



Newsletter from African protected areas

#134, October 2019 — www.papaco.org



Editorial

Geoffrey Mauvais,
Papaco Coordinator

Urbanization and conservation, a virtuous circle?

As it often does, the Foundation for Research on Biodiversity (FRB - www.fondationbiodiversite.fr) released the summary of an article published last year, entitled «From Bottleneck to Breakthrough: Urbanization and the Future of Biodiversity Conservation».

In many ways, this article is quite interesting.

First, because it focuses on cities and their possible role in preserving biodiversity – which could seem surprising. The article points out that some of them, of course, are becoming greener; that they develop less destructive infrastructures, that their citizens are increasingly aware and respectful of the environment... And, also, that they concentrate human populations, thereby reducing our footprint on other territories. Thus, the impact of demographic growth on land use is growing at a much slower pace.

This article deals extensively and methodically with this demographic issue which, coupled with increases in consumption and the development of predatory technologies, jeopardizes the survival of biodiversity. Let's take a look at the projections established by the United Nations for 2300, which are divided into 3 scenarios:

- A low growth assumption, with an average global birth rate at 1.6, as it is in developed economies today, gradually leading to a decrease in the population to reach 2.3 billion individuals

- A high growth assumption, where the current global rate of 2.6 is maintained in some developing countries, eventually leading to a population of 36 billion inhabitants
- An average growth assumption, based on a birth rate that gradually stabilized at 2.1, stabilizing the population around 9 billion individuals.

In all cases, these projections rely on the assumption that increasing urbanization and a concomitant reduction in poverty will take place. Cities are certainly not a paradise for nature, but in the end, they occupy less than 5% of land while concentrating over 70% of humans in advanced countries.

Another immediate positive effect is that cities transform behavior, including demographics, and actively contribute to the stabilization or even the decline of the population. With the exception of sub-Saharan Africa, this transformation has taken place all over the world, leading to a sharp decline in the population in some countries, such as Japan.

Settling in the city means having access to more goods and services, of course accompanied by an increase in consumption (which impacts other territories). But this increase is not linear and once basic needs are covered, other income uses are possible. The impact of urbanization on overall consumption is therefore relative, and sometimes partly offset, for example by allowing a densification of transport and therefore a lower environmental cost per capita.

Finally, urbanization encourages the development of new technologies and the emergence of potentially environmentally-friendly solutions because urban lifestyles optimize consumption, production or simply transform societies.

In short, the population is going to grow in proportions that are difficult to anticipate. Yet optimists consider that reproductive and consumption behaviors will also evolve at the same time, probably leading to the

stabilization of the demographic footprint, or even its reduction in the long run.

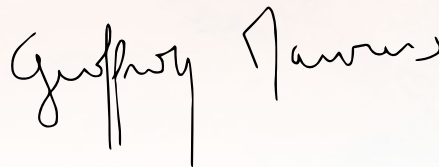
Obviously, all of this is relevant for our protected areas, today and tomorrow.

Apart from a handful of them, so near to cities that they are labelled «urban PAs», protected areas are for the most part the last places of nature in Africa. The transfer of populations to cities, gradual demographic stabilization, behavioral changes and the optimization of consumption patterns are all factors which help to reduce the extraordinary pressures that parks are facing nowadays. But this process will take time. It will probably take two or three generations before we can seriously consider the restoration of these places. And once again, it will depend on the choices made in the meantime, on their maturity and the way they are implemented! Not to mention the hovering threat of climate change...

Therefore, the question for us now is: how are we going to manage this critical period, without losing « too much » of this nature that we have hopes of restoring once the crisis is over?

*French summary published by the FRB: <https://www.fondationbiodiversite.fr/file/2019/09/2019-09-Synthese-Conservation-et-urbanisation.pdf>

Original article in English: <https://academic.oup.com/bioscience/article/68/6/412/497642>



THIS MONTH, WE REACHED A NEW MILESTONE:

30 000

REGISTRATIONS

Our MOOCs - online courses

Frequently asked questions (FAQ)

What is a MOOC? MOOC stands for Massive Open Online Course. In other words, a MOOC is an online course that is free and available to all.

How to register to a MOOC? You should go to mooc-conservation.org, click on the MOOC you'd like to do, and follow the instructions.

Can I sign up anytime during the session? Of course. This session, registrations are open until 1 December. You can register whenever you want to, you should only make sure you finish the exams by 15 December in order to be eligible for the certificate of completion.

I lost my password, what now? On the sign-in page, click on "Password forgotten" and follow the instructions in order to set a new password.

I participated in a previous session, should I create a new account? Not at all, one account is enough for all the sessions. If you forgot your password, proceed as explained in the previous question.

Where do the exams take place? All the exams are online. If you got an average score over 75%, you may receive a certificate of completion.

Are there tuition fees of any sort? No, these courses are 100% free of charge.

If you have other questions, feel free to contact us at moocs@papaco.org.

NEW MOOC

New technologies
in protected areas



This October month is special, as we launch our brand new MOOC on new technologies in protected areas. Starting 14 October, you will have access to this rich and practical course, thanks to which you will be able to

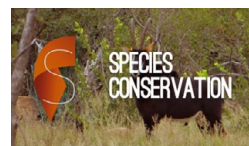
proceed to the technological upgrade of your park! Registrations are open.

Registrations: mooc-conservation.org

CURRENT SESSION

16 September
to 15 December

Registrations close on the 1st of December. If you have any questions, please contact us through [Facebook](#) or send us an email: moocs@papaco.org.



Ambassadors

Papaco's MOOCs

During the previous session, we selected five students from five different African cities to represent students of their respective regions. This coming session, we are extending the programme to other cities. We reached out to all our Facebook followers, and after much thought, here are all the ambassadors. You'll notice there are only three English-speaking ambassadors, and this is just because very few English-speakers responded to the call. If you are interested, get in touch with us and we'll consider you for the next session!

What are ambassadors for? Ambassadors are MOOC students who already have some experience with Papaco's MOOCs, and who volunteered to help other students from their cities or countries. They are like class presidents or representatives and where possible, they are the link between the students and Papaco.



Mamadou
ABIDJAN
Whatsapp Group



Valéry
BURKINA FASO
Email



Pascale
CAMEROUN
+ 20 115 144 3780



Talot
HAITI
Email



Emmanuel
KINSHASA, RDC
Groupe Whatsapp



Richard
KISANGANI, RDC
Groupe Whatsapp



Raymond
MADAGASCAR
+261 34 58 679 68



Adama
MAURITANIE
+222 46 94 35 75



Oumarou
NIGER
Groupe Whatsapp



Seid
TCHAD
Groupe Whatsapp



Jean
KARA, TOGO
+ 22 892 695 768



Samuel
LOME, TOGO
+228 91 50 22 63



Moadh
TUNISIE
Email



Kévin
BENIN
Groupe Whatsapp



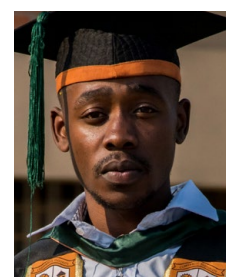
André
BRAZZAVILLE
Email



James
KENYA
+254 72 47 97 790



Leonard
RWANDA
+25 073 811 0139

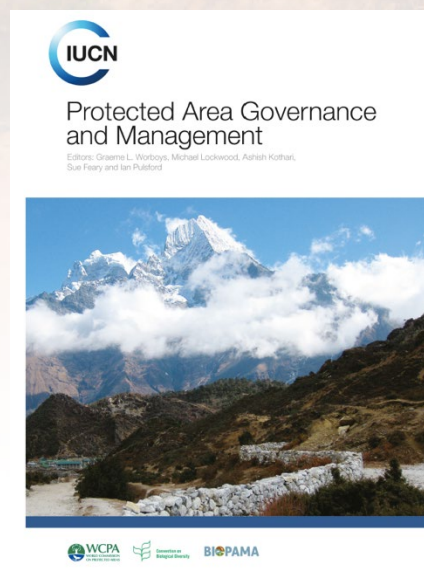


Chewe
ZAMBIA
Email

*Click on the ambassador's name to access their Facebook profile,
or contact them through the means mentioned under their photo.*

PA governance and management

About “Protected Area Governance and Management”



Protected Area Governance and Management presents a compendium of original text, case studies and examples from across the world, by drawing on the literature, and on the knowledge and experience of those involved in protected areas. The book synthesises current knowledge and cutting-edge thinking from the diverse branches of practice and learning relevant to protected area governance and management. It is intended as an investment in the skills and competencies of people and consequently, the effective governance and management of protected areas for which they are responsible, now and into the future.

The global success of the protected area concept lies in its shared vision to protect natural and cultural heritage for the long term, and organisations such as International Union for the Conservation of Nature are a unifying force in this regard. Nonetheless, protected areas are a socio-political phenomenon and the ways that nations understand, govern and manage them is always open to contest and debate. The book aims to enlighten, educate and above all to challenge readers to

think deeply about protected areas—their future and their past, as well as their present.

The book has been compiled by 169 authors and deals with all aspects of protected area governance and management. It provides information to support capacity development training of protected area field officers, managers in charge and executive level managers.

The entire book is freely accessible online in English on the Australian National University's website: <https://press.anu.edu.au/node/372/download>. The French translation is currently ongoing and only the first five chapters are currently online.

CHAPTER 8 – MANAGING PROTECTED AREAS

Principal author: Graeme L. Worboys
Supporting author: Ted Trzyna

Introduction

The chapter presents some management theory in providing a definition for management that includes its four core functions. We introduce strategic management considerations, planning frameworks and many support tools and frameworks to assist practitioners to improve management effectiveness and inspire further innovation. Management for national systems of protected areas is considered. These systems may include government and private protected areas and ICCAs.

Management: Definition and functions

What is management? It has been described as ‘the process of assembling and using sets of resources in a goal-directed manner to accomplish tasks in an organisation’. This makes good sense in the context of protected areas. Each of the key words and phrases of this definition is important.

- **Process:** This is about undertaking four functions of management and the activities and operations that are associated with them. The four functions are ‘planning’, ‘organising’, ‘leading’ (implementing) and ‘controlling’ (evaluating), each of which is discussed further below.
- **Assembling and using resources:** These resources include people and their individual competencies, skills and lived experiences; financial resources; plant and equipment; and quality and relevant information from a range of sources. The task of assembling resources to

accomplish management is aided by the protected area organisation, how it is governed and how it is structured.

- Goal-directed manner: This recognises there is clarity of direction provided by a protected area organisation. The activity being managed has a purpose and direction within a strategic management context and aims to achieve a certain level of desired results.
- In an organisation: This identifies management that is undertaken by people with different functions within a protected area organisation and that is structured and coordinated to achieve predetermined common purposes. It also reflects that conserving biodiversity at the scale of protected areas and protected area systems is a team effort. Management organisations for ICCAs and many private protected areas will be very different in size, structure and process from government agencies or large NGOs.

Undertaking ‘a process of management’ includes undertaking four functions of management, whether overtly or intuitively. These functions provide the underpinning of protected area management frameworks described in this chapter. The four functions are described here from the perspective of larger protected area organisations.

The ‘planning’ function

Planning is a key function of management. It is based on the very best environmental, social, cultural, historical, managerial and political context information and, by including modelling and analysis of data, planning can identify both preferred futures and the circumstances and conditions within which they may be facilitated. Three levels of planning are recognised for large protected area organisations.

1. Strategic planning: Typically these plans are whole-of-protected area organisation in their application and define the long-term goals sought.
2. Tactical plans: These plans help to implement a strategic plan. They provide order and priorities in implementing organisational goals for a functional area or a geographic part of a protected area system.
3. Operational plans: These are quite specific documents. They may be prepared to implement individual projects or the actions of a protected area organisational unit



Entrance to Kayangan Lake, Coron Island, Philippines, a formal ‘ancestral domain’ of the Tagbanwa people, one of the oldest ethnic groups in the Philippines: the protected area is also recognised as a national reserve and a marine reserve.

Source: Ashish Kothari

consistent with the organisation’s goals and priorities.

The ‘organising’ function

A management action needs to be thoroughly planned, but it is the ‘organising function’ that efficiently and effectively marshals and coordinates the expertise, material resources, equipment and support services such as transport, accommodation and safety support, which are necessary to undertake an action. The routine operations of protected area managers require them to be constantly responding to visitor services, cooperative actions with neighbours and communities, policing tasks and incidents and emergencies. Governance arrangements, especially organisational structures, should support this ongoing need.

For organisations managing national systems of protected areas, five competency levels have been recognised by the IUCN. In organising staff as part of a management response, appreciation of these five levels is most important. For the purposes of this chapter, we have described key protected area staff as frontline staff (field-based staff of at least Level 2); middle-level staff (middle-level experienced staff who have supervisory responsibilities or technical specialist competencies, typically at Level 3); and top-level staff who ultimately have responsibility for parts of an organisation or an entire organisation (Levels 4 and 5). It should be noted also that this book has focused on providing information in support of protected area practitioner Levels 2 to 5. These staff may operate in any governance setting, but

the information supplied is particularly targeted to formal protected area organisations. Additional practical, vocational-based capacity development and approaches taken by communities in managing ICCAs would complement the information provided by this book.

The ‘leading’ (directing) function

The leading function involves people influencing other people to assist achieving tasks and actions that help meet an organisation’s objectives. This function has also been described as the ‘directing’, though this title is perhaps too militaristic for contemporary protected area management. The leading function may be manifest in many ways at a person-to- person level depending on the nature of the management action, the situational context for the action and the background, experience and competencies of the people concerned. A leader may use a range of approaches that includes motivation, communication and working with groups or teams. At the whole- of-organisation level, the leading function may be guided by a range of considerations such as judgment in decision-making and the inherent characteristics of institutions to enable the adaptive capacity of society and the potential for institutional design improvement.

For any given action, protected area management staff appreciate being briefed on the strategic organisational context of a proposed action, why it is important, what their role is and what outcomes are expected. This communication is typically inspiring, since staff appreciate that they have been briefed, that their work contribution is meaningful and that it will be ‘value-adding’ to the organisation’s mission. Even with some cultural traditions that are highly respectful of organisational hierarchies, this two-way protected area leadership communication is wise, since experienced staff responsible for undertaking tasks nearly always have contributions that improve the implementation. This interactive and teamwork focus for protected area leadership is common and helps to spawn creativity and innovation in the workplace. It also strongly reflects the necessity of protected area staff to work as teams in responding to matters such as threats, incidents, park operations and dealing with visitors.

This leadership is also manifest by top-level and middle-level staff taking an interest in the progress of operations,

including talking to frontline staff and receiving firsthand feedback and potentially even resolving immediately small but annoying perturbations in an otherwise smooth project implementation.

The ‘evaluating’ function

Planning for management actions should identify an evaluation process that reviews the progress of implementation against predetermined objectives and standards. The evaluation function responds to this requirement. Evaluation may identify if milestones have been met during the course of an action or whether an output or outcome has been achieved. These milestones could, for example, be framed according to financial management targets; operational milestones; safety, construction and quality standards; efficiency and effectiveness of management processes; and environmental sustainability indicators. Such assessment measures should be planned before a project commences, with evaluation data collected as a management action is implemented. This constant (routine) reviewing of performance against predetermined standards or objectives provides the basis for any necessary corrective actions to be implemented.

The evaluation function is important whether the action is undertaken as part of a large protected area organisation’s program or whether it is a private protected area or an ICCA. How it is undertaken will vary between these different governance environments.

Strategic management

Strategic management for a large protected area organisation is typically guided by an inspirational ‘vision’ of the desired future of the organisation and of the lands, waters and natural and cultural heritage for which the organisation is responsible. It is also guided by an articulated and clear purpose for its work (or a mission); a discrete set of management goals that succinctly articulate how the organisation’s preferred outcomes will be achieved; and a suite of prioritised (strategic) whole- of-organisation actions that are designed to achieve the desired goals. Once established, this direction needs to be subject to ongoing scrutiny and, as appropriate, refinement and adjustment.

The strategic management positioning is based on careful thinking, careful research and considerable planning effort. For a large protected area organisation, in addition to a

vision and a mission, it may include preparing strategic plans such as a corporate strategy, a business plan and functional strategies.

Understanding the operating environment

Understanding a protected area organisation's operating environment includes:

- comprehending the historical, sociocultural, economic and political contexts
- identifying statutory legislation requirements, the needs of the government, board of management determinations and the needs of local communities
- identifying the natural and cultural heritage values to be protected and their significance
- assessing threats and the condition and trend in condition of the natural and cultural heritage resources to be managed
- reviewing the internal operating environment and the capacity of the protected area organisation to manage including considerations from all four functions of management
- researching and analysing trends in the operating environment
- responding to management effectiveness evaluation of protected areas such as state of the parks reporting, independent audits, government inquiries, parliamentary inquiries and the findings of court hearings

- a need to work nationally and internationally and to share and globalise conservation efforts to help achieve biodiversity conservation outcomes.

Vision statement

A vision statement answers the question 'what do we want to become?' It is the vision statement that communicates to staff and to others the very clear aspirational direction of an organisation.

Mission statement

A mission statement is a statement of purpose that is enduring. It differs from the vision statement by focusing exclusively on the organisation. Such a statement provides clarity for staff and for others about what a protected area organisation is trying to achieve and the scope of the organisation's products and services. It provides order, direction and organisational priorities.

Strategic planning

Strategic planning underpins an organisation's strategic management and helps define organisational goals within the context of the vision and mission. Development of strategic plans involves protected area top-level managers and a planning process that may use a 'strengths, weaknesses, opportunities and threats' (SWOT) analysis.

Three types of strategic planning documents may be developed by organisations which use such SWOT processes: a corporate strategy, a business strategy and functional strategies.

Corporate strategy

A corporate strategy identifies the nature of a protected area organisation's priority goals in the context of its mission, vision and goals, and broader government goals. It identifies what the organisation wants to do and the roles different parts of the organisation will play.

A corporate strategy may be used to guide expansion, renewal and revitalisation strategies, or it may also be an important document for guiding the status quo or a diminishment of services. A corporate plan may, for example, guide a protected area organisation that has been requested by government to establish and manage new



Villagers of Munsiri, Western Himalaya, India, undergoing bird identification training
Source: Ashish Kothari

protected areas as part of an expanded reserve system.

Business plan

A national protected area organisation is, typically, a big business. Millions of people may visit protected areas, commercial services are provided and local and even national economies are dependent on them being both well managed and accessible. Business management is an integral part of many modern protected areas, and a business plan, developed in the context of a protected area organisation's corporate plan, is an important tool. The primary reasons for developing a business plan are to:

- provide a clear, practical blueprint for an organisation's future development
- enable everyone in the organisation to agree upon and share common goals
- ensure the participation of key stakeholders
- ensure the organisation's goals can be achieved with the available resources
- identify key risks and put plans in place to mitigate these
- achieve a smooth handover at times of staff change.

A business plan may also:

- support applications for financial support
- inform strategies for particular capital or revenue initiatives
- review organisational structure, approaches to training and personnel management, technological resources or monitoring procedures.

At the individual protected area level, a business plan is different from but complementary to a management plan. The management plan sets out the objectives of management and actions needed to respond to the purpose of a protected area and the business plan focuses on the financial and organisational dimensions. It documents how to resource the delivery of the management plan.

Functional strategies

Achieving the implementation of a corporate strategy and a business plan across an entire organisation may require a series of what have been described as 'functional strategies'. These functional strategies achieve a corporate

standardisation of protected area operational matters and could include, for example, matters such as a human resources management manual, a signage design standard, an infrastructure standards manual, guidelines for facilities establishment and management, and a vehicle fleet management manual.

Change management

The implementation of innovative, new and strategic management may require changes in the way in which an organisation is structured to deliver its management goals. Implementing change respectfully, transparently and with clear purpose relative to the vision and mission of an organisation is critical, as is the professional management of the change process. Normally organisational change would be guided by a 'change management plan' and by staff with human resource management technical expertise. Organisations may need to adjust priorities, refocus investments and adapt to new and changing social, political and environmental circumstances. Effective change management is necessary if biodiversity and other heritage conservation actions are to succeed.

Biodiversity conservation priorities

Protected area organisations help conserve species and biodiversity in protected area systems and this is especially important given there have been marked declines in species around the world. All-important strategic conservation implementation actions need to be achieved in addition to the routine implementation and seemingly endless protected area organisation governance and administration processes. Conservation responses need to be in the context of ecosystem process requirements, habitat needs and specific animal and plant species requirements. This could include the conservation and restoration of habitats, the protection of animal migration routes, specialised breeding season conservation needs, guarding against any species vulnerabilities and dealing with threats. For the strategic management of protected areas, these actions are a fundamental priority. From such priorities the potential for implementation of other organisational programs can then be assessed.



Kingsmill Creek and the ancient (Precambrian) Arkaroola limestone reef, Arkaroola Protection Area, a private protected area in the northern Flinders Ranges, South Australia.

Source: Graeme L. Worboys

Evaluation

Strategic management investments need to be evaluated. Such a whole-of-organisation assessment would preferably be completed in terms of outcomes for biodiversity and cultural heritage conservation as well as other evaluation measures. For example, managers should seek to be in a position to answer basic monitoring questions such as: what native species are present in a protected area, what is their condition, what is the trend in their condition, what threats are present, what is the severity of these threats and what is the trend in severity of these threats?

These are fundamental questions and it is a legitimate aspirational mission for top-level managers to pursue adequate responses given they help to underpin the future strategic management of protected area systems. It is the type of organisational approach that Parks Canada has pursued by implementing its ecological integrity program and South African National Parks (SANParks) has pursued with its 'thresholds of potential concern' work pioneered in Kruger National Park.

Managing protected area systems

A well-designed national system of protected areas provides a strategic approach to the conservation of a nation's biodiversity. Ideally, such systems have been developed using systematic conservation planning techniques or have

been influenced by these techniques.

Protected area systems: Strategic targets

Global guidance for an ideal minimum area that should be reserved in national reserve systems has been established following lengthy negotiations and discussions between nations signatory to the CBD and the development of a strategic plan. In 2010 in Nagoya, Japan, the Strategic Plan for Biodiversity 2011–2020 and the Aichi Targets was adopted by parties to the CBD with the purpose of inspiring all countries and stakeholders to implement broad-based action in support of biodiversity conservation over the next decade. The strategy provides a rationale, vision, mission and targets for the conservation of biodiversity and guidance, and through these 'Aichi Targets', the establishment of enhanced protected area systems. This is an important management action for governments and protected area organisations or groups whether they are government, private, indigenous peoples' or community groups. Target 11 of the strategic plan specifically identifies spatial area targets for establishing marine and terrestrial national reserve systems.

The 2011–20 strategy establishes a planning context that identifies the importance of the Earth's biodiversity:

Biological diversity underpins ecosystem functioning and the provision of ecosystem services essential for human well-being. It provides for food security, human health, the provision of clean air and water; it contributes to local livelihoods, and economic development, and is essential for the achievement of the Millennium Development Goals, including poverty reduction. In addition it is a central component of many belief systems, world-views and identities. Yet despite its fundamental importance, biodiversity continues to be lost.

The strategy's vision clearly identifies that long-term leadership is needed and that a great deal more needs to be done to ensure the conservation of biodiversity: 'By 2050, biodiversity is valued, conserved, restored and wisely used, maintaining ecosystem services, sustaining a healthy planet and delivering benefits essential for all people'.

The strategy's mission statement identifies a compelling need and immediacy of action for achieving biodiversity conservation with words like 'urgent', 'effective action' and

'halt the loss':

Take effective and urgent action to halt the loss of biodiversity in order to ensure that by 2020 ecosystems are resilient and continue to provide essential services, thereby securing the planet's variety of life, and contributing to human well-being, and poverty eradication. To ensure this, pressures on biodiversity are reduced, ecosystems are restored, biological resources are sustainably used and benefits arising out of utilization of genetic resources are shared in a fair and equitable manner; adequate financial resources are provided, capacities are enhanced, biodiversity issues and values mainstreamed, appropriate policies are effectively implemented, and decision-making is based on sound science and the precautionary approach.



Sydney Harbour National Park, The Spit to Manly walk: natural bushland in the heart of the City of Sydney, New South Wales, Australia
 Source: Hamilton Lund, DNSW

The strategy recognises 20 targets, with many relating to protected areas. Target 11 recognises the effectiveness of protected areas in the conservation of biodiversity and the strategy identifies enhanced area targets and quality protected area attributes for protected area systems for nations:

By 2020, at least 17 per cent of terrestrial and inland water, and 10 per cent of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services, are conserved through effectively and equitably managed, ecologically representative and well-connected systems of protected areas and other effective area-based conservation measures, and integrated into the wider landscape and seascapes.

These targets relate to governments and other organisations and communities, as a nation's protected area system may comprise a mix of government, private, indigenous and community-based protected areas. The 2020 CBD strategic target to conserve biodiversity is a challenge for nations and for national systems of protected areas given that in 2014 many nations had not met the following global targets.

Governments and protected area systems

There are many critical management actions governments undertake in support of protected area systems. These include facilitating the expansion of the protected area system; facilitating biodiversity conservation at a whole-of-government level; managing for international conventions

and treaties; facilitating trans-boundary cooperation; providing national protected area data; and facilitating connectivity conservation corridors. Accountability for collecting and supplying high-quality protected area spatial data and IUCN protected area category data for a nation's protected area system rests with each national government.

New protected areas

Governments, in enhancing the protected area system, may establish protected areas in their own right; they may encourage their establishment by facilitating mechanisms for NGOs and the private sector to reserve and manage land; and they may help indigenous peoples and local communities establish protected areas, or recognise existing ICCAs as protected areas with the consent of the relevant people or community.

Biodiversity conservation and protected areas

Governments may facilitate biodiversity conservation in protected areas and beyond by:

- implementing the full provisions of the CBD strategy across all relevant sectors of government and society
- preparing a national biodiversity conservation strategy that recognises and responds to any gaps in protected areas that may exist
- preparing a national plan for large-scale and important connectivity conservation areas that interconnect

protected areas and the natural landscape

- providing incentives for the private sector and indigenous peoples and local communities to participate in the establishment of protected areas.

International considerations

International considerations that form part of an organisation's responsibility for managing a protected area system include:

- observing and responding to international conventions
- participating in cooperative trans-boundary protected area management
- observing and facilitating international migratory species agreements
- working on large-scale connectivity conservation corridors
- providing shared national protected area data for

the international UNEP-WCMC World Database on Protected Areas (WDPA)

- meeting World Heritage management standards and reporting requirements
- meeting biosphere reserve and Ramsar requirements
- having regard for international treaties and declarations such as the UN Declaration on the Rights of Indigenous Peoples.

The CBD Programme of Work on Protected Areas (PoWPA) signifies the greatest commitment by the international community to protected areas to date. It provides a framework for cooperation between governments, donors, NGOs and local communities in order to develop a participatory, ecologically representative. | [Protected area governance and management. Read the full chapter here: https://press.anu.edu.au/node/372/download](https://press.anu.edu.au/node/372/download)

Pod of humpback whales (Megaptera novaeangliae) offshore from Ben Boyd National Park, New South Wales, Australia, migrating southwards to Antarctic waters for summer. In New South Wales, National Parks and Wildlife Service staff are responsible for the safety and welfare of this protected species;

Source: Graeme L. Worboys



Announcements

PANORAMA

SOLUTIONS FOR A HEALTHY PLANET

Biodiversity Tax Incentives For South Africa's Protected Area Network

South Africa identified protected area expansion as a key tool to ensuring the persistence of its biodiversity and ecosystems essential for its people and economy. Approximately 75% of South Africa is held in private ownership. Landowners bear the responsibility of managing protected areas and face financial commitments as a result. The Fiscal Benefits Project was launched to test biodiversity tax incentives as a financial benefit for landowners declaring protected areas. This began with the introduction of a new tax incentive into legislation. The impact of the incentive was tested at pilot sites across the country, resulting in the successful inclusion of the tax break in a tax return. This has paved the way for other privately owned protected areas to receive financial recognition and ensure the continued governance and management of South Africa's protected areas, utilising building blocks of policy and grassroots engagement, niche expertise and a supportive community of practice.

Full article [here](#).

More info on Panorama, [here](#).



The future of innovative finance
© Candice Stevens

SURVEY: Life in Conservation

Do you work, study, or do research in conservation? The Interdisciplinary Centre for Conservation Science (ICCS) would like to learn about your #lifeinconservation, and the challenges and rewards you face, through this 8-minute online survey available in English, French, Spanish and Portuguese. This information will inform efforts to support the welfare of those in conservation. Follow this link: <https://livedataoxford.shinyapps.io/lifeinconservation>



At the end, you'll be able to see some of your results compared to others who have taken the survey. The ICCS would like to reach a diverse group of people working in conservation and would be grateful if you could share the survey with colleagues and friends. More details can be found by following the survey link or searching for #lifeinconservation on Twitter.

CONTACTS — PAPACO

geoffroy.mauvais@iucn.org

beatrice.chataigner@iucn.org

marion.langrand@papaco.org

youssouph.diedhiou@iucn.org

madeleine.coetzer@iucn.org

// Programme on African Protected Areas & Conservation – PAPACO

// PAPACO Programme officer – Green List

// PAPACO Programme officer – MOCs

// PAPACO Programme officer – Green List and World Heritage

// PAPACO Programme officer – Communications