



NAPA News from African Protected Areas

Nouvelles des Aires Protégées
en Afrique

N°105
February 2017

Edito

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Small letter to a great man



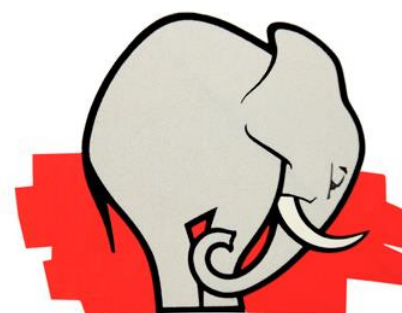
Mr. Pierre Pfeffer, I learned with great sadness that you passed away on December 29th.

I had only met you three times; therefore, I certainly have no legitimacy to speak of your exceptional journey. And yet, I feel that I have known you for long, and your publications, your writings, sometimes your outbursts have, in a way, paved my path in conservation.

As a young child, I discovered you in the then trembling television screen as you sought to teach us nature, at a time when the topic seemed superfluous. "Les animaux du Monde" (*Animals of the World*) attempted to vulgarize ecology and introduced us to "conservation", a term still nearly rude at the time. Very few scientists or people then saw sense in this desire to share a certain perception of the world, and anticipating its importance was definitely visionary.

I also regularly read you in the "Courrier de la Nature" (*Letters from Nature*), the bimonthly of the National Society for the Protection of Nature (SNPN) in France, alongside unclassifiable sketches by Robert Hainard. In 1986, as I entered veterinary school, you made a vigorous commitment to the protection of pachyderms in Africa, of which I knew nothing at the time. Hence the campaign "Amnesty for the elephants" that saved the species from chaos as its numbers collapsed dramatically. The elephant's inscription in

Appendix I of CITES, in 1989, at the Lausanne Conference, was the culminating point of the campaign, which had been so hard and eventful. My student backpack and later my computer pouch proudly displayed the little gray elephant on a red background that represented this battle, testimony among others of your unfailing commitment.



AMNISTIE POUR LES ÉLÉPHANTS

I then immersed myself in the turbid waters of the Grand-Lieu Nature Reserve, in the West of France, to do my thesis. I owe this to you because a few years earlier you had convinced the owner of the lake, the perfumer Jean-Pierre Guerlain, to donate the whole territory to the SNPN. I spent four incredible years there, in a nature that too few people know. You don't know it, but during this time I was each and every day grateful to you.

Then Africa ... my visits to parks on the continent, year after year, took me to so many places that you had traveled to and for which you had fought, and which were thus preserved... in Côte d'Ivoire, Chad, Central Africa and many other places. It was for the defense of the last elephants of Senegal that I met you for the first time, looking for a support that so cruelly lacked me in the lukewarm "experts"

community. And then came the time of the last rhinos of north Cameroon, a battle lost in advance for which nonetheless you struggled until the last hope was lost.

Of these too brief encounters and of all these struggles, I keep the memory of your commitment, of your convictions, of your courage. Of all that so cruelly lacks today in the world of conservation, where too often compromises of principle replace justice, renunciation forms the basis of opinion and careerism stifles passion.

I regret not having known you better but also knowing that I will not be able to do as much as you achieved, by far. So at least here can I try to make sure that our friends in protected areas in Africa, for whom nature conservation has still a meaning and for which you have so much dedicated yourself, remember you today and, hopefully, commit in your steps.

A reading amongst others: Vie et mort d'un géant : L'éléphant d'Afrique, Pierre Pfeffer, collection "L'odyssée", Flammarion, Paris (1989).

Papaco is also on:



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(https://twitter.com/Papaco_IUCN)

And on:



Facebook = facebook /IUCNpapaco
(<https://www.facebook.com/IUCNpapaco>)

Please also visit the IUCN-GPAP (IUCN global PA program) webpage and read the newsletter:
<https://www.iucn.org/theme/protected-areas/our-work/newsletter>



OUR ONLINE TRAININGS



Our MOOC on PA management

Direction 4 of the Roadmap for African PAs

Our **MOOC** (massive open online course) on **Protected Areas management** is currently online on Coursera. The course is **free** and is organized in **7 modules** that can be followed at your own pace in **3 month time**. Still time to join! Successful learners get a **Certificate** at the end of the course.

Register on: www.coursera.org/learn/protected-areas

Watch the teaser:

<https://www.youtube.com/watch?v=10SQ2DRGwoQ>

The current session of the MOOC on PA management will end on the 26th of March 2017



Our MOOC on Ecological monitoring

Direction 4 of the Roadmap for African PAs

Our **new MOOC** on **Ecological Monitoring** will start on the **13th of February**. It explains why and how to realize the survey of a Protected Area and how to protect its values. Strategies, methods, technics, statistics, examples from the field... and much more to learn how to develop your ecological monitoring. The course is **free** and is organized in **4 modules** that can be followed at your own pace in **6 week-time**.

Register on: https://courseware.epfl.ch/courses/course-v1:EPFL+eco-monitoring+2017_T1/about

Watch the teaser:

https://www.youtube.com/watch?v=TbXrSO5_Ktg&feature=youtu.be

The first session of this MOOC on ecological monitoring will start on the 13th of February

You can also register to both MOOCs on www.papaco.org, at the page « trainings »

Also, join our Group MOOCs on **facebook**:
<https://www.facebook.com/groups/208309996241190/>

Our MOOCs are developed in cooperation with the Ecole Polytechnique Fédérale de Lausanne

Innovating to sustain biodiversity conservation in African protected areas: funding and incentives. Insights from 3 countries

By Renaud Lapeyre and Yann Laurans (Iddri)

Parties to the Convention on Biological Diversity (CBD) have agreed that by 2020 at least 17% of terrestrial areas should be conserved within protected areas. Coverage has today increased to 14.7%. Though this is a positive trend, much remains to be done, especially in Africa where protected areas are underfunded. Against this backdrop, additional funding is needed to expand and strengthen protected areas in Africa. But available conservation finance worldwide, accounting for US\$ 53 billion in 2010, only covers one third of the lowest needs' estimate (to reach all 20 Aichi Targets). Specifically, protected areas (Target 11) would need between USD 9.2 and 85 billion annually, a large share of it in Africa.

In this context, governments and practitioners have repeatedly called for an exploration of new and innovative financial mechanisms to increase funding for biodiversity conservation. Importantly, the Leading Group on Innovative Financing for Development¹ defines innovative financing mechanisms as (1) complementary to official development assistance, (2) predictable and (3) stable. Previous research suggests that such approaches are able to muster additional resources from various economic sectors, and could furthermore optimise the impact of existing public resources, particularly by combining them with private funds.

Based on salient results of a full-blown report (see at the end for reference), this article aims at unpacking the potential benefits and risks of such innovative financial mechanisms *at work* in Africa. It uncovers both essential financial and institutional innovations at play and shows that, when smartly combining public and private involvement, innovative financing may contribute to better funded and efficient management in and around protected areas, at a significant scale.

IN SIERRA LEONE, A PRIVATE NONPROFIT COMPANY TO MANAGE A PROTECTED AREA

The Gola rainforest, a biodiversity hotspot, occupies 70,000 hectares along the Liberian border. Situated within seven chiefdoms with a total of 140,000 inhabitants, its biodiversity is threatened

by local slash-and-burn agricultural practices, mining and the recent development of oil palm plantations.



"Funding the Gola Rainforest National Park through a nonprofit company limited by guarantee (CLG) contributes to both conservation and development" Credit: Renaud Lapeyre

While until the mid-1990's logging concessions were granted over the forest, the latter's status changed at the turn of the century. In 2004, a Conservation Concession was declared by the Government of Sierra Leone (GoSL) whereby two NGOs, the Royal Society for the Protection of Birds (RSPB) and the Conservation Society of Sierra Leone (CSSL), agreed to conserve the integrity of the forest in perpetuity and in turn compensate local actors for the loss of logging rights. Hence a benefit sharing agreement was signed in 2007 and donor-funded.² Within this mechanism, local and traditional authorities as well as communities have so far received annually an equivalent of USD 122,500, conditional to their strict compliance with the forest management plan.

¹ <http://www.leadinggroup.org/rubrique20.html>

² By the European Union and the French Global Environment Fund (FFEM).

In 2012, the Gola rainforest was eventually gazetted as a national park (GRNP).

Since 2012, this contractual innovation was further developed into a REDD project.³ In an attempt to sustainably fund GRNP over the longer term, it was envisaged to market avoided deforestation and therefore sell credits on the voluntary carbon market, following two leading international standards, the Verified Carbon Standard (VCS) and the Climate, Community and Biodiversity Alliance (CCBA) Standard. This in turn induced two institutional changes. First, a Conservation and Cooperation Agreement was further signed with directly adjacent communities to incentivize the protection of GRNP and ensure enforcement of regulations. Second, a nonprofit company limited by guarantee (CLG) was founded in 2015 by the government and both NGOs, in order to act as a legal entity to lawfully receive proceeds from the sale of verified carbon credits. Operationally, the CLG also signed a joint-venture agreement with GoSL so as to manage the GRNP area as a REDD project, implemented by the GRNP management structure, now a department of the company.

IN SOUTH AFRICA, COMBINING PUBLIC AND PRIVATE INVOLVEMENT IN PROTECTED AREAS WITH TAX INCENTIVES

Since the turn of the century, enrolling private properties in land-use management and conservation has been identified by South African authorities as a key condition to reaching the country's biodiversity objectives. Biodiversity legislation was then redrafted in 2004 and provided the possibility for private land to be officially and perennially registered as protected areas. This policy organisation in turn gave rise to a "biodiversity stewardship" (BDS) approach, whereby everyone in the country is potentially called to steward natural assets that sit on their properties, in view of collectively forming a network of conservation through varied individual contributions.

This brought the South African environmental NGOs, including BirdLife South Africa, and the Federal environmental authorities to think about sustaining landowners' motivation and incentivising

voluntary conservation. As a result, attention was given to building into legislation the ability to pay lower taxes, so as to induce a fiscal reward for landowners who committed their land to the conservation and management standards. After an initial stage, during which the tax incentives were inadequately drafted, the fiscal provisions were reworded and better adapted to the logic of business and taxes, and were adopted in March 2015.



"Landowners sign management plans and are provided with incentives to conserve biodiversity on their private lands" Credit: Yann Laurans

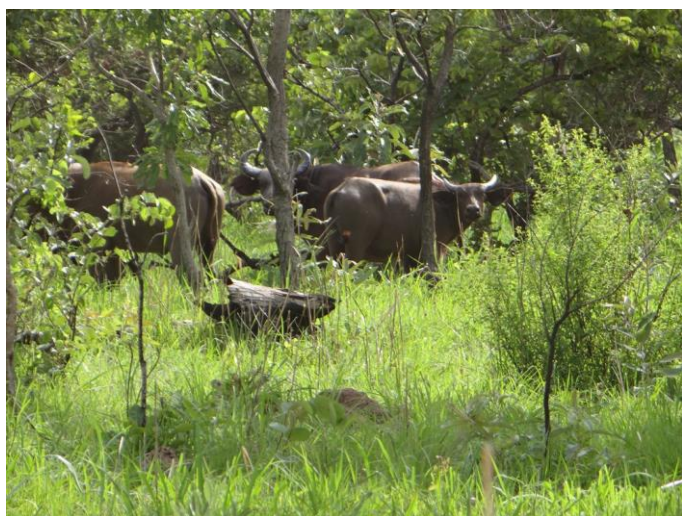
Based on national priorities, NGOs and provincial conservation agencies reach out to landowners whose land is considered important for conservation. After a technical site assessment, a protection status is proposed for the site by the provincial conservation authorities, and a specific management plan is drafted. The selected site must then be officially declared as a protected area as defined in the legislation by the official representative of the Province. A preliminary agreement between the Provincial authority and the landowner is submitted for official public consultation, after which the agreement is gazetted and the management plan is officially approved by the Province. The surface area covered in the agreement is officially delineated, and the resulting maps, declaration and management agreement are sent to the governmental deeds office to be attached to the land parcels through a notarial contract.

On this basis, landowners are then allowed to apply for a tax reduction in their annual tax declaration. The relevant provincial conservation authority is responsible for annual monitoring of the management plan implementation.

³ REDD (Reducing Emissions from Deforestation and Forest Degradation) is a mechanism aiming at mitigating climate change through reducing net emissions of greenhouse gases through enhanced forest management in developing countries.

IN CÔTE D'IVOIRE, MOBILISING DEBT SWAPS TO CONTRACTUALLY FUND THE PROTECTED AREA NETWORK

Forest area was massively lost in Côte d'Ivoire, from 16 million ha in 1960 to less than 4 million ha today. Rapid agricultural development partly explains this. In this context, biodiversity in the country is highly threatened. To prevent further erosion, Côte d'Ivoire has secured a network of 8 protected areas and 6 natural reserves. One of these, the Tai National Park (TNP) encompasses 536,017 ha of land in the Western of the country. With 1 million people inhabiting its vicinity, the park is threatened by agricultural activities, especially cocoa production.



The Comoé national Park in Côte d'Ivoire

In Côte d'Ivoire, three types of innovation have been at work in protected areas. First, based on a law passed in 2002, the Foundation for Parks and Reserves of Côte d'Ivoire (FPRCI-CI) was created in 2003 as a private nonprofit institution, the first Ivorian trust fund dedicated to funding the country's protected areas network. Made of a General Assembly of 10 founding members and a Board of 9 directors plus 2 observing members, FPRCI-CI's role is to mobilize funds in order to generate returns on the international financial market. For this, a sister foundation was created in the UK in 2009 (FPRCI-UK) to lawfully host the endowment fund. Financial interests from the latter are then used to fund protected areas.

Second, in order to capitalise this endowment fund, debt swaps were mobilised. In this regard, both German and French governments signed debt swap agreements with Côte d'Ivoire, respectively in 2012 and 2014. Through these, the management of protected areas, including TNP, could be funded. In the latter case, for instance, €9.5 million were

capitalised in FPRCI-UK. So far, this has allowed FPRCI-CI to finance €610,000 every year for TNP's operational costs, excluding public servants' wage bill.

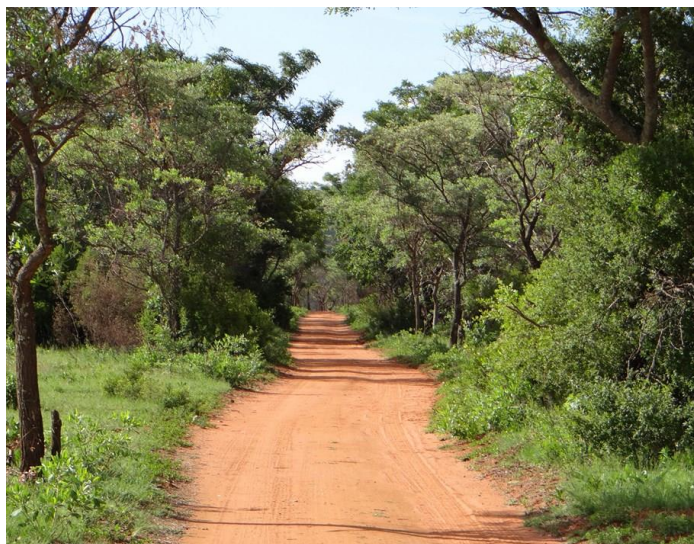
Third, such funding is contractually granted to an *ad hoc* management body. Created in 2002, the Côte d'Ivoire Parks and Reserves Office (OIPR) is an autonomous parastatal entity governed by a management committee, although supervised by the administration. Under the new FPRCI's financing role, OIPR's management responsibilities and results are closely checked by FPRCI as well as its donors. On the one hand, a Framework Agreement is signed with the foundation to define modalities and eligible expenses for each protected area. On the other hand, a yearly funding agreement is further discussed whose monitoring determines FPRCI's regular disbursements.

LESSONS LEARNT: INNOVATIVE FINANCIAL MECHANISMS FOR THE FUTURE?

Many examples of innovative projects for conservation exist throughout the world. Yet, there are still questions about their ability to effectively finance protected area management on a large scale. In this regard, all three cases above mentioned prove up to the task. In Côte d'Ivoire, FPRCI partially covers costs for 7 protected areas (87.5% of the network), especially the TNP which employs 140 staff, including 120 field officers in the park. In Sierra Leone, the GRNP employs 170 local staff, including 49 park rangers patrolling the area and 30 community development officers. All three cover significant tracts of biodiversity-rich lands. In South Africa, based on the BDS approach, 70 different protected areas were declared and integrated in the national protected area register in 2014. This amounts to over 400,000 ha, i.e. 1% of the total terrestrial protected areas, but 10% of current "nature reserves". Similarly, GRNP and TNP, when counting their adjacent areas, represent respectively 2% of Sierra Leone and 3% of Côte d'Ivoire. Overall, these successes in increasing and sustaining protected areas were made possible by the innovative combination of private and public involvement, at three levels.

At the funding level, private funds from financial and carbon markets are complements, rather than substitutes, to public finance. Admittedly, in both Sierra Leone and Côte d'Ivoire a specific private and autonomous body was created to receive and generate funding flows; however, the European Union and French Global Environment Fund first financed the Gola Forest conservation concession

while government debt swaps allowed capitalising FPRCI's endowment fund. In South Africa, incentives to private landowners result from government tax reductions. Combining public with private funds hence remains a necessity. All the more in a context where, although private funding of recurrent operational costs seems feasible, capital expenditure and staff for protected areas still need to be covered by governments and their development partners.



A private PA in South Africa

At the governance level, contractual approaches proved efficient in coordinating public and private actors. On the one hand, local communities and private landowners, as in Sierra Leone and South Africa, sign agreements with NGOs, an *ad hoc* body or a government to refrain from certain activities or comply with a set management plan, and in return receive rewards. On the other hand, following typical concepts from the so-called “New Public Management” approach, specific autonomous bodies are now responsible for managing protected areas. With this innovation, governments are now rather using contractual mechanisms and keeping politics away from the management of public services. A new relationship is introduced whereby the *ad hoc* body, be it an agency or a company, is now responsible for reaching a set of negotiated objectives and is held accountable for them. For instance, in Côte d'Ivoire, OIPR is in charge of autonomously managing the country's protected area network under partial funding from FPRCI. Both entities have signed agreements where OIPR commits to certain activities and outcomes and is financed for these.

In all cases, the contractual approach involves key elements of a) public and private entities sharing respective responsibilities and rights, and

b) associated reinforced conditionality of payments. As illustrated in the three countries, both elements have ensured verification and accountability, effective management and the actual delivery of conservation results, at scale. *In fine*, such complex contractual governance has nevertheless necessitated to find political “champions” and build capacity at both the political and local level. In Sierra Leone, a group of dedicated political figures has usefully supported successive innovations for the Gola forest. In South Africa in contrast, provincial authorities prove unevenly dedicated to the BDS approach, thus producing a patchy result in terms of implementation process. Overall, political support remains critical. Besides, building capacity at the local level appeared essential as well. In most cases, this was driven and facilitated by NGOs and development partners, which actually played the key role of intermediary organisations. In this regard, BirdLife in South Africa, RSPB in Sierra Leone or KfW and GiZ in Côte d'Ivoire have played an eminent role in initiating the process and in maintaining essential long-term relationships with all stakeholders, which often explains the stability of the contractual arrangements.

At the institutional framework level, the rules of the game need to be secured by public legitimacy and enforced laws. To deliver significant results, all contractual agreements have to be complied with, and non-compliance accordingly corrected. Property rights need to be acknowledged and respected, whereby clarity is provided to private actors over their rights and responsibilities regarding protected area management and utilisation. In South Africa, in order to enrol privately owned properties in conservation, the government has successfully secured, on the long term, the status of a protected area for land under BDS agreements, by recording those in the property registration system. State involvement and institutional stability were thus key in the process.

Yet, successes do not come without some challenges. First, markets on which innovative financial mechanisms are dependent might actually prove unpredictable. Mobilising markets, be they financial markets or voluntary carbon markets, might therefore merely substitute donor money's cyclical and finite nature with markets' unpredictability. Prices on voluntary carbon markets are low and markets are currently fragmented and limited. Similarly, the gloomy current global economy undermines returns from financial markets. In this regard, environmental trust funds as in Côte d'Ivoire remain either financially constrained, or exposed to risks.



Another private PA in South Africa

Second, the contractual approach also involves significant complexities and costs when discussing, negotiating and monitoring all the agreements signed. Such costs (called “transaction costs”), though essential to ensure future stability of the arrangement, might generate frustrations and conflicts in the short term and thus jeopardise the management of protected areas. In Sierra Leone, benefit sharing agreements had to be reached with all 122 adjacent communities and traditional landowners and further contracts were signed between the government and the company limited by guarantee. In Côte d’Ivoire, funds from debt swaps transit *via* numerous bank accounts and involve a number of agreements and non-objection notifications. In South Africa, obtaining the signature of all BDS documents might delay the process by more than a year. In total, although extensively liaising with all partners in the beginning remains crucial to decrease misunderstandings and conflicts at a later stage, such complexity may hinder the scaling-up of innovative financial mechanisms. In African contexts where regulatory frameworks are not stabilised, this is all the more relevant, because the definition of rights and responsibilities within contractual arrangements necessitates institutional stability. Hence there is a need to investigate the possibility to entrench those mechanisms permanently in law, with no possibility for regression.

Full report: Lapeyre, R., Laurans, Y. (2016), *Innovating for Biodiversity Conservation in African Protected Areas: Funding and Incentives. Insights from Côte d’Ivoire, Sierra Leone and South Africa. Study summary*, ministère des Affaires étrangères et du Développement international, Institut du développement durable et des relations internationales, and France-IUCN Partnership, Paris.

Downloadable at: www.iddri.org/Publications/Innovating-for-biodiversity-conservation-in-african-protected-areas-a-study

Contact Renaud Lapeyre at: Renaud.lapeyre@iddri.org

See also on www.papaco.org



JOB OFFER **Law Enforcement Monitoring** **Technical Advisor, WCS Gabon**

The Wildlife Conservation Society seeks a full-time, motivated and tech-savvy Law Enforcement Monitoring Technical Advisor to field test and deploy new field technology to monitor and support law enforcement operations in Gabon’s national parks. The position requires extensive field travel and field training of national staff and field rangers. This is an exciting opportunity to apply new technologies for conservation in real-world anti-poaching situations.

The Wildlife Conservation Society (WCS) is a US non-profit organization that saves wildlife and wild places by understanding critical issues, crafting science-based solutions, and taking conservation actions that benefit nature and humanity. With more than a century of experience, WCS has long-term commitments in dozens of landscapes, presence in more than 60 nations, and experience helping to establish over 150 protected areas across the globe.

Position Objectives

The LEM Technical Advisor will be responsible for the leadership and management of on-the-ground monitoring and management of protected area law enforcement data, in close collaboration with ANPN’s Law Enforcement (LE) coordinator. The LEM Technical Advisor will focus on the strategic planning, training, mentoring and implementation of a law enforcement management system, building on existing systems, trialing new technology to meet management needs, pooling all data relating to law enforcement activities on a single platform and scaling up deployment and capacity building across the entire protected area network. The LEM Technical Advisor position is based in Libreville with frequent visits to field sites.

Principal Responsibilities

- Stay up to date on and track emerging technologies of interest for anti-poaching and wildlife law enforcement
- Review existing law enforcement monitoring (LEM) and management systems (including SMART, Locus Pro, Delorme), identify gaps, and develop recommendations for a holistic park-wide data collection, management, analysis and reporting system that responds to key management priorities of ANPN
- Develop technical specification requirements for new technology as needed and develop new partnerships with tech companies and external partners as appropriate
- Provide technical support in the deployment and field testing of new and existing technologies within pilot protected areas
- Develop and implement a comprehensive field training program for rangers, park-based LEM ‘focal points’ and other park staff in the utilization of LEM technology, field mission and equipment management.

- Manage the day to day operations of LEM in collaboration with ANPN LE coordinator, coordinating and executing program management tasks and general personnel management
- Assist WCS-Gabon Country Director with monitoring the performance of LEM focal points and with recruitment, including the placing of job advertisements, organizing interviews, and the induction of new staff.
- Supervise work of experts and consultants (including tech developers) contracted to work on LEM activities and oversee and evaluate their delivered outputs
- Support ANPN's operation center to pool all law enforcement data (including aerial, terrestrial and marine surveillance data as well as fishing data) on a comprehensive single platform for real time action orientations
- Support the replication and operation of systems across pilot protected areas
- Ensure timely analysis, communication and reporting of LEM data and information to ANPN staff for rapid field response
- Produce punctual analysis and periodically comprehensive analysis on law enforcement monitoring activities including aerial, terrestrial and marine data as required by ANPN and/or WCS Gabon
- Provide technical support to ANPN in development of law enforcement operational plans
- Assist Gabon government counterparts with development and oversight of law enforcement strategy in response to LEM data
- Provide technical support to fundraising and proposal development for LEM activities
- Source, procure, catalogue and track equipment and materials to support program
- Collate LEM data for the purpose of contributing to and overseeing intelligence-led enforcement operations

Qualifications

- Master's Degree or equivalent and experience in conservation biology, law enforcement activities and natural resources management with at least 5 years of relevant experience,
- Strong grasp of existing and emerging technologies for conservation
- A good command of English is essential, French is a strong asset.
- This position carries considerable responsibility and autonomy and requires good organizational capacity, excellent interpersonal and networking skills, demonstrated success working with governmental partners (both civilian and militaries) and a willingness to work as part of a national team

- Willingness to spend considerable time in the field
- Applicants should be committed to conservation and to the mission of the Wildlife Conservation Society.

Candidates should be available to start asap. Please apply with a cover letter and CV with the subject "LEM TA Gabon, [your name]" to: gabitsi@wcs.org with a copy to africaapplications@wcs.org. Candidates must also apply online via the WCS career portal by searching job title at: <https://www.wcs.org/about-us/careers>.

More on www.wcs.org/about-us/careers



Training opportunities in 2017

In 2017, Earthwatch are running a number of ESN training programmes, which are available to protected areas, World Heritage Sites (including tentative list), protected area agencies or management authorities in Africa. They are looking to recruit 18 staff from 6 African sites who will value training in business management and operational effectiveness, and will be in a position to put what they have learned into practice.

The closing date for applications is the February 24, 2017. Read on to find out more on: <http://earthwatch.org/corporate-partnerships/partnering-with-earthwatch/earth-skills-network/earth-skills-network-protected-area>



#UNIVERSITÉSENGHOR

Registrations are now open for our Master's degree on PA management with the Senghor University (Egypt) - Francophonie

A new session of our 2-year Master's degree on PA management will start in September 2017 and registrations are now open. The University provides scholarships to attend after a rigorous selection process. All courses are given in French so you should be fluent to apply. More information is provided in the French edition of this NAPA and at www.usenghor-francophonie.org.

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