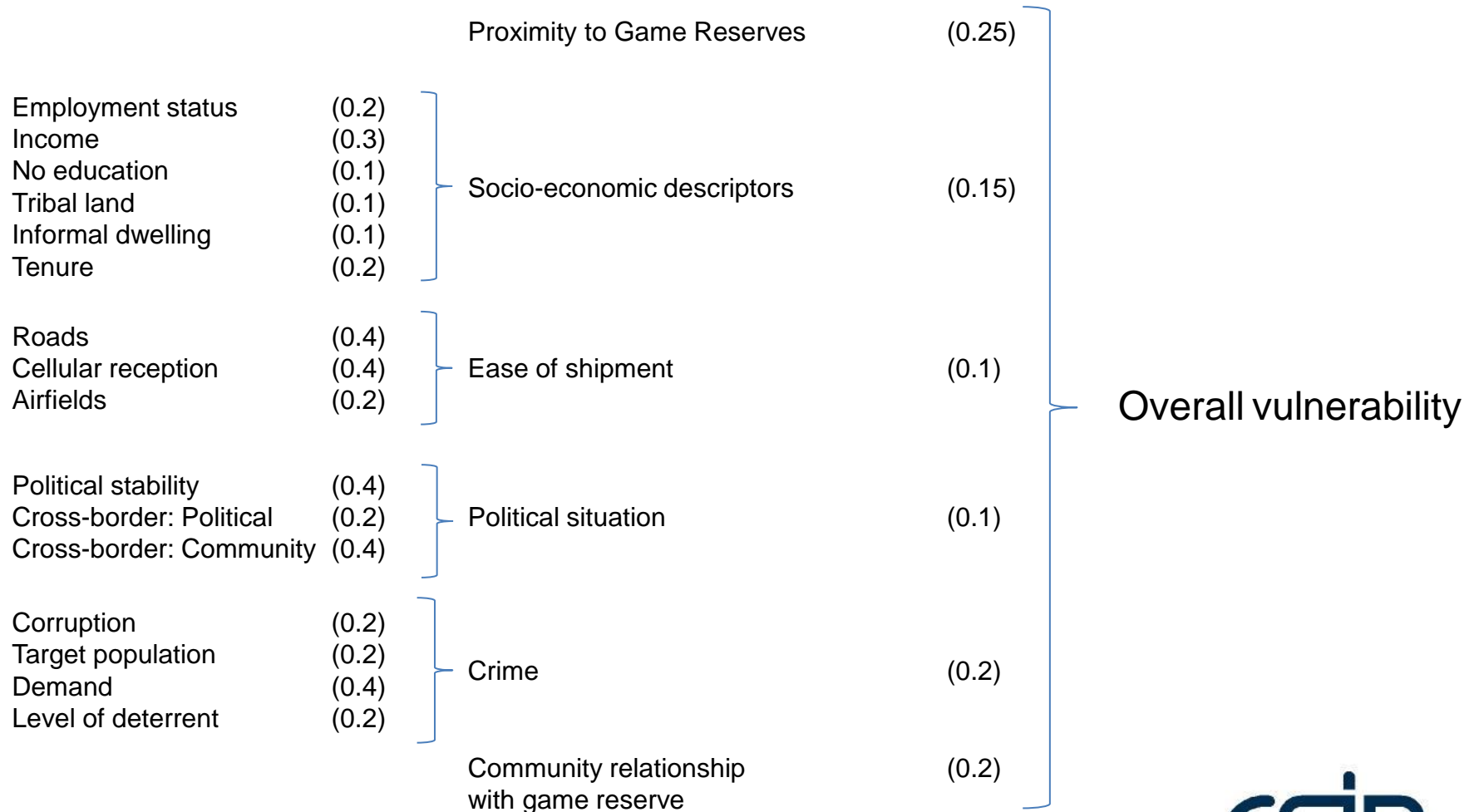- **Reduce community vulnerability to poaching**

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Vulnerability to wildlife and related crimes

Dr Peter Schmitz

Vulnerability to wildlife and related crimes - Variables

- Variables based on the work by Bezuidenhout (2014), Duffy *et* al. (2013) Abbott (2008) and Warchol (2007)
- The mapping of the variables done at Census 2011 sub-place geographic unit (SP)
- Data inputs: Census 2011, roads, airfields, proximity to game reserves
- Variables weighted based on significance of impact on vulnerability
- South Africa, KNP and KZN as example outputs

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Vulnerability to wildlife and related crimes - Variables

Proximity to Game Reserves (0.25)

Employment status (0.2)
Income (0.3)
No education (0.1)
Tribal land (0.1)
Informal dwelling (0.1)
Tenure (0.2)

Socio-economic descriptors (0.15)

Roads (0.4)
Cellular reception (0.4)
Airfields (0.2)

Ease of shipment (0.1)

Political stability (0.4)
Cross-border: Political (0.2)
Cross-border: Community (0.4)

Political situation (0.1)

Overall vulnerability

Corruption (0.2)
Target population (0.2)
Demand (0.4)
Level of deterrent (0.2)

Crime (0.2)

Community relationship
with game reserve (0.2)

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Vulnerability to wildlife and related crimes – Map (ZA)

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Vulnerability to wildlife and related crimes – Map (KZN)

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Vulnerability to wildlife and related crimes – Map (KNP)

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- **Future work – Peacebuilding**

- **Five "principles" for a whole-of-society approach**

Dr Duarte Gonçalves

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Future work - Peacebuilding

- *Peace, in the sense of the absence of war, is of little value to someone who is dying of hunger or cold.*

  XIVth Dalai Lama

- Negative peace: a situation in which physical violence does not occur
- Positive peace: structural inequity and the unequal distribution of power are tackled to proactively create peace.

- Peacebuilding is the development of institutional and socio-economic measures, at the various levels, to address the underlying causes of conflict for positive and negative peace.

Peacebuilding

- Peacebuilding actors – Wildlife parks, KZN communities, local government, possibly private sector.

- First reduce tension through mediation.

- Governance innovation:
  - Bottom-up innovation;
  - Actors solving problems and creating opportunities for themselves;
  - Objective is to create shared future objectives that addresses survival needs of communities, park needs supported by local government; and
  - Take an economic perspective on how value can be created for the communities.

- The implementation *could* involve Enterprise Creation for Development, a unit of the CSIR, to translate the identified opportunity into a business enterprise.

- Developing proposal for peacebuilding initiative.

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Five "principles" for a whole-of-society approach (1/2)

1. **Be inclusive** of different actors, *different ways of knowing*, and different ways of being.

   Inclusiveness is the antidote to fragmentation.

2. **Use foresight** – without foresight there can only be reaction.

   This does not mean that we can anticipate everything, and reaction is still necessary.

   Evidence does not create hope, but working to a future vision can.

3. **Develop the intervention (operating concept) outside of organisational mandates**.

   Mandates create lenses through which we see the world and create fragmentation.

   The intervention identifies tasks which are then allocated to stakeholders.

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4. **Identify capability gaps and use governance to close these gaps.**
    Without the required capabilities, any new strategy is still-born.

    The capabilities are determined from the tasks that are required for an intervention.

    Building capabilities requires foresight because they take time to implement when resources are constrained.

5. **Transform the organisational story.**

    Culture eats strategy for breakfast and without change to organisational ways of doing, there will also be no change in behaviour.

    Models of social change must be considered, e.g. does change happen top-down or bottom-up?

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Questions?

People want to be "realistic", and they take it as axiomatic that fears are realistic and hopes unrealistic.

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