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Green militarisation



Over the past 10 years, we have assessed management effectiveness of dozens of protected areas in Africa. In most cases if not all of them, managers identified poaching as the main threat - even when there wasn't anything left to poach in the park!

This is what happens when you ask paramilitary groups to have a say in park management: in all good faith, they speak of what they know. The park can be invaded by plants ruining the ecosystem, working methods can collapse due to the lack, for instance, of tourism professionalization hence short revenues, the bad governance of authorities in power can be exposed and there might not even be any objective scientific data to make a proper diagnosis, yet, poachers will be blamed. It is even better if poachers from the neighbouring country can be responsible for all the damage. So you can merrily walk around a park covered in Lantana and tell yourself the antelopes that used to be here fled out of fear of villagers...

Weapons can only be undertaken by weapons, can't they? If poachers are the problem, we need people to control them. And because poachers, they say, are increasingly better armed, we need even better seasoned rangers to subdue them. Even if this means calling on the military, mercenaries or some "Rambo" who craves another guerrilla because his usual field of operations is withering away.

This militarisation of conservation in Africa which has been exposed for the past couple of years by different researchers is progressing. It extends from places where this philosophy is already quite rooted, essentially in Southern Africa, to new territories where this type of activity has never been seen. Some NGOs are turning it into their specialty, some donors into their spearhead, and many others into their bread and butter.

Militarisation is spreading like a disease. It is replacing this appealing approach that encouraged us to work with communities living near parks, as they were considered potential partners and not hopeless enemies. In some places, the days are long gone when we would go and listen to their legitimate aspirations, involve them in decisions, try to strengthen their environmental conscience, build new strategies that would be more sustainable, fair and more peaceful so that each PA would be added to their field of view and not be taken away from it. Today, unthinkable amounts of money are spent to exclude these communities, to pull them further away and make sure they stay at a distance. This "fine and fence" approach replaces previous "inclusion", and money that used to be destined to improving their lives is now used to finance authoritarian – mostly outside and greedy – bodies.

The sweet name given to this movement is "green militarisation". It turns our objective – nature conservation – into an excuse to reclaim authority over lands that have eluded to some who still won't give up. It hides the fact that the substantial tidal wave we are facing, namely the 2 billion Africans that will emerge in the next 50 years with needs that will impact all resources, well this wave will not

be contained by weapons nor by the number of deaths, on either side of the fence. This militarisation diverts already limited funds from priorities such as fighting against demand when it comes to commercial poaching, developing alternatives for subsistence poaching, strengthening justice in the entire law enforcement chain, encouraging neighbouring populations to progressively taking responsibility for park conservation, anchoring the latter to the country's economy, changing its governance towards more equity, transparency and legitimacy etc. Every single euro that is lost to stir resentment instead of being invested in everything named above already has a strong impact today, and the results will be felt a hundred-fold in the long run.

Of course, the fight against poaching is and will remain a key activity, in particular when it comes to the fight against what are now organised networks. It is a major tool but only one within a diverse ensemble of practices. This is why this NAPA introduces a guide that was recently developed to this end, and reminds quite rightly in its introduction that the fight against poaching is a small part of many actions to implement...

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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>



OUR ONLINE TRAININGS



Both our current MOOCs (**Protected Areas Management** and **Ecological Monitoring**) will start again **on the 18th of September**. They will be open **until mid-December** to allow the learners to follow the course and do the exams **at their own pace. It's all free of course**. You can register on the following links:

MOOC on Protected Areas management:

Register on:

<http://papaco.org/enroll-to-the-mooc-gap/>

Watch the teaser:

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

MOOC on Ecological Monitoring:

Register on:

<http://papaco.org/how-to-join-the-em-mooc/>

Watch the teaser:

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



And in the coming months, **two new MOOC** will be online: **Law Enforcement in Protected Areas** and **Species Conservation...**

More to come in the next NAPA and on www.papaco.org

Find more information about our **MOOCs** on www.papaco.org, at the page « trainings »

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

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

Wildlife Law Enforcement in Sub-Saharan African Protected Areas - A Review of Best Practices

By David W. Henson, Robert C. Malpas and Floris A.C. D'Udine

The Species Survival Commission (SSC - IUCN) has recently published a guide (Occasional Paper n°58) on law enforcement in African Protected Areas. This will be the topic covered by our next MOOC coming soon (on Law Enforcement). This NAPA presents a few extracts of the executive summary of the document which can be downloaded in full on www.papaco.org and more specifically on this [link](#).

Overview

Unprecedented levels of poaching of elephants, rhinos and other high value charismatic species across Africa is severely threatening the future of these species and the ecosystems they inhabit. As poaching groups increase in size, number and sophistication, it is more important than ever that law enforcement responses in protected areas are robust, reliable, and effective.

A strategy to combat this crisis must address root causes, such as international demand for ivory and rhino horn, as well as drivers and enabling conditions, such as poverty and the lack of livelihood options for rural communities, corruption and weak governance. Further, in addition to direct poaching threats, the loss of habitat to agriculture and natural resource extraction and a growing human population, particularly around protected areas, will increasingly threaten the survival of elephant and rhino populations. Therefore, conservation of these species must take a holistic, long-term approach. While improved law enforcement in protected areas is just one element of this approach, it is an essential component and can achieve significant results in the short to medium-term.

This report aims to contribute to the international effort to combat wildlife crime in Sub-Saharan African protected areas by providing a systematic and evidence-based review of law enforcement practices that have proved to be effective in different situations, and by identifying emerging best practice. Specifically, the report aims to assist in these efforts in the following ways:

WHERE? The report is primarily aimed at supporting law enforcement strengthening at the protected area or site-level; however, some of the

law enforcement best practices the report describes may also be relevant at the sub-national and even national level.

WHO? The report is primarily aimed at protected area or site level managers and professionals. This could be government, community or private sector managers, as well as staff from NGOs and other organizations supporting law enforcement practices in these areas.

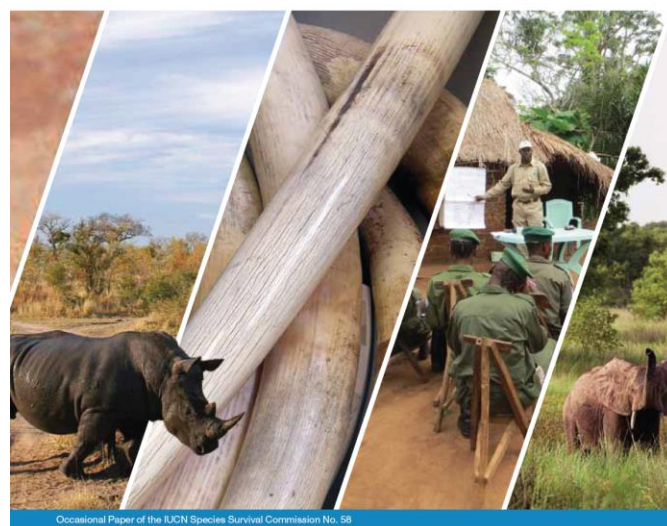
WHY? By highlighting initiatives that have been proven to achieve success and address existing shortfalls in law enforcement activities, it is hoped that the law enforcement practices described in the report can influence and inform the implementation of more effective anti-poaching interventions. It is also hoped that the review will improve communication and knowledge sharing across sectors and countries, including helping to promote more and better targeted wildlife law enforcement support across the continent.



Wildlife Law Enforcement in Sub-Saharan African Protected Areas

A Review of Best Practices

David W. Henson, Robert C. Malpas and Floris A.C. D'Udine



WHAT? The report describes a range of emerging as well as longstanding law enforcement best practices, which, in the view of the report's authors, are likely to be of maximum relevance for the

mainstream of law enforcement professionals working in protected areas across the continent. It does not attempt to be an exhaustive manual of all law enforcement best practices being implemented across the continent, nor does it attempt to describe some of the most advanced law enforcement practices that are now underway in some protected areas which, while very promising, may not yet be relevant to the mainstream of law enforcement managers and professionals. Furthermore, to keep the report to an acceptable length, the various best practices are described relatively superficially, but wherever possible the reader is pointed to additional resources where further information can be sourced as required. As such the report aims to present in a single document the spectrum of approaches that effective site-level wildlife law enforcement requires, and to provide an insight into approaches that have worked and could potentially be adapted to other circumstances.

HOW? For ease of reading, the report uses a hierarchical structure, divided into the following main components:

- Three site-level law enforcement ‘strategies’. While these strategies are not intended to be exclusive, they represent the key packages of law enforcement activities at the site level that emerged during the review consultations;
- Each strategy is then broken down into a series of key ‘management needs’ that have been identified by protected area managers and professionals consulted during the review as being critical to success;
- Lastly, each management need is further broken down into a set of ‘key aspects’, which highlight some of the main issues that can help managers to achieve effective and efficient law enforcement practice.



In line with the desire to keep the report as user-friendly and accessible as possible, some aspects of site-level law enforcement were deliberately not

addressed in any detail. In particular, three key law enforcement dimensions are not considered in detail in the report:

- The role of communities in supporting site-level law enforcement. In particular, the emerging concept of ‘Beyond Enforcement’, which argues that in order to succeed, law enforcement efforts must go hand in hand with community engagement and empowerment;
- The role of corruption as a crucial factor in driving wildlife crime and undermining efforts to strengthen wildlife law enforcement. In this regard, the report deals with some key aspects of corruption that can potentially be addressed at the site level, but does not deal with those aspects which are best dealt with at the national level;
- The role of sustainable financing in enabling wildlife law enforcement efforts. As law enforcement efforts become ever more complex and extensive in response to increasingly sophisticated wildlife crime, so the cost of these efforts increases. However, the sustainable financing of law enforcement efforts is best dealt with at the national level, and is therefore not addressed in this report.

These three major dimensions of successful site-level law enforcement are overviewed in the report’s ‘Introduction’, in a section entitled ‘The elephants in the room’.

To provide a structure for information gathering, consultations with conservation professionals and subsequent analysis, the review adopted an analytical framework developed at an early stage of the work, which incorporated the inputs, gathered through an online survey, of over 100 wildlife management professionals and practitioners from 22 African countries working in government, NGOs and the private sector. Information was also collected through a series of site visits to selected countries and protected areas, including Mozambique, South Africa, Botswana, Namibia, Zambia, Zimbabwe, Gabon and Togo.

Key findings

The broad cross-section of issues that are covered in this report highlights that there are no stand-alone or universal solutions to tackling wildlife crimes in protected areas. Rather, successful wildlife law enforcement in protected areas depends on sustained and well-targeted actions across a number of inter-related components of protected area management. The majority of approaches covered in this report are straightforward and well-known, but for a variety of

reasons some may be difficult to implement, requiring determination, hard work and the investment of significant time and resources.

A number of these approaches have been developed in other sectors with vast bodies of experience that can be applied to strengthen wildlife law enforcement in protected areas. From the public sector, important lessons can be drawn from the police, where many forces have moved away from preventative patrols towards 'Intelligence-Led Policing.' This approach employs intelligence, surveillance and informants, combined with other information to focus patrols on crime hot spots.

Experience from the military, particularly regarding patrol staff selection procedures and training, has proven valuable in many sites. Similarly, the private sector has a long history of performance optimization. This can be applied to improve the effectiveness of law enforcement, including merit-based recruitment processes, systems for aligning efforts and rewards, and transparent methods for assessing staff and management performance. At the organization level, applicable private sector techniques for improving operational effectiveness include decentralizing decision making to autonomous management units, and empowering leaders while holding them accountable to high performance standards. These methods can all potentially be adapted and applied to improve the effectiveness and efficiency of many protected areas' operations.

The methods described in this report are generally well known and have been tested in other sectors, and while most require some upfront investment of resources, many do not require vast amounts of financial resources. However, many require a broader knowledge of management methods, which has not traditionally been common among wildlife law enforcement leaders, managers and staff. Furthermore, many area managers are under constant pressure and have little spare time or resources to devote to investigating or trialing new management methods. It is hoped that this report will make it easier for those involved with wildlife law enforcement to understand the spectrum of approaches that are available to help them in their task.

The three main law enforcement strategies covered by the report are:

1. **Law enforcement patrols.** Optimizing the effectiveness of law enforcement patrols, with a particular focus on the capacity of the patrol staff.
2. **Law enforcement management.** Maximizing effectiveness of management, planning and implementation of law enforcement operations.
3. **Intelligence and investigations.** Implementation and integration of intelligence and investigations into law enforcement operations, leading to the arrest and prosecution of wildlife crime perpetrators.

The most important findings with regard to each of the three strategies are outlined below. In addition, a 'Quick Reference Guide' which follows on from the Executive Summary in the report summarizes practical information and key points related to each (*please refer to the document for more details*).

Law enforcement patrols

Law enforcement patrols are at the frontline of a site's antipoaching efforts. Their effectiveness, and in particular that of the patrol staff, is one of the most important factors in providing an effective deterrent to illegal activities in an area. This chapter aims to identify key steps that protected area managers can take to develop their patrol staff abilities, intrinsic motivation, and their commitment to their work, the area they work in, and the organization they work for.



Poachers are typically extremely driven and effective because if they do not succeed in their crimes they make no profit. Often emerging from a context of hardship and lack of opportunities for legitimate income generation, they are willing to accept the risk of imprisonment, injury or even death as a result of their activities. A fundamental challenge for area managers is therefore to develop a ranger/scout force with capabilities and motivation that matches that of the poachers they are up against. There are no simple or universal solutions that will result in the development of these key attributes. Such qualities are built up over time

and are dependent on innumerable small acts, incremental changes, and continual positive interactions with patrol leaders and senior management.

As a foundation, a transparent merit-based recruitment process is required for getting the best people for the job. Subsequently, recruits must undergo rigorous basic training to provide them with the necessary skills and attributes, which can only be maintained over time through ongoing in-service training. In addition, it is critical that patrol staff are provided with sufficient and suitable field equipment, rations and firearms.

While training and provision of equipment can improve short-term motivation, sustained improvements depend on strengthening the link between performance and valued rewards. Among other things, this requires a clear definition and understanding of performance expectations, a transparent system for evaluating performance (on which the allocation of financial rewards and promotions should be based), and the use of contracts that allow for non-performers to be disciplined or discharged.

It should also be noted that the work of law enforcement patrol staff is always challenging and at times extremely dangerous, especially when combating heavily armed and determined poachers. In such circumstances, it is essential that the responsibilities, powers and legal mandate of patrol staff are not only known to the staff concerned, but are also established in law.

Over time, robust legal backing, coupled with tangible efforts to improving living and working conditions, can help build patrol staff morale, dedication and operational efficiency.

One aspect that emerged during the review process is the importance of ranger/scout numbers in achieving effective law enforcement. In practice, the optimal ranger/scout density for effective law enforcement depends on a variety of factors, including size and location of the area, the type of threat being faced, the human population density, and the animal species that require protection. As a rule of thumb, some law enforcement professionals advocate one ranger/scout for every 10–50 sq km, depending on the intensity of the poaching threat. However, the report argues that of even greater potential importance is the capability, experience and motivation of the rangers/scouts and the effectiveness of patrol operations (see below).

Law enforcement management

The effective implementation of anti-poaching patrols and other law enforcement activities depends on a firm foundation of institutional competencies and functions. Without substantial law enforcement management capacity, even the most dedicated staff will be unable to have a sustained impact on illegal activities.

This chapter outlines some of the main aspects of management and organizational capacity that are critical to ensure law enforcement operations are supported by appropriate leadership, operational planning and resource organization.

Perhaps the most important aspect in this regard is strong leadership from senior protected area managers. It is essential that these managers have sufficient frontline law enforcement experience and authority to make decisions, as well as appropriate training in key management and administrative skills (such as managing budgets and human resources, strategic operations planning, effective leadership, and anti-corruption measures). In addition, effective managers need to directly engage with patrol staff, providing them with regular feedback on their performance as well as on shifting law enforcement priorities.



Although routine foot patrols form the backbone of law enforcement efforts in most areas, law enforcement strategies need to be regularly reviewed and should remain dynamic if they are to effectively anticipate and respond to changing situations on the ground. This is particularly important because poaching cartels, inspired by significant potential rewards, tend to rapidly adapt their tactics in response to changing law enforcement scenarios or market conditions. Thus, effective law enforcement management requires pre-emptive and strategic planning to guide future operations, and should make use of a wide range of antipoaching tactics and approaches, including

the deployment of elite or specialist units (e.g. canine units), to the degree possible.

In this regard, the planning and management of law enforcement efforts should be based on objective and reliable spatial and temporal information collected by patrols on illegal activities and law enforcement efforts. In order to achieve this, ranger based monitoring data must be regularly collected, analyzed and reported to senior managers in a timely manner and in an accessible format that can effectively inform operational planning.



Crucially, managers must also have effective communication and operations coordination systems, as well as adequate infrastructure and sufficient means of transportation. An adequate road network enables year-round rapid deployment of key staff (e.g. elite rapid response units), and an effective operations control room is essential to direct law enforcement efforts. Lastly, a variety of new technologies, including thermal imaging equipment, unmanned aerial vehicles or drones, helicopters, radar surveillance and detection systems and GPS-based monitoring devices, provide potentially important tools for law enforcement managers to combat increasingly sophisticated poaching gangs.

Intelligence and investigations

Effective field intelligence and investigations are among the most important proactive measures that protected area managers can take against wildlife crime. However, in order to optimize their potential impact, intelligence and investigations operations need to be comprehensive, capitalizing on the range of techniques and supporting technology available, systematic in their approach to collecting, organizing and managing information, and integrated with other aspects of law enforcement operations and prosecutions.

Specialized capacity (human resources, equipment, and systems) is critical to the effectiveness of wildlife crime intelligence and investigations operations. In this regard, the establishment of dedicated intelligence and investigations units with appropriate resources and skilled staff is a major success factor. In addition, it is vital that site-level intelligence and investigations units establish effective collaboration mechanisms with other law enforcement agencies and with prosecutors, ensuring that the entire investigative process leading up to prosecution in court is appropriately coordinated and supported.

In order for intelligence systems to be effective, it is also essential that accurate and reliable information from as many sources as possible is collected in a systematic and comprehensive manner. In this regard, the development and management of informer networks, including the provision of rewards for accurate information, is critical. In protected areas with more advanced investigative capacity, intelligence obtained through informers is increasingly complemented by electronic information, known as 'signals intelligence'.



Once intelligence data has been collected, it needs to be consolidated, analyzed and concisely reported to relevant law enforcement management officers in ways that effectively inform subsequent investigations and operations. Professional software specifically designed to collate and analyze intelligence can be extremely useful, and in this regard the general consensus among users and managers is that IBM i2 is the optimal solution for protected areas with sufficient budgets and human resources, as it strikes a good balance between cost, capacity and simplicity of use. However, inexpensive low-tech solutions are also available to protected areas with limited budgets and capacity. The key to effective intelligence data management and analysis is organizing the information collected in an accessible format, and

ensuring appropriate outputs are provided to management in a timely manner.

Furthermore, as most wildlife crimes have no witnesses and convictions typically require physical evidence, robust procedures for evidence handling and management are critical. In order to ensure all available evidence is collected and that it will be admissible in court, adequate systems and procedures must be in place to maintain the integrity of crime scenes and to manage evidence in a legally-sound manner. In this regard, maintaining a secure chain of evidence requires some basic equipment and facilities (i.e. evidence bags, evidence tags, a secure storage location) and appropriately trained managers. In addition, effective inter-agency cooperation, in particular between investigators and prosecutors, from the very outset of a wildlife crime investigation can be key to ensuring evidence is collected and stored appropriately.



Unfortunately, the majority of wildlife cases fail to result in successful prosecutions. In addition to the robustness of crime scene handling and evidence collection, this is often due to problems with the administration and management of the case. In order to address this issue and develop viable cases, it is important to focus on the preparation of a robust arrest or case report and to ensure that suspects are appropriately charged, making

optimal use of all available legislation. It is also critically important to monitor the progress of wildlife cases throughout the judicial process, as well as to monitor repeat offenders. In this regard, awareness raising and effective collaboration between wildlife managers, the police and judiciary are required to ensure wildlife cases are accorded appropriate priority in the justice system.

In conclusion, it should be noted that while several African protected areas, especially in southern Africa, are now employing sophisticated intelligence and investigations systems to combat equally sophisticated wildlife crime gangs and networks, these methodologies are only briefly reviewed in this report. This is partly due to the fact that some of these techniques are not suitable for most African protected areas that have very limited financial and human resources capacity, but also because discussing the details of these advanced systems could serve to inform the wildlife crime gangs they are designed to combat.

MORE on www.iucn.org

Link: <http://papaco.org/wp-content/uploads/2017/06/Law-enforcement-in-PA-in-Africa.pdf>



MAVA intergenerational leadership programme

“Let’s develop and implement a dual approach with young and senior professionals for developing young talents within MAVA”

The MAVA foundation is looking for an organization (or group of organizations) to coordinate its new program on intergenerational leadership (“mentoring” of young conservationists by senior people) to reinforce the capacities of its 150+ partners.

Deadline: 29 September

See the description on: <http://papaco.org/fr/jobs-useful-links/>

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