

A resource guide to support partnerships that conserve **protected areas** and promote sustainable and inclusive development

Collaborative Management Partnership

Case Studies



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Akagera NP Case Study



Why CMP?

Akagera National Park, the only savannah ecosystem in Rwanda, was challenged by poaching and encroachment. The park was a net loss for the government of Rwanda and had limited expertise to fulfill its tourism potential.



Goals of the Partnership:

To restore ANP and wildlife; diversify Rwanda's tourism product and keep people in the country longer; and attract private sector investors.

Akagera National Park

Rwanda



Key details

Type of CMP

Delegated

Size of the park

1,122 km²

CMP timeframe

2010 to 2030

Years to establish a CMP

3 years

Public partner: Rwanda Development Board

Private/NGO partner: African Parks

Legal structure: Company, Akagera Management Company Ltd.

Governance: Board of Trustees (7 Trustees: 3 appointed by the government and 4 appointed by African Parks)

Revenues:
Revenue Retention: All revenue retained at park

Revenue Growth: \$203,000 (2010) to \$2.6 million (2019) (COVID-19 impacted 2020 tourism revenue)

Lessons learned

It takes time to develop a CMP. Having examples from other parks and high-profile advocates is important.

Prioritizing time for community and stakeholder consultations is key.

Conduct proper due diligence to understand park challenges and properly budget.

Management

- Ranger team increased: 42 (2012) to 82 (2019).
- Ranger field days increased from 9,719 (2012) to 19,177 (2019).
- Built 120-kilometer solar-powered predator-proof fence to reduce human-wildlife conflict.

Tourism

- New private sector partnerships with Mantis Group (60 rooms) and Wilderness Safaris (6 rooms).

Tourism growth

- 15,000 tourists (2010) to 50,000 (2019).

Community impact

- 2,000 school children visit ANP annually.
- \$604,000 in community benefits in 2020.
- Community guides 2014: \$22,500; 2019: \$160,000.
- 22 teachers trained and mentors from 11 different schools in 2020.
- Community benefits increased from \$0 (2009) to \$604,000 (2019).

Operational budget

- < \$400,000 (2009 budget), \$2.84 million (2020 budget).

Employment trends

- 18 people (2010) to 273 (2020) (99 percent Rwandan).

Wildlife growth

- Reintroduced eastern black rhinos: Zero (2010), 25 (2020).
- Reintroduced lions: Zero (2010), 35 (2020).



Dzanga-Sangha PA

Central African Republic

Dzanga-Sangha PA Case Study



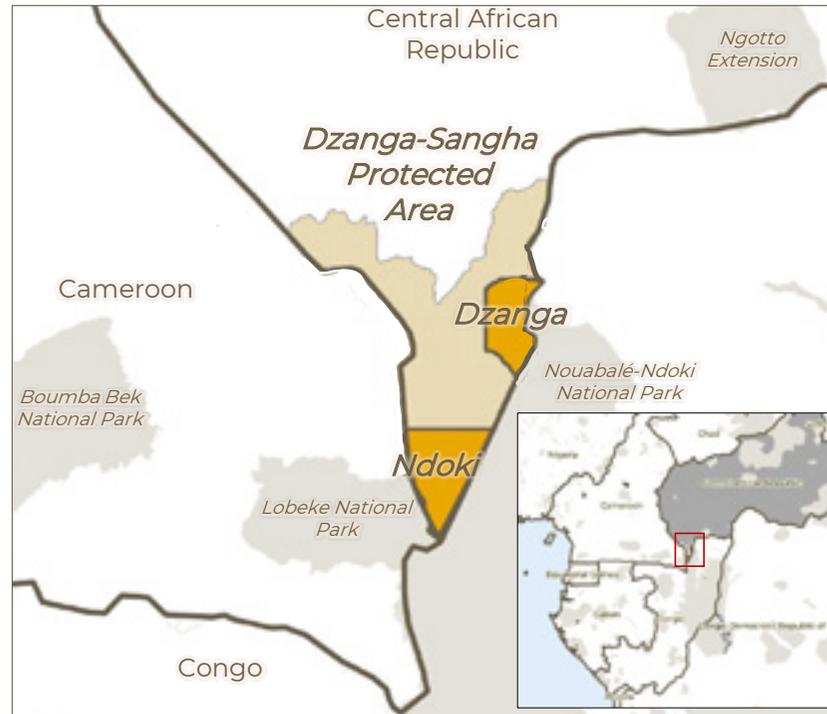
Why CMP?

To address threats to the DSPA from illegal poaching, habitat destruction, and exploitation of natural resources.



Goals of the Partnership:

To protect the natural ecosystems of DSPA while promoting sustainable development and improving the livelihoods of local communities.



Key details

Type of CMP

Integrated

Size of the park

3,859 km² – 1,220 km²

Dzanga-Sangha
Dense Forest Special Reserve

Dzanga-Ndoki NP

CMP timeframe

2019 to 2024

prior agreements were in place

Years to establish a CMP

1 year

Public partner: Ministry of Water and Forest, Hunting, and Fishing (MEFCP)

Private/NGO partner: World Wildlife Fund

Legal structure: CMP

Governance: Monitoring Committee composed of WWF and MEFCP, chair position held by the government

Revenues:

Revenue Retention: 40 percent of the park entrance fee goes to community

Revenue Growth: Approximately \$6,900 was generated in 2019 from park entrance fees

Lessons learned

Inclusivity and long-term partnerships, with a commitment in terms of finance and presence, is essential to a successful outcome.

Multiple use zones in PAs provide unique opportunities, but can also create challenges for protection and management.

Management

- Established technical and financial resources necessary to support fragile ecosystems.
- Elephant and great ape populations are stable, including 3 habituated gorilla groups.

Tourism growth

- 12,000 tourists since 1992. 9,350 from 2000-2020 and 3,000 from 2010 to 2020.

Community impact

- Healthcare has been provided to local communities (especially BaAka) with 30,000 patients seen between 2018-2019. Early warning systems were implemented to mitigate zoonotic diseases.
- Park tourism has contributed to infrastructure improvements that benefit local communities such as schools. Community tourism generates \$55,000 annually to directly improve the livelihoods of the BaAka and Bilo people.
- Health care, communication, education, human rights center, livelihood programs, and transportation have been provided.

Operational budget

- \$5,563,688 funded annually from donors.

Employment trends

- DSPA employs 250 staff, most from local communities.

Wildlife growth

- Elephants stable (averaged 2016-2020): 776 to 830. Great apes stable (averaged 2016-2020): 2,412 to 2,702.



Gonarezhou NP Case Study



Why CMP?

ZPWMA lacked the resources to effectively manage Gonarezhou National Park (GNP), part of the Greater Limpopo Transfrontier Conservation Area.



Goals of the Partnership:

Protect GNP's wilderness, biodiversity, ecological processes, and scenic landscapes while supporting its role in the GLTFCA, regional economic development, and the culture and history of the Shangaan people.

Gonarezhou National Park

Zimbabwe



Key details

Type of CMP

Integrated

Size of the park

5,000 km²

CMP timeframe

2016 to 2036

Years to establish a CMP

3 years

Public partner: Zimbabwe Parks and Wildlife Management Authority

Private/NGO partner: Frankfurt Zoological Society

Legal structure: Gonarezhou Conservation Trust (GCT)

Governance: Board of Trustees (6 trustees: 3 appointed by the government and 3 by FZS)

Revenues:

Revenue Retention: All revenue retained at park

Revenue Growth: 50 percent increase in investment in year 1 (2017: \$2.8 million)

Lessons learned

A communication strategy that keeps stakeholders and communities updated is important for support and to avoid any misperceptions.

Development of CMPs takes time and effort; plan appropriately.

Requires a competent team to deal with the challenges of growth within an organization; capacity development and ability to be agile are critically important.

Management

- Assumed management of Malipati Safari Area, a key connectivity zone in the GLTFCA.
- 82 percent increase in ranger patrol days between 2017 (6,547) and 2019 (11,929).

Tourism

- Renovations of existing lodges, construction of new camps, and tourism marketing of GNP, leading to increased tourism revenues and employment.

Tourism growth

- Tourism revenue increased from \$329,634 (2016) to \$513,006 (2019).

Community impact

- Establishment of Makonde Training Facility – training chefs and guides.
- Five groups supporting local enterprises through group loans and savings schemes.
- 83 percent of staff from within 15 kilometers of the park boundary.
- Provided resources to schools: carnivore posters and fact books; wild dog board games; and books.
- 42 school libraries surrounding the park stocked with books and solar reading lamps.
- Education program targets children in 44 primary and 17 secondary schools.

Operational budget

- \$5 million.

Employment trends

- 218 staff (83 percent from local community).
- Trained and employed 129 new rangers, increase from 40 in March 2017.

Wildlife growth

- Lions increased from 54 (2016) to 112 (2019).
- Reduction in elephant poaching from 39 (2016) to 2 (2019).



Gorongosa NP Case Study



Why CMP?

Gorongosa NP was decimated during Mozambique's war and the Government lacked the resources to restore and rehabilitate the park.



Goals of the Partnership:

To protect GNP's biodiversity and ecosystem services and unlock its social and economic potential for the community inhabitants of the Gorongosa Sustainable Development Zone (SDZ).

Gorongosa National Park

Mozambique



Key details

Type of CMP

Integrated

Size of the park

3,670 km² – 370 km² – 122,730 km²
GNP Gorongosa Mountain Coutada

CMP timeframe

Renewed in 2018 to 2043

Years to establish a CMP

4 years

Public partner:

Government of Mozambique

Private/NGO partner:

Greg Carr Foundation

Legal structure: Gorongosa Project

Governance: Oversight committee (1 rep from government, 1 rep from Greg Carr Foundation). Management delegated to GP

Revenues:

Revenue Retention: All revenues retained at GNP (20 percent to communities, 80 percent reinvested in the park)

Revenue Growth: Tourism: \$737,132 January to September 2019 (baseline \$0)

Lessons learned

Having an integrated conservation and human development approach is critical.

Local capacity building is necessary for long-term sustainability.

A long-term agreement is needed to achieve social, conservation, and economic impact.

Storytelling, media, and communication galvanize attention, interest, and support of decision makers and help shape public opinion.

Management

- 1 million hectares under biodiversity protection.
- Strengthened capacity and enforcement. Increased ranger presence by 72 percent (2018).
- Established CBNRM committees in all 16 communities in GNP's SDZ.

Tourism growth

- International and national growth, challenged with cyclone and conflict in the country. >1,000 in 2006, up to 7,000 in 2011.

Community impact

- Improved food security by engaging 10,000 families in improved agroforestry

- activities (coffee, cashew, honey, etc.), generating 300 additional jobs.
- Deployed health interventions through clinics and community-trained programs. Eighty-eight community health workers, 129 traditional birth attendants, and 159 model moms.
- Invested > \$1.78 million in human development for 200,000 people.

Education

- Established science research and education/capacity building programs including masters in conservation biology, the only Masters to be conducted completely in an NP.
- Supports 50 primary schools (45 percent of the primary schools in the SDZ) and six (100 percent of existing)

secondary schools. 2019, 64 scholarships to girls for high school.

Operational budget

- < \$100,000 in 2004, \$13.7 million in 2020, \$85 million since 2004.

Employment trends

- 700 permanent / 400 seasonal staff including 300+ rangers (98 percent Mozambican and 85 percent local).

Wildlife growth

- Wildlife population grew from 15,000 (2008) to 90,000 animals (2020).
- 781 elephants (2020) up from >200 elephants in 2000.



Liuwa Plan NP Case Study

Why CMP?

- The Barotse Royal Establishment, representing the community, requested the support of African Parks to manage the park, which was non-operational, afflicted by poaching, and providing few benefits to community.

Goals of the Partnership:

- To restore the biodiversity of LPNP as part of the greater ecosystem and to build a constituency for conservation with the local community and government.

Liuwa Plain National Park

Zambia



Key details

Type of CMP

Delegated

Size of the park

3,369 km²

CMP timeframe

2004 to 2024

Years to establish a CMP

1 year

Public partner: Department of National Parks and Wildlife

Private/NGO partner: African Parks

Community partner: Barotse Royal Establishment

Legal structure: Company with representation from government and African Parks

Governance: Zambia Company with representation from African Parks and DNPW. Two members of BRE on African Parks Zambia board

Revenues:

Revenue Retention: All revenue retained at park

Revenue Growth: \$4,518 (2003), \$261,743 (2019), \$163,536 (2020 impacted by COVID-19)

Lessons learned

Having established community institutions in place helps facilitate community initiatives and ensures equitable and transparent engagement.

It is important to have clear communication between park level management and higher level (ministry) government to share successes and failures.

Trust between partners is key and can be enhanced through good communication.

Management

- Reintroduced lions and buffaloes. LPNP has the second largest wildebeest migration in the world.
- Rangers conducted 12,243 patrol days (2020) and African Parks developed a community scout program, creating local employment and community support.

Tourism

- Luxury lodge from Time+Tide (6 villas), 2018 Travel & Leisure's "Its List."
- Five community managed campsites.

Tourism growth

- 291 tourists (2003) to 1,116 (2019).

Community impact

- African Parks makes payments to community development fund linked to poaching.
- 114 school scholarships/year. 1,890 students visited LPNP in 2019.
- 28 schools supported, 11,000 students, 71 new scholarships in 2020.
- 600 families supported with maize due to drought in 2020.

Operational Budget

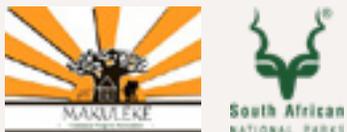
- \$20 million invested by African Parks since 2004.

Employment trends

- Largest employer in the region, 127 full-time employees and 67 rangers (95 percent local), 100 seasonal workers.

Wildlife growth

- Wildebeest: 15,000 (2004) to 31,956 (2020).
- Zebra: 2,000 (2004) to 4,160 (2020).



Makulele Contractual Park Case Study

Why CMP?

In 1998, the Makulele community, who were removed from their land in 1969 to expand Kruger National Park, regained title to 24,000 hectares and delegated management to SANParks, creating a contractual park.

Goals of the Partnership:

To optimize socio-economic benefits for the Makulele community and to protect the ecological character of KNP.

Makulele Contractual Park

South Africa



Key details

Type of CMP

Delegated

Size of the park

240 km² – 19,485 km²

Makulele

KNP

CMP timeframe

1999 to 2049

Years to establish a CMP

4 years

Public partner: South African National Parks (SANParks)

Community partner: Makulele Community

Legal structure: Title held by Makulele Communal Property Association

Governance: Joint Management Board, (3 from Makulele, 3 from SANParks)

Revenues:
Revenue Retention: Tourism revenue goes to the Makulele, gate fees to SANParks

Revenue Growth: Zero revenue in 1999, ~\$867,000 generated from ReturnAfrica and the Outpost tourism facilities in the 2020 fiscal year (pre-COVID-19).

Lessons learned

The interplay of tourism and conservation management is complex. Makulele have tourism rights and SANParks manages the land, which are interlinked and causes confusion on management costs.

Capacity development of the community partner is crucial so that they can be equal decision makers and monitor the performance of the other party.

A master development and conservation plan adopted by both parties is needed to ensure clarity of and agreement on goals and objectives.

Management

- SANParks oversees management. Overall increase in wildlife numbers and decrease in snares and poaching.
- Reintroduction of giraffe, zebra, and impala.

Community impact

- From 2018-2021 through ReturnAfrica and the Outpost, the community earned ~\$2.8 million in donations, employment, local supply contracts, and concession fees.
- Community benefits declined by up to 41 percent due to the impact of COVID-19.

Tourism

- Makulele have the right to commercialize their land by entering into tourism partnerships. They have agreements with 4 private operators, who employ local people and who return 8 percent of profits to the CPA.
- Community, through Ford Foundation and the African Safari Foundation, acquired equity in the tourism facilities.
- 95 percent employment from Makulele.

Tourism growth

- 3 tourism facilities (high-end) and 1 guiding facility.

Operational budget

- Part of SANParks overall KNP budget.

Employment trends

- ReturnAfrica tourism facilities supports 67 full-time direct local jobs and the Outpost lodge employs 37 staff.

Wildlife growth

- 6 white rhinos introduced in 2006 – first in the area in 120 years.



Nouabalé-Ndoki National Park

Republic of Congo

Nouabalé-Ndoki NP Case Study



Why CMP?

To strengthen the capacity and technical and financial resources of the NNNP to address escalating threats to the Park's biodiversity.



Goals of the Partnership:

To ensure the management and financing of the NNNP; protect its unique biological values; promote ecotourism and other sources of sustainable revenue; and contribute to the sustainable development of the local communities in the NNNP's buffer zone.



Key details

Type of CMP

Delegated

Size of the park

4,200 km²

CMP timeframe

2014 to 2039

Years to establish a CMP

1 year

Public partner:

Ministry of Forest Economy

Private/NGO partner:

Wildlife Conservation Society

Legal structure: Nouabalé-Ndoki Foundation (SPV)

Governance: Board of Trustees (2 from government; 3 from WCS; 2 from local NGO; 1 from Central Africa Protected Area Network; and 1 from Leadership Conservation Africa)

Revenues:

Revenue Retention: All revenue retained at park

Revenue Growth: \$2.9 million in 2014 to \$5.3 million in 2019

Lessons learned

Strong integration of CMP into national legal framework is key.

Equitable community representation on the Board is important.

Buffer zone should be included in the scope and extent of the CMP agreement.

Management

- Reduction in elephant poaching by 69 percent since 2017.
- 62 convictions of elephant poachers/traffickers (average 71 percent conviction rate), including landmark 30-year conviction in the criminal courts.
- Five-fold increase in revenue for the park with 20 percent from sustainable financing.

Community impact

- Village Development Fund established: health clinic, primary school, boreholes, and maternal center constructed

- Business training and enterprise development (i.e., community tourism).
- \$1,430,582 invested since 2016.

Tourism growth

- Agreement with Congo Conservation Company and the Ministry of Tourism signed in 2020 for ecotourism development. Concession agreement with the NNNP in preparation.

Operational budget

- \$2.7 million in 2014 to \$5.3 million in 2019.

Employment trends

- 76 permanent employees in 2014 to 196 in 2019 (95 percent local).
- 80 percent of local households employed by the park.

Wildlife growth

- Stable elephant population in the park since 2014 and stable great ape populations.



Simien Mountains National Park

Ethiopia

Simien Mountains NP Case Study



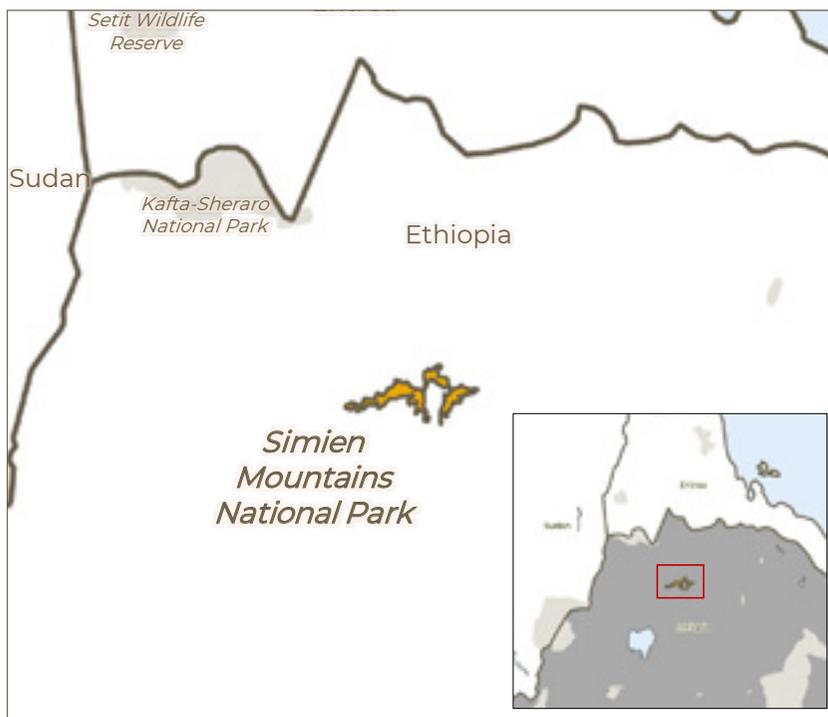
Why CMP?

SMNP was struggling with over-grazing by cattle keepers, fires, farming, and encroachment in the park; and EWCA lacked the budget to properly manage the park and sought support through partners.



Goals of the Partnership:

Establish SMNP as an effectively managed, self-sustaining park supported by local communities.



Key details

Type of CMP

Bilateral

Size of the park

412 km²

CMP timeframe

2018 to 2033

Years to establish a CMP

5 years

Public partner: Ethiopian Wildlife Conservation Authority

Private/NGO partner: African Wildlife Foundation

Legal structure: Each party retains own structure

Governance: Project Management Committee and National Steering Committee

Revenues:

Revenue Retention: No, all revenue goes to federal government

Revenue Growth: 2000: 11,290, 2019: 985, 890

Lessons learned

Government commitment at all levels and support is vital in all activities.

Local instability affects successful past and potential achievements.

Unplanned and external factors have a big impact on all programs.

Disaster and risk management is key for CMP projects.

Grassroots engagement in the development of park plans is key.

Management

- Removed from the World Heritage Site in Danger List.
- 73 percent of the habitat in the park free from grazing 2021, up from 30 percent in 2013.

Community impact

- 2018 partnership with KFW attracting \$13 million to SMNP.
- 100 percent of people employed in the park are Ethiopian; 99 percent from local community; all except one staff member for AWF are Ethiopian.
- Number of direct beneficiaries: 2000: 724, 2020: 18,867.

Tourism

- Limalimo lodge, 14 room high-end lodge, financed in part by AWF, with first conservation bed night fee in Ethiopia, funding the park and community.
- Village Ways, community-based trekking tourism product, financed in part by AWF, 55 percent revenue to local communities.

Tourism growth

- 5,000 visitors: 2005, >20,000 visitors: 2019.

Operational budget

- 100,000: 2017 to \$1 million: 2018 (per annum).

Employment trends

- Increase in rangers and employment in hospitality.
- Majority local employment.

Wildlife growth

- Ethiopian wolf increase: 55 in 2013 to 75 by 2021.
- Walia ibex increase: 585 in 2018 to 695 in 2021.



Yankari Game Reserve

Nigeria

Yankari NP Case Study



Why CMP?

The government of Nigeria lacked adequate funding to protect and properly manage Yankari Game Reserve (YGR). Challenged with ivory and bushmeat poaching, and lack of community support, the government sought assistance through a partnership.



Goals of the Partnership:

To improve management, facilitate the protection of critically endangered wildlife, while contributing to the sustainable development of surrounding communities.



Key details

Type of CMP

Bilateral

Size of the park

2,244 km²

CMP timeframe

2014 to 2028

Years to establish a CMP

Less than 1 year

Public partner:

Bauchi State Ministry of Culture and Tourism (MCT)

Private/NGO partner:

Wildlife Conservation Society

Legal structure: Each party retains own structure

Governance: MCT is responsible for governance; WCS manages rangers

Revenues:

Revenue Retention: All tourism revenue is retained by MCT

Revenue Growth: WCS support: \$300,000 in 2016 to \$400,000 in 2021

Lessons learned

Community engagement is necessary for successful wildlife conservation.

Developing trust and relationships with government partners is key to ensuring effective management and successful conservation outcomes.

A zero-tolerance approach is required in cases of corruption.

Management

- Increased support for ranger patrols.
- Improved security and reduced corruption among rangers reducing illegal grazing and poaching.
- Increased anti-poaching patrol days.

Community impact

- A stabilization of the elephant population and an increased opportunity for growth of endangered lion populations can expand ecotourism opportunities.
- Multiple school outreach programs, including visits to the

park, are connecting communities with Yankari's importance in conservation.

- Establishment of Elephant Guardian program helps to prevent crop damage.
- Sustainable cook stoves provided to 692 women in 37 communities.

Tourism growth

- Road openings and bridge restorations have facilitated domestic tourism, which is still relatively low.

Operational budget

- Approximately \$3,000,000 has been invested since 2014.

Employment trends

- 100 staff, a majority from local communities.

Wildlife growth

- Stable elephant population; increased populations of buffalo, roan antelope, and hartebeest, 10-20 West African lions.



Collaborative management partnerships are increasingly being used to improve the management of protected areas and contribute to sustainable development.

For more information, visit the Global Wildlife Program at www.worldbank.org/en/programs/global-wildlife-program or contact gwp-info@worldbank.org.

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