



Newsletter from African protected areas



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Editorial

GEOFFROY MAUVAIS

IUCN-PAPACO COORDINATOR

LEARNING, AN ESSENTIAL NEED

We have been told that Namibia should sell 170 elephants to the highest bidder in order to be able to solve the problems that 20,000 other elephants would create by remaining on Namibian soil. We have been told that lions should be killed inside enclosures to improve the species' fate in Africa. We have been told that eating rhino horn restores sexual drive. We have been told that we could frack the Okavango without damaging it in any way (see previous NAPA). We have been told...

How can we sort the information we receive? How can we separate that which manipulates us from that which means to awaken us? How can we navigate the flowing river of nonsense that saturates our brains on a daily basis?

"Education is the most powerful weapon which you can use to change the world," said Nelson Mandela. Without education, we have no tools to filter information. This has been our motto for years. In 2021, we are doubling our efforts to make it a reality.

In mid-January, we launched a new MOOC session on the management of protected areas in Africa. Already, we have over 6,000 persons signed up on our new, fully reinvented platform www.mooc-conservation.org. In total, over 65000 students attended our classes – a solid beginning. And two new MOOCs are under preparation: one on marine protected areas, which will start in April, and one on governance, planned for the end of the year.

At the end of January, we held the second edition of our online certificate – no longer a trial, a real session: 28 students obtained their diploma, and we are now confident we know how to organize the exam, which will be regularly

repeated. A recognized certificate, and associated university credits, are a bridge towards higher education.

In mid-February, we will open a new series of courses which we dubbed "the Essentials". They build on the analysis of the standard professional profiles in protected area management (according to the world register of competencies developed by WCPA). The courses offer a learning path adapted to the needs of each profile – so that the skills acquired through the course match the needs in the job that this profile carries out. You can find a short overview of the courses on page 3.

"Tell me and I forget. Teach me and I remember. Involve me and I learn," said Benjamin Franklin. Involvement is hard to achieve when teaching online, but we won't let this stop us. In mid-May, we will launch a more "hands-on" MOOC to give students the opportunity to work - remotely - in groups to reinforce their "transversal skills", to build a common project and implement it concretely. There are still many questions on the exact form it will take...but we will manage!

Last but not least, in September we will take stock of what has been achieved, and what remains to be done, at the World Conservation Congress. To conclude, a last quote from Montaigne – who used to say: "Learning bears no other fruit than to make one feel how much is left to learn." All has been said.

Our courses

MOOC CONSERVATION

6 000 ! Despite the change in platforms and all the logistic hick-ups that come along such migration, over **6 000 registrations** were recorded as we kicked off a new MOOC year.

Date changes. We communicated that the session would finish in May, but have decided to extend it to June. You'll have until 1 June to enrol, and until 13 June to finish.

Automatic attestation of success. From now on, attestations of success will be generated automatically upon completion of a MOOC. Same conditions: **you need an average score equal to or above 75%** to be able to download your proof of success.

Create a new account. If you participated in one of our previous MOOC sessions, you'll need to **recreate an account**. Pay special attention to the name and surname indicated, as this is the information that will be displayed on the Attestation.

Session en cours : 18 janvier au 13 juin 2021

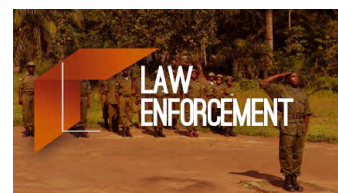
Inscriptions aux MOOC comme aux essentiels : mooc-conservation.org.

- Online certificate -

Congratulations to the successful candidates of 28 January. Twenty-nine candidates sat the two-hour exam on 28 January. Twenty-eight were successful. Congratulations to each and everyone of them, especially the top of the class:

- Carlo Sodalo (Benin)
- Olaoumi Mathias Eye (Benin)
- Erick Bahati (DRC)

University accredited certification. This certificate is not the same thing as attestations of success. This online Certificate is delivered by Senghor University, and represents 15 ECTS credits. For the moment, this certificate is only available for French-speakers.



COMING SOON: ESSENTIALS

The Essentials. In addition to the MOOCs, we are launching a series of courses adapted to specific professional profiles. Our Essentials are a short version of our Conservation MOOCs. Each Essential is made up of 50 videos that are geared to a specific profile of protected area conservation actors: Rangers, Managers (involved in Research R or in Law enforcement L) and Leaders. To get started, select the Essential that suits your needs. Estimated launch: mid-February 2021 on mooc-conservation.org



The **RANGER** Essential is for protected area (PA) professionals who apply decisions and ensure the implementation of activities inside the PA. Beyond understanding the basics of PA conservation, technical skills and precise methods are especially useful to this group.



The **Essential Manager** is for protected area professionals who need to plan, manage and assess the work carried out by field agents (see **Essential RANGER**). Thus, they need relatively technical skills depending on the matter, but also decision-making, staff management, result and impact assessment skills. This will help them readjust the PA planning accordingly.

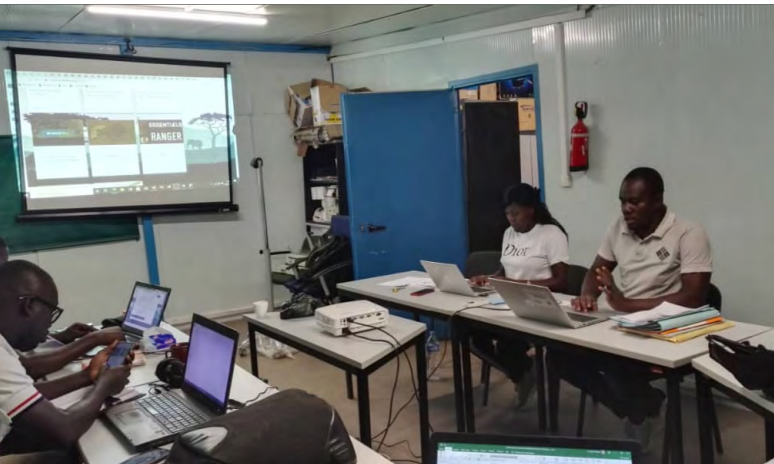


Two sub-categories are proposed depending on which side the manager's activity is leaning to: **MANAGER-R** who mainly focus on research activities, monitoring-evaluation and ecological monitoring, and **MANAGER-L** focusing mainly on law enforcement and the valorisation of the PA and its natural resources.



The **Essential LEADER** is for actors who are influencing the protected area context at a larger scale, without necessarily working directly inside a protected area: senior staff in a government agency, legislator, national environmental manager etc. This person needs an overall understanding of how protected areas work, what their characteristics are and what they need, as well as knowing the stakes protected areas are facing. He does not require specific technical skills.

Ambassadors



HEAR FROM OUR AMBASSADORS: MEETING IN BOUNA, CÔTE D'IVOIRE

“In the context of promoting the MOOCs, we organised an information and MOOC presentation session on 28 Jan 2021 in Bouna (North-East Côte d'Ivoire).

To begin with, we thanked all the participants for coming to the meeting, and then we explained the goal of MOOCs for protected area conservation. We went through the different MOOC topics as well as the new platform.

Participants were invited to enrol and encouraged to ask others in their teams to enrol as well. After this meeting, they expressed their satisfaction on the quality of the training modules which really fit their professional needs.

In order to make the courses more available to more participants, we helped participants to enrol and told them to encourage others to enrol as well”

By Koné Mamadou, mooc-conservation ambassador in Côte d'Ivoire.

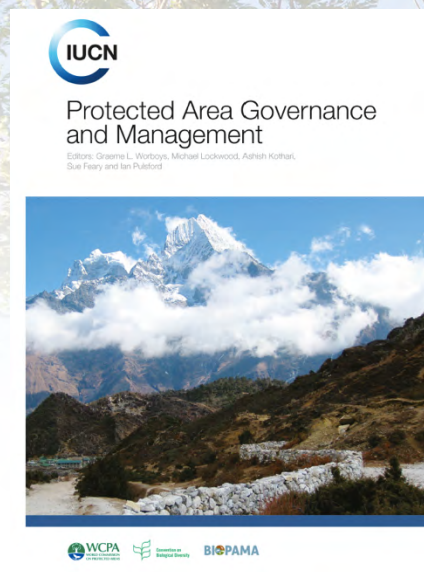
AMBASSADOR ? An ambassador is a designated Papaco MOOC student who volunteered to help students in his city or region.

Contact us to get in touch with your ambassador, or click on the relevant name in the column to your right.

List of ambassadors
(click on the name to
send them an email):

- ➔ [Benin, Kévin](#)
- ➔ [Bouaké, Bernadette](#)
- ➔ [Burkina Faso, Valéry](#)
- ➔ [Burundi, Léonidas](#)
- ➔ [Comoros, Humblot](#)
- ➔ [Côte d'Ivoire, Mamadou](#)
- ➔ [Douala \(Cameroon\), Mathias](#)
- ➔ [Gabon, Brice](#)
- ➔ [Guinea \(Conakry\), Moussa](#)
- ➔ [Haïti, Talot](#)
- ➔ [Kara \(Togo\), Jean](#)
- ➔ [Kenya, James](#)
- ➔ [Kindu \(DRC\), Ohm](#)
- ➔ [Kinshasa \(DRC\), Emmanuel](#)
- ➔ [Kisangani \(DRC\), Richard](#)
- ➔ [Mali, Seydou](#)
- ➔ [Lomé \(Togo\), Samuel](#)
- ➔ [Lubumbashi \(DRC\), Albert](#)
- ➔ [Madagascar \(Tana\), Raymond](#)
- ➔ [Morocco, Rachid](#)
- ➔ [Mauritania, Fall](#)
- ➔ [Niger, Oumarou](#)
- ➔ [Nigeria, Michael](#)
- ➔ [Pointe Noire, Charmand](#)
- ➔ [Rwanda, Leonard](#)
- ➔ [Senegal, Thiam](#)
- ➔ [Chad, Seid](#)
- ➔ [Tunisia, Moadh](#)
- ➔ [Yaoundé \(Cameroon\), Pascale](#)
- ➔ [Zambia, Chewe](#)
- ➔ [Zimbabwe/South Africa, Fanuel](#)

Guidelines



'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>.

CHAPTER 12

LEADERSHIP AND EXECUTIVE MANAGEMENT

Principal authors: Julia Miranda Londoño, Jon Jarvis, Nik Lopoukhine and Moses Wafula Mapesa

Introduction

Julia Miranda Londoño

This chapter addresses a subject that in principle might appear not to have a direct relation with protected areas because its scope normally refers to private business

administration or public affairs. Nevertheless, it is absolutely clear that now, more than ever, strong and firm leadership is essential to achieve the effective conservation of protected areas around the world. Leadership is required in order to direct the course of the institution in charge of protected area management. It is also required for planning, for providing direction, for guiding and inspiring protected area staff and for defining and promoting conservation. It is also necessary in order for people to understand why protected areas are essential for the development of countries, the wellbeing of people and the health of the planet. Leadership is also required for working with other sectors of the economy, as well as with local and national governments and the media, so that they understand the role of conservation and thus support it within their own capacities and responsibilities.

These leadership matters are discussed in this chapter. Three highly qualified chief executive officers (CEOs) of

protected area agencies from different parts of the world have contributed their thoughts and lessons learned in very personal accounts. Each CEO has played a major role in the 21st-century history of protected areas in their own country and the conservation of protected areas worldwide, so we are indeed privileged to receive the benefit of their insights here. This is a different approach to what you will find in more traditional textbooks about leadership. Here you will ‘hear through words’ the lived personal experience of each CEO as they present their section, for each has lived and worked in protected areas all of their careers and each has been happy to tell their story and pass on their lessons learned.

Leadership

Jon Jarvis, Director, US National Park Service

Concept

We who serve as leaders of the world’s protected areas are in the perpetuity business. There is much written about leadership in the private sector but far less about leadership in the public sector and even less about leadership of protected areas. Unlike private sector leaders who provide products and services to the public over a given time frame, our working assumption is that society will always need protected areas and our decisions must consider the long-term conservation and preservation of the resource and the benefits to the general public. Our stewardship is carried out on behalf of the trust placed in us by the public; therefore they deserve the very best leaders and managers. This chapter is specific to the qualities and attributes of great leaders of protected areas.

Attributes of a leader

Leadership of protected areas, first and foremost, is based on core values of conservation and preservation. Without a deep and abiding belief by the leader that conservation and preservation are essential to our survival, all decisions will be seen as shallow and motivated by external factors. The leader must also have vision that things can and will get better through their work. Optimism is essential to effectiveness, especially since we know that protected areas will rarely have the level of funding and staffing that we believe they deserve. Perseverance is also essential—pursuing each threat or opportunity with patience and a dogged determination to succeed. Unfortunately, no leader

of a protected area is armed with the complete science, past experience with the issues or a sage-like ability to see outcomes. Instead, the leader requires a certain comfort with ambiguity. A great leader is an excellent communicator of his or her ideas, vision, commitment and optimism. A great protected area leader inspires others both within and outside the organisation to take action. A great leader sees all the parts interacting and puts them into a strategic plan that results in marked improvement of the effective protection of these legacy lands. A great leader encourages innovation and creativity. He or she can navigate the treacherous waters of politics, knowing when to give in and when to push back. Lastly, protected area leadership is lonely, and while a peer network is important, one must develop the self-confidence to defend the protected areas when outnumbered and overwhelmed.

There is no greater calling than to be a great protected area leader, as they give a voice to those who cannot speak for themselves, a voice to those of the past who handed us this responsibility, a voice to the animal and plant kingdoms with whom we share the Earth and a voice to future generations, who are counting on us to leave them a world in which they will want to live.

Leadership and ethical values

Protected area conservation leadership is a public trust carried out for the benefit of all people, not just some of the people; therefore, ethical behaviour by the leader is essential to success. In addition, unlike many other jobs, the ethical value of conservation leaders continues 24 hours a day, seven days a week, and 365 days a year, on and off duty. Any leader who is working in conservation or preservation can fully expect that those who oppose his or her efforts will at some point attack the leader’s personal integrity. If they cannot destroy your policy, they will try to destroy your reputation and, by doing so, undermine your initiative and effectiveness. If they find

any departure from the highest standards, even in an off-duty status, it will be used against you. At the end of your term as a protected area leader, even if you lose some battles, you must never lose your integrity. The leader also sets the tone of ethical behaviour for all employees. If the leader displays unethical behaviour, it will be impossible to expect higher standards of subordinates.

The ability to promote enthusiasm

Author and famous US conservationist Aldo Leopold said that to have an ecological education is to walk in a 'world of wounds' (Leopold 1993:165). At a meeting of biologists and historians, discussing the impacts to natural and cultural resources from climate change, a biologist commented that at least the cultural professionals had a method to document a doomed resource and to say goodbye. There is, however, no equivalent process in the natural resource field. It is not uncommon to see depression and low morale in staff who work in the conservation field. Therefore it is essential that the leader conveys a sense of optimism and enthusiasm. This can be accomplished by the leader demonstrating honest interest in the detailed work of the employees and celebrating success, no matter how small. Spending time with each employee, regardless of their level within the organisation, can convey to them a sense of worth. It is also important for the leader to focus attention on the wins rather than the losses. One area of positive impact is in the restoration of habitat for a locally extirpated species. Such restoration of a natural resource can also restore enthusiasm and morale. There are no more enthusiastic users of the outdoors than children, whose sense of wonder is infectious and can be contagious. For the 373 383-hectare Olympic National Park in Washington State in the western United States, when staff were ready to release a population of 'fishers' to reintroduce them to this north-western forest, the NPS team allowed high school students to do the release and soaked up their excitement.

Excellence in communications

A great leader is also a great communicator. The leader does not have to know everything about an area, issue or topic, but they must be able to communicate key components to various audiences. The style, depth, delivery and tone of the leader's communication must be tailored to the different audiences. Speaking to an elected representative is very different to speaking with an indigenous leader. The key to becoming a great communicator is first to watch and emulate those who do it well and second to practise, practise and practise. Take a hint from the great comedians: they practise their routines over and over in front of live audiences until they get it right. As an NPS field manager, particularly in rural communities, I always made sure that I reached out to community leaders long before there was a

crisis that required me to do so. Early establishment of open communications will lead to much better relationships when there are issues to resolve. Crises require more frequent communications than normal.

Strategic decision-making

The ultimate role of a leader is to make the final decision. The three most important components of good decision-making are as follows.

1. Use the best available sound science and other scholarly information. Note that this is the 'best available', which implies that the science may be incomplete but it is still informative and relevant. Also note 'sound science' implies peer-reviewed, published or well-documented information.
2. Maintain accurate fidelity to the law. We operate within a body of law and policy and a great leader must understand the legal foundation of those laws, as well as the letter of the law. Deviation from fidelity to the law puts the decision and the resource at risk.
3. Act in the long-term public interest. Given we are in the 'perpetuity business' with protected areas, decisions must be based on the long-term view of what is in the best public interest and must not be made for short-term political expediency.

These principles establish the foundation for making decisions. The leader must also have a strategy for making a decision stand the many tests it will be subjected to. Remember that 'sunlight is a great disinfectant' or, in other words, the decision must withstand the scrutiny of the public and therefore must be made in the open, not behind closed doors. It also must be consistent with policy, past practice and other decisions made in similar circumstances. If there is significant deviation from these principles, the leader must be able to clearly explain the reasoning behind the discrepancy.

Dealing with change

As they say, the only constant is change. Public opinion, demographics, economics, funding, politics and the climate are all changing. The leader must be able to monitor and keep abreast of these and communicate effectively to various constituencies, especially employees and partners. Great leaders can use change to their advantage to make strategic,

positive corrections recreational parks and protected areas as components of their community protection. When these investments are geographically linked, ecosystem function can be restored and native species can thrive.

Perseverance

Nature perseveres in spite of human efforts to subjugate it. In addition, the wonderful thing about nature is that, given a chance, it can recover as well. Great leaders have the ability to persevere in spite of significant setbacks, because they are in it for the long term.

Building supportive networks

The management of protected areas through networks is an emerging field, and this concept can be applied to the land itself and to the organisation. At the landscape scale, networks of interconnected protected areas can create corridors for wildlife and build long-term resilience into the ecosystem. Like an organisational ecosystem, great leaders develop a network of support, advice and counsel over time, which they can rely on when faced with a daunting issue.

Communication and advocacy

Protected areas need advocates, and great leaders know how to nurture and communicate with key advocates and advocacy organisations. Great leaders are by their nature also advocates for the protected area, for the resources within and for their staff and partners. Advocacy is, however, a carefully honed skill. In some countries, 'advocacy' organisations have a special legal status and can be party to litigation. Great leaders learn to walk a fine line between their own advocacy and that of the outside advocate. When communicating with advocacy organisations, the leader must show both passion and restraint.

Defining an issue

An old mentor of mine always said 'how you see things depends on where you stand'. It is one of the prime responsibilities of leadership to be able to define all the pertinent elements of an issue—the science, the politics, the practicality, the history, the public opinion, the risk and the legal ramifications—and put them into context. This process is done by bringing all the experts on this issue into the same conversation and giving each one the opportunity to speak openly and honestly.

Securing support of politicians

Politics is a reality that every protected area leader must learn to live with, embrace and use effectively. Some politicians operate under the principle that 'virtue and public service are their own reward' and these are the easiest to work with because of the intrinsic value found within protected areas. That said, all politicians are driven by several factors: the desire to be re-elected by their constituents, taking credit for accomplishments and positive media attention. Protected areas can effectively deliver all three. The first step is to build a working relationship with a politician so that you may contact them directly when there is an opportunity for them to be seen by their constituents doing something positive, when there is an announcement they can take credit for or when there is positive media attention from an event or action at the protected area in which they can participate. Offering this kind of opportunity will build the support needed when there are tough political issues and when you need them to stand up for protected areas. There is no room for corruption, back-room deals or special considerations for politicians, their friends or colleagues. Compromise of the integrity of the leader or the protected area for the benefit of a politician, no matter how powerful, should never be considered.

Anticipating and planning media interest

Like politics, the media is a part of our lives. Every protected area should have at least one person who is trained to work with the media, write press releases and be on the scene with reporters and their cameras. The media is interested in good and bad stories, interesting sidelines, scary stuff and human interest, especially interesting characters. Protected areas have all of these stories.

Executive management

Nikita Lopoukhine

Concept

Executive managers must be equipped to deal with issues as they emerge locally while also being cognisant of global, national and regional-level interests. This is the common reality of each executive manager of a protected area agency, which includes the CEO through to the superintendent of a protected area. To be successful, protected area executive managers must have interpersonal and personal skills that

include clear communication. Armed with such skills, a manager is well served in the planning and the realisation of both short-term and long-term strategies.

Attributes of an executive manager

Inspirational leadership

It is a quality that every successful executive manager has and, while easy to dissect, it is not so much taught as being an acquired skill. Demonstrated leadership is inspirational to staff. Characteristics of decisiveness, fairness and strategic leadership instil confidence in those who work with and report to executive managers.

Communicating with people

While a principal objective of a protected area is to conserve biodiversity, success is dependent on the ability to manage people. Management of people is undertaken through the communication of ideas, plans and the regulatory regime. Internal protected area agency communication is as critical as external communication. A successful executive manager devotes time and effort to communicating with employees.

Listening

Communication is a two-way skill. Listening encompasses opportunity for feedback and responding to the feedback. Indeed, responding signals that one has been heard.

Negotiation skills

Along the way to making decisions, executive managers negotiate through alternative and in some cases conflicting views. The decision needs to account for the source of the views while keeping track of the overall strategic direction and overall plans.

Conflict resolution

Negotiations lead to solutions but along the way conflict can occur. This can happen when differences perceived by one or both parties are viewed as threatening to their interests. Much has been written on how to resolve conflict and there are two fundamental approaches identified: working on understanding the differing viewpoints of protagonists and developing trust. For an executive manager with responsibility for dealing with conflict, it is critical that he or she understands the basis for the differences and has the trust of both parties.

Delegation

Delegation involves empowering a subordinate to take decisions for which the executive manager remains accountable. Through delegation (which is the opposite of micro-management), the executive manager shares responsibilities, but more importantly, builds capacity, trust and efficiency in staff members of the organisation. Good delegation requires clear instructions that set out expectations as well as providing feedback on results.

Strategic decision-making

Dealing with species conservation decisions

The International Union for Conservation of Nature (IUCN) identifies the primary purpose of a protected area as the conservation of nature. In effect, nature trumps other values, of which there are many. As valuable as other values are, such as tourism or other socioeconomic benefits, they cannot compromise nature. Hence, when decisions may affect a native species or the function of an ecosystem, an executive manager must be cognisant of this fundamental purpose of a protected area.

Beyond experience-based decision-making

While the benefit of experience is invaluable, an executive manager cannot always delay a decision until information gained from operational experience is available. Indeed, executive managers are faced with myriad decisions that have human, fiscal and of course ecological implications. Management must decide. Not taking a decision has repercussions that are equal to taking action.

Facilitating the optimum analysis of data Quality data are an executive manager's best friend. Good decisions are expedited based on information developed from good evidenced-based data. Quality data, however, require advanced planning as well as a commitment to long-term data gathering. Specific problems require specific data.

Assessing risk

Risk assessment calls on an executive manager's judgment about a perceived hazard, its imminent threat status and the extent of the threat. Responses to the threat are based on an assessment of the risk and vulnerabilities. Assessing risk is an element in all decisions affecting a protected area. A large infrastructure project has risks of cost overruns with implications for the park's budget. Furthermore, the

implications for not proceeding with the project also require a risk assessment. Negative implications are at the time inevitable and should not be cause for inaction. Good or bad decisions are evaluated as such only after they are made.

Judgment in decision-making

Judgment is perhaps the most difficult management attribute to quantify. Yet, judgment—the ability to discern and apply wisdom in decisions—often defines a good executive manager.

Managing budgets

Budgets should reflect strategic decisions for a protected area agency—not the other way around. To achieve an organisation's goals and objectives, an executive manager needs to have an adequate budget and human resource capacity.

Measuring accomplishments and success of plans

Organisational plans set out ideas of what should happen for a protected area organisation and identify the goals and the means by which they are to be accomplished. Changes are to be expected as circumstances change for an organisation and unforeseen factors come into play. The reality of change should not deter one from putting considerable effort into consultation with the community and the review and updating of these plans. Also, avoiding input from stakeholders and the community can lead to confrontation.

Organisational strategic plans must be reviewed periodically with a commitment to report on these findings. This is particularly true where protected areas are public lands.

Executive management: Working with people

Moses Wafula Mapesa

Working with people within the protected area agency

A protected area agency comprises protected areas and whatever infrastructure and equipment there may be in place as well as staff and their family and dependents. There may also be other people living legally within or regularly coming into protected areas to provide support services to staff and tourists.

Protected area executive managers must therefore, of necessity, establish a working relationship with these people supported by guidelines and guiding principles.

Working with people in the neighbouring community

Neighbouring communities are an important category of people with whom to work and interact in managing protected areas. They are neighbours in the first place and in some cases they actually own the land where the protected area is located or they owned it in the past and still lay claim to it. They have a wealth of knowledge about ecology and social interactions over time. In many cases, they and their ancestors lived within the protected area ecosystems for hundreds of years before they were reserved.

Working with traditional leaders

Many communities still have traditional leadership systems that are entrenched within their societies. In such societies traditional leaders wield strong authority and influence over the community. Even where traditional values have been greatly eroded by contemporary systems, there remains vestigial cultural authority held by traditional leaders that is beneficial to conservation and protected area management. This is in addition to the wealth of knowledge in terms of traditional norms that can be reignited such as societies or clans which identify with certain animals, plants or localities that they hold sacred and therefore protect.

Working with political leaders

Political leaders today assume the role of champions of the people. In many cases, they present themselves not only as representatives of the people but also as the person with solutions to all people's problems. To win an election they will even promise to change laws governing protected areas or to degazette the whole or portions of protected areas to benefit the people. Indeed, many boundary changes have occurred to protected areas and in some cases a protected area's status has changed at the behest of politicians.

Working with the tourism industry

When it comes to justifying the existence of protected areas in economic terms, protected area managers often resort to tourism. For many countries, protected areas possess many tourist attractions including unique and spectacular

landforms, rare plants and plant communities and a diversity of wildlife. Most protected areas are promoted as tourist attractions. Inevitably, tourist infrastructure is developed in and around protected areas. A key aspect of this is striking the optimal balance between the level of tourism development and conservation objectives. Whereas foreign income is good for national economies and tourism spurs development, it does have an ugly side for both conservation and social norms, which protected area managers should take seriously.

Working with other government agencies

Protected areas are found in varied landscapes where other management activities are continuing, and in practice there are linkages with other departments and agencies at both local and national levels. Protected areas occupy land that can often be put to alternative use such as for agriculture, livestock grazing, forestry or for the extraction of resources such as minerals or water. In many instances, the protected area policy and legislative framework exclude any other activity or access to any resources. In other cases, they are inclusive but require collaboration. In reality, there is always debate and a desire to consider alternative land uses, or there are overlaps of mandates depending on the above and below-ground resources in a given area.

There is a tendency for protected area managers to be 'protective' of their areas of jurisdiction, citing policies and laws. Generally, the remote locations of protected areas also limit the regular interaction of managers with other agency colleagues, save for crisis situations. Experience has shown that the protective tendency only elicits resentment and conflict from other agencies. In addition, policies and laws are subject to change and indeed changes have occurred to allow for resource access and collaboration depending on the protected area category.

Staff management

What, then, do we mean by 'staff management'? It is all about leading staff, providing effective leadership to staff so they can be productive in their respective jobs. There is of course some level of control in the form of guidelines, and resource allocation, to facilitate staff to do their work. So what is entailed in leading staff and what is leadership? Scanning through the literature, there are several definitions of leadership, including the following: 'The ability to achieve

priority results through people; the ability to move yourself and others towards who you want to be; asking the right questions and inspiring others to work through individual and collective action as opposed to instructing them on what to do' (D'Souza 1994).

The heading for this section could have been 'leading staff', but for the sake of conventional wisdom, the terminology 'staff management' is used. Jon Jarvis has described leadership in some inspiring detail. Here I wish to focus on staff leadership. Staff leadership (or management) is about team building, staff welfare and relations, capacity building, professional development, mentoring, understanding different types of people and cultures and industrial relations.

Teamwork

Ordinarily, teamwork is about a group of people who agree on what they would like to achieve, they have or subscribe to a vision and a mission and they go ahead to set goals and define the desired results. They then decide how they want to attain the desired results. Every team must have a leader and every team must have guidelines. Resources must be available, roles clearly spelt out and accountability forthcoming. At the end of every effort, there will be consequences both positive and negative, depending on the level of attainment of the desired results. The leader must be quick to recognise weaknesses in the team and either help the weak members improve or replace them.

Staff relations and wellbeing

A creative and free work environment is the best thing for any staff member. It stimulates creativity and initiative. Often protected area staff face very difficult choices at the field level and they need to act fast. Communication may be difficult, re-enforcement may not be practical and there could be lives to save. Staff need to feel safe to make some quick decisions, take action and report back to superiors later. Success should be recognised and rewarded, while failure should be celebrated as a learning opportunity.

Understanding culture and different types of people

Cultural practice forms an identity for different types of people. One can read about different cultures and different people and gain very useful insights. A key aspect of understanding different cultures and different people is to realise and accept that differences exist. A positive attitude

and a desire to understand rather than influence, impose or abuse the different cultures and peoples are required. The simple rule is that 'no culture is superior and no culture is better—period'. Culture and people are in a continuum of change and it is best to appreciate the spontaneity of change even when influence has to be exerted.

A simple, practical and powerful way to understand different cultures and different people is to engage in conversation and interact with them informally. Attending informal (and formal) functions in a given locality and especially honouring personal invitations, even for lunch, tea or an evening drink, afford a very good opportunity to understand culture and people.

Industrial relations

What is important under industrial relations is recognition that third-party arrangements give a voice to employees and serve as a practical and useful tool for checks and balances

that ensure statutory provisions are being followed. They also allow for creativity for enhancing productivity and staff wellbeing. Such staff support schemes may include access to personal loans for individual staff development, healthy living counselling (HIV, alcohol, drug abuse), career guidance, retirement and social responsibility clubs. Interestingly, there are many examples of senior officers in agencies who shun industrial relations arrangements or even stifle their existence or operations only to fall back on these staff support systems in times of personal trouble. •

[Click here to read the full document.](#)



Announcements

PANORAMA

SOLUTIONS FOR A HEALTHY PLANET

Using a participatory and experiential learning approach to incentivize and increase the adoption of Ecosystem-based Adaptation (EbA) measures in Eastern Uganda

Sanzara parish is located in the lower region of Kapchorwa district, bordering the dry Karamoja region. The parish lies in the rain shadow of Mt. Elgon, exposing it to both prolonged drought and increased flooding due to changing precipitation patterns. These conditions, coupled with a growing population, have affected the agricultural potential of the area, causing chronic food insecurity and abject poverty. In many cases, communities struggle for basic survival, as demonstrated by the high rate of ecosystem degradation and the slow uptake of ecosystem restoration interventions. This solution is about incentivizing adoption of EbA measures in Sanzara Parish. It is based on a case study from the Flagship Mountain EbA project, which was implemented on Mt. Elgon from 2011 to 2015. Lessons from this project are the basis for work done under the follow-on project, “Scaling up Mountain EbA project; building evidence, replication of success and informing policy” within the same landscape.



Mango trees, products of the Agroforestry EbA measure in Sanzara Parish
© Jaymee Silva

Full article: [here](#).
More info on Panorama: [here](#).

Community Conservation and Livelihoods Coordinator @ WCS

Where? Bamingui-Bangoran National Park, CAR

Application deadline:
14 February 2021

>> [Click here to view the offer](#) <<

Land-use Planning Coordinator @ WCS

Where? Bamingui-Bangoran National Park, CAR

Application deadline:
14 February 2021

>> [Click here to view the offer](#) <<

COMBO Project Director @ WCS

Where? Kigali, Rwanda

Application deadline:
28 February 2021

>> [Click here to view the offer](#) <<

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