



# NAPA

## News from African Protected Areas

Nouvelles des Aires Protégées en Afrique

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### Edito

**Geoffroy MAUVAIS**  
PAPACO coordinator

#### Partnership or privatization?



One morning, tired of Pretoria's endless parliamentary debates, President Zuma decides to spend a few days in the Kruger National Park to reload his batteries. Settled in the "Panic Hide" with a tuna sandwich, the President casually observes an elephant, feet in the water, shaking its head to get rid of surrounding gadflies. A Korean tourist - and self-made ornithologist - witnesses the scene and offers his seemingly confident analysis: the pachyderm's visible excitement is the sign of great poaching levels in the park. Certainly, something must be done! Stung into action, the President immediately returns to the capital, withdrawing the park from SANParks in a single pen stroke – only to place it in the care of a friend who runs, mostly using haystacks and AK47, a relatively successful wildlife farm in Mozambique (consisting of a flock of albino impalas). To his advisers, worried about the possible reactions of some citizens, still attached to their park, he sighs: let's just call it a public-private partnership!

Obviously, this scenario is fictional. Yet it's a realistic depiction of how false "good ideas" are sometimes born...

There are a thousand good reasons to appeal to the private sector for the conservation of nature in Africa. The private sector possesses know-how, responsiveness, and means that public services cannot or will not mobilize. Private initiatives extend protected areas beyond state park boundaries.

They enrich the range of management models and governance types at our disposal. In several countries (including South Africa which definitely leads the way), private contributions to the conservation of important areas and species are evident and can only be encouraged to expand and improve. The celebrated "public-private partnership" is meaningful and our priority must be to deepen and expand it, provided it is good.

Obviously, the recurring failure of states, in whichever mission they undertake, could lead us to believe that completing their services through the private sector will make everything better. This is not true. In specific situations of chaos, in countries ravaged by war or left state-less, or under misled autocrats, then yes, everyone can see that if we must choose between no leadership, erratic action, or private management, the last option is best. But anywhere else, without exception, getting rid of state governance in the parks just because it works poorly or because it is complicated is a massive error for which a price will be paid, sooner or later.

God knows that this newsletter reported a hundred times the often poor results of various agencies, offices, and state services in charge of parks management. Of course, and this was part of our day-to-day task. But it was not for public services to be replaced, at the touch of a magic wand, by operators self-proclaiming their qualities and self-evaluating their results, demanding a hundred times more means to achieve barely better results. No, it was to ask for progress, and to help management agencies progress. To build solid, responsible, accountable administrations, and remove incompetents, parasites, to promote those who generate the conservation in the future.

Against what we so often hear, they are a large majority. State governance is necessary - it possesses legality conferred by the state and bears the legitimacy given by citizens who learn to love and respect their own natural heritage. States are able to interact with private governance, to help it grow and improve, but also to control and to frame it. Without state governance, where is the partnership? Who are the partners?

Just as there is danger when states alone manage the parks, it is suicidal to leave private actors alone in the driver's seat. Those who do so and their supporters will be held accountable one day. Like our Korean birdwatcher in his lookout, sorcerer apprentices toying with lame solutions for African parks are legion. But numbers do not necessarily mean reason.

From partnership to privatization, there is a fine line not to cross when managing national parks, major public goods by definition. Because when this line is crossed, there is no longer any limit from privatization to predation.

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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>



A lion in Pendjari National Park – February 2017

## OUR ONLINE TRAININGS



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*Direction 4 of the Roadmap for African PAs*

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**The first session of this MOOC on ecological monitoring will end on the 31<sup>st</sup> March 2017**

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## Managing MIDAs: harmonizing the management of Multi-Internationally Designated Areas: Ramsar Sites, World Heritage sites, Biosphere Reserves and UNESCO Global Geoparks

By Thomas Schaaf and Diana Clamote Rodrigues

### Directions 4 to 6 of the Roadmap for African Protected Areas

This NAPA presents a few extracts of a recently published manual on strengths and weaknesses of international designations for protected areas, and explains their management specificities. Lots of sites are in this situation in Africa and this superposition of labels may create some confusion, if not difficulties for the management of these territories. The manual can be downloaded on [www.papaco.org](http://www.papaco.org). At the end of the NAPA, a short presentation of the main Conventions in reference is made.

### 1 – Context

An Internationally Designated Area (IDA) is a natural area internationally recognized by a global or regional designation mechanism. As of 31 October 2015, there are 3,313 IDAs which have been listed as Ramsar Sites under the Ramsar Convention; natural and mixed World Heritage properties, as well as cultural landscapes, under the World Heritage Convention; Biosphere Reserves recognized within the World Network of Biosphere Reserves of the UNESCO Man and the Biosphere (MAB) Program; and UNESCO Global Geoparks as part of the UNESCO International Geoscience and Geoparks Program (IGGP). These include 2,218 Ramsar Sites; 197 natural World Heritage properties, 32 mixed World Heritage properties based on both cultural and natural criteria, as well as 95 World Heritage cultural landscapes; 651 Biosphere Reserves; and 120 UNESCO Global Geoparks throughout the world.

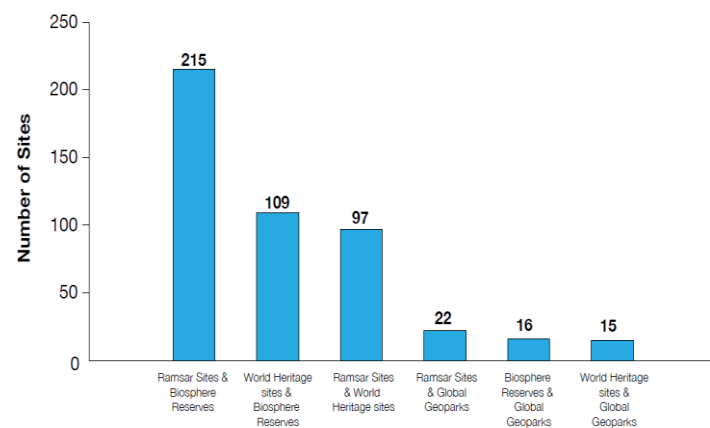
Among these, there are 263 areas where different IDAs fully or partially overlap thus carrying double, triple or even quadruple international designations. These areas are named Multi-Internationally Designated Areas (MIDAs) for the purpose of this publication.

A comprehensive list of MIDAs (indicating year of inscription of the site, its surface area and geographical coordinates) is appended to the manual, listing all areas that have these overlapping international designations. The manual

can be found on [www.papaco.org](http://www.papaco.org) at the 'publications' page.

### Figure 1: sites with double designation

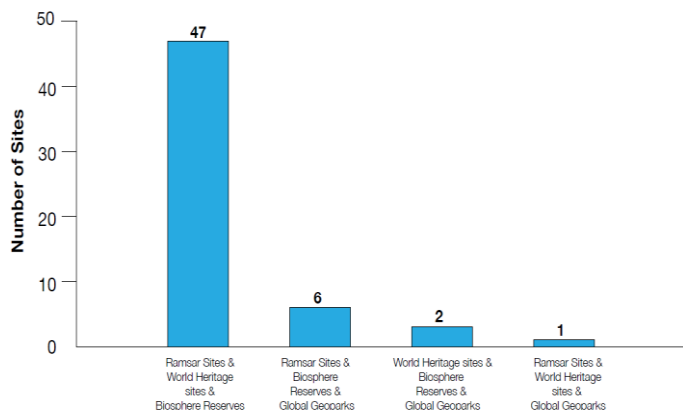
The figure hereafter illustrates the frequency of double designated sites; for each figure in the chart, the highest number of sites under a specific international designation per coupled designation-type was used. As of 31 October 2015, there are 215 Ramsar Sites which are wholly or partially embedded in 169 Biosphere Reserves; 109 Biosphere Reserves which overlap with 100 World Heritage sites; 97 Ramsar Sites which are also inscribed wholly or partially in 70 World Heritage sites; while 22 Ramsar Sites are part of five UNESCO Global Geoparks. Finally, 16 Biosphere Reserves are embedded in 14 UNESCO Global Geoparks, and 15 UNESCO Global Geoparks overlap with 13 World Heritage sites.



### Figure 2: sites with a triple designation

Triple designations are possible, of which a total of 57 cases was counted. These are depicted in the figure hereafter. For World Heritage properties, it should be noted that the counts in figures 1 and 2 include natural World Heritage sites, mixed World Heritage sites and World Heritage cultural landscapes. The choice to include cultural landscapes, even though they are considered cultural World Heritage sites, is due to the fact that there are significant connections between these areas and the IUCN protected areas categories system. In fact, there are clear spatial overlaps between the two, with roughly two thirds of all World Heritage cultural landscapes coinciding with protected areas in one or more of the IUCN management categories. As a consequence, substantial management and governance relations between World Heritage cultural landscapes and protected areas exist, which makes it relevant to include them in this analysis.





## 2 – Objective of the manual

The Guidance addresses specific issues related to the management of MIDAs, and includes recommendations for harmonizing the management, systematic conservation and sustainable use of these areas aimed at the local, national and international stakeholders of MIDAs.

While all four international designating instruments share the overall goal of conservation for present and future generations and are in line with sustainable development objectives, each instrument has its own purposes, profiles and management requirements, which justifiably sets it apart from the other three designations:

- **Ramsar Sites** develop and maintain an international network of wetlands which are important for the conservation of global biological diversity and for sustaining human life through the maintenance of their ecosystem components, processes and benefits/services.
- **World Heritage properties** serve for the identification, protection, conservation and transmission to future generations of natural and cultural sites of outstanding universal value.
- **Biosphere Reserves** stand for harmonized management and conservation of biological and cultural diversity, and economic and social development based on local community efforts and sound science.
- **UNESCO Global Geoparks** foster international cooperation between areas with geological heritage of international value, through a bottom-up approach to conservation, local community support, promotion of heritage and sustainable development of the area.

The Guidance (*please read the manual in extenso for more information*) provides an overview of the four international designating bodies to facilitate comparisons between them. It summarizes different aspects of the four designations, such as their purposes, main objectives, history, legal frameworks, administrative arrangements, governance structures and bodies as well as scientific advisory bodies, and governmental obligations. The respective site admission criteria give an idea of the specificities of each designation. Differences among the four designations are also reflected in their reporting requirements and monitoring.



*Pendjari National Park in Benin is a Ramsar Site and a Biosphere reserve*

With regard to site management, there are **advantages** in an area having two or more international designations. Multiple forms of international recognition have the potential to increase the resilience of natural areas to external pressures as they underline the diverse values of a site in the global arena. Linking conservation with sustainable development is a common aspiration of all four designations and can facilitate the engagement and participation of local communities in site conservation and management.

International designations accentuate the significance of an area for research, education and public awareness, and are helpful in fostering transboundary collaboration, twinning of sites, global knowledge sharing and partnership programs. At the national and international levels, MIDAs can provide a platform for strengthened inter-institutional cooperation. In many cases, multiple designations help fundraising efforts for site management at the national level and contribute to securing financial resources from international donors. Multiple international

designations also contribute to raising national visibility and global site prestige, which in turn helps to reinforce the economic base of the area through tourism and the marketing of locally branded products.

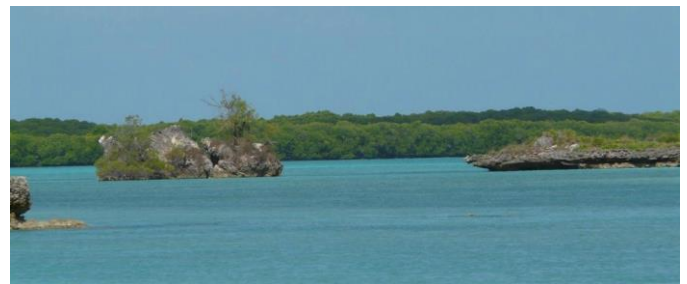
**Challenges** for the management of these areas come to the fore when different national authorities are in charge of the same MIDA, and no harmonized legal or administrative framework exists, let alone a coordination mechanism fine-tuning the policies and intervention activities of the various responsible institutions. Lack of coordination may also result in competition for securing national and international funding for site management. Moreover, each designating instrument has its own primary objectives and approaches, and these might not necessarily be compatible with the geographical extents for which sites have been listed by other designating instruments. Differing reporting requirements in terms of depth of information and time cycles solicited by the four designating bodies pose a heavy workload on site managers and national authorities. Additionally, site managers are rarely trained in handling multiple international designations. Smooth information flows from site managers via national authorities to the four global secretariats and *vice versa* are not always ensured.

Ever-increasing tourist numbers might jeopardize the environmental integrity of these sites. International designations may also evoke resistance from local communities and indigenous peoples, usually related to issues of land-use restrictions or sometimes even lack of respect for community and indigenous peoples' rights. A multiplicity of different forms of recognition risks confusing local communities and visitors regarding the significance of each designation, or else the perceived "higher value" of one international status may eclipse those designations that may be perceived of "lower value". Finally, the effectiveness of international designations may be diluted through an ever-growing number of IDAs and MIDAs.

### 3 – Recommendations

An improved management system for MIDAs should be based on the complementarity and the synergies created by the different designations. In this light, the Guidance provides a number of recommendations addressed to three target groups: site managers of MIDAs at the local level; focal points of the four designating instruments and

stakeholders at the national level (ministries and affiliated national authorities and others); and decision-making bodies of the four international designating instruments and their respective secretariats at the international level.



*Aldabra, in Seychelles, is a World Heritage Site and a RAMSAR site too.*

#### Recommendations for site managers at the local level

##### ■ Improve staff capacity building

Training and capacity-building activities for site managers on the specificities, similarities and potential for synergies of the four international designating instruments should be institutionalized as part of regular in-service training for protected area staff, as well as for other local stakeholders.

##### ■ Create a joint coordination mechanism at site level for all international designations

To the extent possible, a joint coordination mechanism, with sufficient management and decision-making capacity, should be institutionalized at site level for all overlapping international designations. This mechanism would be in charge of harmonizing the different objectives and requirements of a site's international designations.

##### ■ Revise and update management plans

If an area has obtained multiple international designations, a new coherent and single management plan should be worked out (or updated if it already exists) to accommodate all the objectives and requirements of the respective international designations.

##### ■ Engage with and respect the rights of local communities and indigenous peoples

Local communities and indigenous peoples should be fully engaged and participate in the planning and management of MIDAs through various governance mechanisms, as well as receiving concrete benefits from site conservation. All MIDA processes should observe the principle of free, prior and informed consent (FPIC) when considering the rights of indigenous peoples.

##### ■ Promote communication, education and awareness raising

Communication, education and awareness-raising programs regarding the environment should be showcased in MIDAs, by site managers and responsible national authorities, combining their resources and expertise to promote the multi-faceted recognition of the area.

- Manage tourism and visitor numbers

Visitor numbers should be adequately managed, and sustainable tourism strategies and plans should be developed and implemented in order to safeguard the conservation and environmental integrity of a MIDA. Tourism activities should be fully compatible with the conservation objectives of all the different designations that apply to the area.



*The Dja Reserve (Cameroon) is a World Heritage site and a Biosphere Reserve*

- Develop and display branding that transmits the site's values

The branding of a MIDA should successfully translate the site's values into appropriate and sustainable tourism and information products and activities, which can transmit these values and educate visitors. Additionally, the logos and significance of each international designation should be visibly displayed and explained on site.

- Use visitor centres to raise awareness of international designations

Visitor centres and educational activities should be used to raise awareness amongst local communities, the general public and decision makers, in an easily understandable manner, of the site's various forms of international recognition and the primary objectives of each designation.

### Recommendations for authorities and focal points at the national level

- Choose the most appropriate international designation

Establishing a MIDA is not necessarily advantageous for a site so these should only be

created with careful consideration. National authorities should first focus their attention on the specific comparative advantage that a site could receive according to the profile of each designation. Choosing the most appropriate designation for a site should aim to contribute to improving its management effectiveness and governance arrangements, as well as sharpening the appropriate branding and marketing profile of the area.

- Assess the added value of international designations

Thanks to their specific profiles, international designations have the potential to add value to each other in some circumstances, and to act synergistically to enhance site protection and management. However, such added value needs to be carefully considered, and so, for new designation proposals, evidence should be provided of such added value. Any additional international designation(s) should be agreed upon by all relevant national stakeholders.

- Monitor designation effectiveness

The responsible national authorities should critically assess if each international designation of a MIDA effectively helps the area in its efforts to enhance environmental conservation, sustainable development and resource use, and engagement and benefit sharing with local communities.

- Improve coordination and information sharing among different authorities

When MIDAs are the responsibility of different national authorities, they should ensure an adequate and effective coordination structure for enhanced site management, information sharing and reporting. Assigning focal point functions for Ramsar and UNESCO designated sites to a single national institution could prevent duplication of efforts and expenses, and should be sought where possible.

- Align conservation policies and institutional mechanisms across different regions and countries

In the case of transboundary MIDAs, or MIDAs spanning different administrative provinces or states within the same country, aligned environmental and site conservation policies and institutional mechanisms should be sought between the different responsible authorities.

- Ensure an effective legal framework for MIDAs

States with, or planning to seek, IDAs and MIDAs should establish an effective and harmonized legal framework for such sites at the national level to ensure coherence in their conservation and management.

- Establish coordinated fundraising efforts



National authorities and site managers in charge of MIDAs should actively use the complementarity of international recognition to secure external financial support needed for enhanced site management and conservation. These fundraising efforts should be coordinated and should take into account the conservation objectives of all international site designations.

- Use expertise from different supporting communities

National authorities in charge of MIDAs should ensure that the great variety of expertise of the different communities supporting each designation is jointly shared, in an inter- and transdisciplinary manner, to the benefit of site conservation, management and educational activities.



*Bogoria Lake (Kenya) is a World Heritage Site and a RAMSAR site*

### Recommendations for the designating bodies at the international level

- Improve coordination and information exchange among the designating bodies

The four designating bodies in charge of Ramsar and UNESCO designated sites should review existing cooperation agreements and, where appropriate, update these to ensure complementary support for the benefit of MIDAs.

- Hold regular meetings among the secretariats

The four secretariats should hold regular, at least annual, joint meetings for information exchange, maintenance of a joint MIDAs database, provision of support for sites facing significant damage or danger, and discussion of other coordinated policies, projects and activities.

- Participate in governing meetings of the designating bodies

Participation of representatives of each designating body (including their secretariats and relevant advisory bodies) in meetings of the governing

bodies of all four international instruments is recommended, in order to increase information flow and coherence on policy decisions affecting MIDAs.

- Maintain an up-to-date list of MIDAs

The joint creation and maintenance of an online list of MIDAs, ideally integrated within the IUCN/UNEP-WCMC World Database on Protected Areas, is recommended as a basic requirement for collaboration, and is consistent with the clearing-house function of the four secretariats.

- Harmonize reporting and ensure joint monitoring

Harmonized reporting to the designating bodies should be established for MIDAs, since it will be more cost-efficient if reporting requirements for one designation can also feed into the requirements for the others. This will enhance the quality of reports and facilitate joint technical assessments and monitoring. The current practice of joint missions to some MIDAs when monitoring takes place should be extended and made consistent for all MIDAs.

- Share information during nomination and reporting processes

The four secretariats, and their technical groups and advisory bodies, should routinely share existing information on proposed and existing MIDAs (nomination dossiers, periodic reports, ad hoc state of conservation reports), in order to ensure harmonized approaches between the applications of the different designating instruments.

- Organize joint capacity-building activities on the operations of each designation

The four secretariats should organize joint capacity-building activities for site managers, national focal points, and other relevant stakeholders on the specific profiles of each designation. These should aim to foster possible synergies among the international instruments, and facilitate the exchange of best practices in the management of MIDAs.

- Implement joint projects and networking at site level

By combining their expertise and outreach capabilities, the designating bodies should assist MIDAs in implementing joint projects of common interest at the site level, and in fostering twinning and networking arrangements among MIDAs.

- Develop harmonized branding and communication strategies

The designating bodies should develop branding and communication strategies for their respective designations that do not compete with each other, but rather focus on communicating the added value of each designation and highlighting their potential for cooperation and synergistic activities.

Logos of the different labels



4 – Short presentation of the 4 designating instruments

1. The Ramsar Convention

■ Purpose: The Convention on Wetlands of International Importance especially as Waterfowl Habitat, called in short the Ramsar Convention, is an intergovernmental treaty that provides the framework for national action and international cooperation for the conservation and wise use of wetlands and their resources.

■ Main objective: The conservation and wise use of all wetlands through local and national actions and international cooperation, as a contribution towards achieving sustainable development throughout the world.

■ History: Ramsar is the oldest of the modern global intergovernmental environmental agreements. The treaty was negotiated through the 1960s by countries and NGOs concerned about the increasing loss and degradation of wetland habitats for migratory waterbirds. It was adopted in the Iranian city of Ramsar in February 1971 and entered into force after UNESCO (the Convention’s depository) received from Greece an instrument of accession to become the Convention’s seventh Contracting Party.

■ Legal framework: The Ramsar Convention is a legally binding instrument embodying the commitments of its Member Countries to conserve and maintain the ecological character of their Wetlands of International Importance and to plan for the “wise use”, or sustainable use, of all wetlands in their territories. As of 31 October 2015, the convention has 169 Contracting Parties.



2 The World Heritage Convention

■ Purpose: The Convention Concerning the Protection of the World Cultural and Natural Heritage, commonly called the World Heritage Convention, links together in a single document the concepts of natural conservation and the preservation of cultural properties. The Convention recognizes the way in which people interact with nature, and the fundamental way to preserve the balance between the two.



■ **Main objective:** Identification and conservation of natural and cultural sites of outstanding universal value.

■ **History:** The idea of creating an international movement for protected heritage emerged after World War I. The Convention developed from the merging of two separate movements: the first focusing on the preservation of cultural sites, and the other dealing with the conservation of nature. Eventually, a single text was agreed upon by all parties concerned. The Convention concerning the Protection of World Cultural and Natural Heritage was adopted by the General Conference of UNESCO on 16 November 1972. It formally took effect in 1975 upon its ratification by the first 20 States Parties.

■ **Legal framework:** The World Heritage Convention is a legally binding instrument providing for international cooperation for the identification and conservation of the world's most outstanding natural and cultural properties. The Convention sets out the duties of the States Parties in identifying potential properties and their role in protecting and preserving them. To date, 191 States Parties have ratified the Convention.



*Mount Kenya national park is a World Heritage site and a Biosphere reserve*

### 3 The Man and the Biosphere (MAB) Programme and its World Network of Biosphere Reserves

■ **Purpose:** UNESCO's Man and the Biosphere (MAB) Program is an intergovernmental scientific program that aims to establish a scientific basis for the improvement of relationships between people and their environments. MAB combines the natural and social sciences, economics and education to improve human livelihoods and the equitable sharing of benefits, and to safeguard natural and managed ecosystems, thus promoting innovative

approaches to economic development that are socially and culturally appropriate, and environmentally sustainable.

■ **Main objective:** Biosphere Reserves, listed in the MAB Programme's World Network of Biosphere Reserves, promote solutions reconciling the conservation of biodiversity with its sustainable use. Considered as "science for sustainability support sites", they function as interdisciplinary testing sites to understand and manage changes and interactions between social and ecological systems.

■ **History:** Launched by UNESCO in November 1971 and endorsed by the United Nations Conference on the Human Environment in 1972, the MAB Program itself was created as an inter-governmental program of research on the interactions between human beings and their environment and has been set as a source of scientific knowledge needed by decision makers for managing natural resources in a sustainable manner. Biosphere Reserves originated within the frame of Major MAB Project Area No. 8 (among 14 other Major MAB Project Areas) entitled "Conservation of natural areas and the genetic material they contain". In the course of time, Biosphere Reserves moved into the centre of the MAB Program following the designation of the first sites in 1976.



*Slopes of Mount Kenya*

■ **Legal framework:** Biosphere reserves are nominated by national governments and remain under the sovereign jurisdiction of the States where they are located. Their status is internationally recognized. They are designated under the intergovernmental MAB Program by the Director-General of UNESCO following the decisions of the MAB International Coordinating Council (MAB-ICC). UNESCO's General Conference approved the Seville Strategy for Biosphere Reserves and

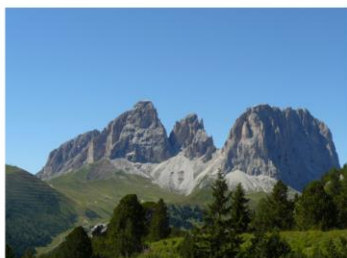
the Statutory Framework of the World Network of Biosphere Reserves in 1995; the latter functions as the “soft legal framework” for the development and formal recognition of Biosphere Reserves. Sites can be proposed by all 195 Member States and nine Associate Members of UNESCO.



## Managing MIDAs

Harmonising the management of Multi-Internationally Designated Areas: Ramsar Sites, World Heritage sites, Biosphere Reserves and UNESCO Global Geoparks

Thomas Schaaf and Diana Clamote Rodrigues



The manual is online on [www.papaco.org](http://www.papaco.org)

### 4 UNESCO Global Geoparks within the International Geoscience and Geoparks Programme (IGGP)

■ Purpose: UNESCO Global Geoparks encourage international cooperation among areas with geological heritage of international value, through a bottom-up approach to conservation, local community support, promotion of heritage and sustainable development of the area.

■ Main objective: UNESCO Global Geoparks protect and use geological heritage, in connection with all other aspects of that area's natural and cultural heritage, to enhance awareness and understanding of key issues facing society in the context of the dynamic planet we live on.

■ History: The Geopark concept arose in the mid-1990s as a response to the need to conserve and enhance the value of areas of geological significance in Earth's history. Landscapes and

geological formations are key witnesses to the evolution of our planet and determinants for our future sustainable development. In 2004, with the support of UNESCO, 17 members of the European Geoparks Network and eight Chinese Geoparks came together to create the Global Geoparks Network (GGN). In 2015, the UNESCO General Conference, at its 38th session, decided on the establishment of UNESCO Global Geoparks within the IGGP and the inclusion therein of all existing Global Geoparks as UNESCO Global Geoparks.

■ Legal framework: UNESCO Global Geoparks are admitted and function under Operational Guidelines which have been approved by the UNESCO General Conference at its 38th session. Sites can be proposed by all 195 Member States and nine Associate Members of UNESCO. Currently, 33 countries participate in the Global Geoparks Network.

More on [www.papaco.org](http://www.papaco.org)



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### Planning and Managing Tourism in Protected Areas

Mobile Seminar, September 7-23, 2017

The Mobile Seminar on Planning and Managing Tourism in Protected Areas is an intensive, 2.5-week field-based training event for individuals working to promote sustainable tourism and outdoor recreation in parks and nature reserves worldwide.

The seminar, co-offered by CSU's Center for Protected Area Management and the US Forest Service International Programs Office, will build the skills of participants to plan and manage public use and outdoor recreation programs in protected areas to build support for conservation, contribute to public health, fund protected area management, and provide economic benefits to local communities and national economies. Ideal participants will be mid-level professional and technical personnel who work for governmental or nongovernmental conservation and tourism organizations, in academia, in the private sector, and in community-based and indigenous tourism and conservation initiatives in or near protected areas.

#### Themes and Topics Covered

- Planning for tourism and public use in protected areas: zoning, management plans, carrying capacity, stakeholder involvement, and destination planning
- Legal and policy frameworks
- Tourism and climate change



- Institutional arrangements: role of different government actors and levels of government; local communities, landowners, academia, businesses, NGOs, indigenous people, universities, industry associations, user groups, volunteers, and concessionaires and other public-private partnerships



- Infrastructure: transportation networks; hotels; campsites; souvenir shops; restrooms; food and fuel; emergency services; signage; staff housing and facilities; and public services (water, sewerage, electricity, trash disposal, communications, etc.)
- Interpretation and environmental education: guided and self-guided walks and trails; visitor centers; night programs; wayside exhibits; publications; and the role of guides and outfitters
- Funding tourism programs in protected areas



The workshop will combine a series of modules and activities on cross-cutting issues that involve intensive and active engagement of the participants. Teaching methods will include lectures, discussion sessions, small group exercises, participant presentations, and informal exchanges among participants, faculty and invited speakers.

The workshop will also include a variety of activities to build camaraderie and help participants understand the challenges to sustainable tourism in natural areas and the importance of highly trained personnel. These include interpretive hikes and spending time with concessionaires, outfitters, and services providers to experience firsthand protected area tourism programs.

**Deadline for inscription: 15 May 2017**

For more information and to apply online, visit  
<http://warnercnr.colostate.edu/cpamt-tourism-course>



## Sustainable funding for conservation – The Fiscal Benefit Project (*follow-up of NAPA n°105*)

*By Candice Stevens – Birdlife South Africa*

BirdLife South Africa's Fiscal Benefits Project has successfully included the very first biodiversity tax incentive for Nature Reserves in an annual tax return. Section 37D allows a landowner who has declared a Nature Reserve to deduct the value of the land from their taxable income. This was achieved on behalf of a landowner for the very first time in South Africa at the end of 2016.

The Fiscal Benefits Project was launched in 2015 with the aim of testing the use and applicability of biodiversity tax incentives as a benefit for landowners declaring Protected Areas through the Biodiversity Stewardship initiative. The Fiscal Benefits Project began with the achievement of introducing a new tax incentive into national legislation with the inclusion of section 37D in the Income Tax Act. Section 37D is designed to give landowners a tax deduction for their conservation commitment. It allows the value of a Nature Reserve to be deducted from taxable income, thereby reducing the tax owed by a landowner.

*Section 37D provides a fiscal benefit for the long term protection and effective management of areas vital to conservation and ecosystem functioning. The incentive enables landowners to claim a tax deduction based on the value of their land declared as a Nature Reserve.*

This tax incentive is globally unique and its successful inclusion in a tax return creates the first ever tangible, fiscal benefit as a reward for landscape level conservation. The historic appropriation of section 37D belongs to one of the Fiscal Benefits Project's pilot sites where testing of the incentive has taken place. This ultimate achievement now paves the way for other privately-owned Nature Reserves to receive recognition through fiscal means. South Africa's biodiversity tax incentives and work on Privately Protected Areas is highly innovative and has received international recognition. It is the collaborative effort of the National Treasury, the South African Revenue Service, the Department of Environmental Affairs and the Biodiversity Stewardship community of practice in both the public and private sectors.

*BirdLife South Africa's Fiscal Benefits Project is a novel approach to biodiversity finance and leads the way in the use of biodiversity tax incentives. The Fiscal Benefits*



*Project continues to assist landowners to access environmental tax incentives and to bolster biodiversity conservation efforts nationwide.*

Contact: [candice.stevens@birdlife.org.za](mailto:candice.stevens@birdlife.org.za)



## JOB OFFER: WCS - Country Director – Nigeria (Abuja)

*Anticipated Start Date June 1, 2017*

The WCS Nigeria Country Director is tasked with the responsibility of effectively leading and managing the WCS Nigeria Country Program. The primary focus of the Country Program at this time is to achieve conservation and protected area management objectives through the Cross River Gorilla landscape project and the Yankari Game Reserve project. The Country program director is responsible for overseeing all aspects of management of WCS programs in Nigeria and for identification and assessment of additional opportunities as they arise.

### Core responsibilities include:

- Lead the WCS country program in Nigeria in consultation with the Regional Director, Sudano-Sahel Region and the Africa Program team based in New York.
- Act as legal representative of WCS in Nigeria, working in consultation with the Regional Director and with the WCS Office of General Counsel.
- Act as WCS representative in Nigeria with all government partners including the Nigeria government and bilateral donors/agencies, media, internal and external stakeholders.
- Oversee development and implementation of the WCS Nigeria strategy in consultation with the Regional Director and in synergy with transboundary and Sudano-Sahel strategies.
- Prepare and implement WCS Nigeria Country Program work plans and associated budgets, and approve related project workplans and budgets.
- Ensure line management of WCS Nigeria project leaders and senior staff operating in the country.
- Fundraise from public and private sources for the Nigeria Program in collaboration with other WCS fundraising teams (e.g. Sudano-Sahel Region, Africa Program, Program Development, Global Resources).
- Prepare annual country reports and oversee preparation of reports on projects and for donors, and evaluate on a regular basis progress against strategies and workplans.
- Collaborate with other WCS initiatives including but not limited to the WCS Marine Program, Species Program, and Conservation Solutions team.

### Required Qualifications

- Successful experience developing, managing, and overseeing the implementation of conservation programs, with at least 5 years field experience in Africa.
- MSc or PhD in conservation, ecology, or related discipline required.
- Proven fundraising experience for conservation from public and private sources, preferably in Africa.
- Demonstrated capacity in financial planning and management.
- A track-record of success in conservation strategy, implementation, and fundraising.
- Ability to work under difficult conditions and in security sensitive area and strong commitment to achievement of WCS's conservation mission.

- English language proficiency required, French language skills also desired.

Interested candidates, who meet the above qualifications, should apply by emailing an application letter and CV together with the names and contact information of three references to: [africaapplications@wcs.org](mailto:africaapplications@wcs.org) by 08 March 2017.

Please include "Nigeria Country Director" in the subject line of your email. Candidates must also apply online via the WCS career portal by searching job title at: <http://www.wcs.org/about-us/careers>.



## JOB OFFER: WCS – Law Enforcement Advisor in Mozambique

WCS is seeking applicants for the position of Law Enforcement Advisor for Niassa National Reserve in Mozambique. This position is responsible for advising on and supporting all law enforcement (LE) activities and operations in Niassa National Reserve (NNR) – which is managed under a partnership agreement between WCS and Mozambique's Protected Area Authority (ANAC). This position provides direct support to the NNR LE Manager (ANAC) and reports to the NNR Field Operations Manager (WCS). The principle areas of support are: 1) strengthening LE operations, 2) maintaining motivation, standards, and discipline in the LE team, 3) developing information gathering and analytical capacity that leads to action, 4) building the skills and competence of all LE staff, particularly section managers and patrol leaders, 5) supporting the LE Manager in coordination and communication with the operators, relevant local authorities, police and communities, 6) supervising all vehicles, equipment and infrastructure assigned to the NNR LE department, 7) strengthening all relevant policies and procedures, 8) jointly developing annual operations plans, budgets and reports, and 9) developing and supporting the implementation of a performance management system for all LE staff.

We are looking for a proven field team leader with the capacity to strengthen law enforcement operations in one of Africa's most important protected areas where elephant poaching and illegal mining are critical threats. This includes the ability to lead a diverse team of 100+ staff in a challenging and remote conservation area. The position has the support of a leading international conservation NGO with a strong partnership with the Government of Mozambique, and sound collaboration with committed private operators.

1. Ten-plus years of experience leading, managing, and/or advising on law enforcement operations, ideally in Protected Areas.
2. Proven experience implementing intelligence-led law enforcement and managing a law enforcement monitoring system.
3. Strong leadership and team management experience, including ability to motivate, set objectives, and manage performance of a multidisciplinary team.
4. Demonstrated experience in successfully building: (i) the skills and knowledge of others and (ii) working partnerships and individual relationships with a national law enforcement body.
5. Skilled at building consensus with conservation partners and other stakeholders.
6. Willingness to rapidly gain an understanding of the institutional and legal framework of conservation in Mozambique, as well as of relevant policy issues.

7. Working proficiency in English required, and a working knowledge of Portuguese and/or Swahili is highly preferred.
8. Ability to lead and mentor staff leading to professional growth, along with a commitment to working collegially with all staff, and professionally and diplomatically with all partner organisations – government and non-government.
9. Flexibility, optimism, good humour, passion for excellence...

This position comes with an international benefits package that includes a hardship allowance and four home flights p.a. Interested candidates who meet the above qualifications, should apply before 15 March 2017 by sending an application letter and CV together with the names and contact information of three referees to [wcsmozambique@wcs.org](mailto:wcsmozambique@wcs.org) with 'NNR Law Enforcement Advisor' in the email title.

## IUCN- CONSULTANCY

The IGAD Biodiversity Programme (BMP) is a four year programme financed by the European Union's 10th European Development Fund. It supports IGAD in its efforts to protect the diverse wildlife, habitats and flora in the Horn of Africa. By building the capacity of local people to manage their natural resources sustainably, the BMP aims to reduce poverty in some of the most marginalised places in the Horn of Africa. The Programme also works to promote better cooperation between the environmental sectors of Ethiopia, Kenya, Somalia, Eritrea, Uganda, Djibouti and Sudan. By supporting the coordination of biodiversity policies in these countries, as well as working with partners at key cross-border sites, the IGAD BMP aims to empower local communities to manage some of their most valuable assets.

As well as working with governments to develop regional biodiversity policies, the BMP disperses grants to three implementing partners at three cross-border demonstration sites:

1. Boma Gambella on the South Sudanese - Ethiopian border, managed by the Horn of Africa Regional Environment Centre & Network (HoARECN)
2. **Lac Abbé and the Gulf of Tadjoura on the Djibouti - Ethiopian border, managed by The International Union for the Conservation of Nature (IUCN)**
3. Tana Kipini Lag Badana Bush Bushle Reserve on the Kenyan - Somali border managed ICRAF

The sites were chosen based on their location on country borders, their unique biodiversity and the importance of this biodiversity in terms of local and regional livelihoods, the high risk of habitat and wildlife loss, and their potential contribution to livelihood improvement. The specific objective of the IUCN component of the programme is to contribute to *the conservation and sustainable management of ecosystems in the Lower Awash-Lake Abbé land and seascapes, in order to contribute to lasting ecosystem goods and services.*

**IUCN is seeking an experienced and well qualified consultant** to work with the Technical Advisor and assist with the implementation of the remaining project activities and to bring the project to a successful closure.

Specific tasks of the consultants include the following:  
In close liaison with the Technical Advisor and the IUCN Technical Coordinator, Conservation Areas and Species:

1. Help the Technical Advisor to follow up and monitor the work plans of project partners and consultants to ensure activities are on track with respect to the overall project work plan
  2. Help adaptively manage the project e.g. by making recommendations to improve delivery, prioritise activities in the project work plan, etc, while respecting relevant donor and IUCN regulations and procedures
  3. Assist Technical Advisor and Finance & Administrative officer with budget management in line with IUCN and donor requirements, particularly with respect to allocation of remaining budget to priority activities
  4. Provide technical support, particularly with respect to technical reporting and communications both internally and externally
  5. Assist with the technical and administrative tasks related to the organisation or workshops, dialogues and consultations including, where required, developing presentations, briefing documents, workshop reports and media releases.
  6. Assist Technical Advisor with other technical support to project partners, consultants and IUCN's implementing partners involved in the project activities
- The consultant will be required to quickly get acquainted with the project through the review of relevant background material as well as detailed debriefings by the TA.

### Expected competencies

- Strong and demonstrated track record in project management, particular of complex donor-funded biodiversity conservation projects, including results-based project cycle management, monitoring and evaluation methodologies and project budget management. Previous experience managing European Union-funded projects highly desired.
- Advanced University degree (Masters or equivalent) in biodiversity conservation, natural resources management or other relevant field
- Excellent communication skills, written and spoken, in English and French, cultural awareness and sensitivity to gender, religious and ethnic issues
- Demonstrated ability and willingness to work as a member of a team and willingness to travel often, including to remote sites and in difficult field conditions
- Previous work experience in the Horn of Africa region a distinct advantage

Interested candidates should email their technical and financial proposals, along with detailed CVs to: Leo Niskanen, Technical Coordinator Conservation Areas & Species Diversity. Email: [Leo.Niskanen@iucn.org](mailto:Leo.Niskanen@iucn.org) by 15th March 2017.

## NAPA – CONTACTS

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Program on African Protected Areas & Conservation  
 PAPACO - Program Officer  
 PAPACO – Program Officer

*The opinions expressed in this newsletter do not necessarily reflect those of IUCN*

