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

Collaborative Management Partnership

Case Studies
## Case Studies

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Akagera National Park
Rwanda

**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.

**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).

Community impact
- 2,000 school children visit ANP annually.
- $604,000 in community benefits in 2020.
- 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

Wildlife growth

**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

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**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
Dzanga-Sangha PA
Central African Republic

**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

**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**
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

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

Lessons learned

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.

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.

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).

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.

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)

Community impact

Lessons learned

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).

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).
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).
Liwa Plain National Park

Zambia

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.

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.

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.

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 DNWP. Two members of BRE on African Parks Zambia board


Revenue: Revenue Retention: All revenue retained at park

Operational budget

Tourism growth

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.

Wildlife growth

Employment trends
• Largest employer in the region, 127 full-time employees and 67 rangers (95 percent local), 100 seasonal workers.
Lessons learned
The interplay of tourism and conservation management is complex. Makuleke 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
- Makuleke 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 Makuleke.

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.

Why CMP?
In 1998, the Makuleke 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 Makuleke community and to protect the ecological character of KNP.
Nouabalé-Ndoki National Park
Republic of Congo

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.

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

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.

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
Simien Mountains National Park

Ethiopia

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

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.

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.

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.

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.

Type of CMP
Bilateral

Size of the park
412 km²

CMP timeframe
2018 to 2033

Years to establish a CMP
5 years
Lessons learned

Communities played a key role in ensuring protection and monitored wildlife.

Management

- Improved security and reduced corruption among rangers reducing illegal grazing and poaching patrol days.
- Increased anti-poaching patrol days.
- Increased support for ranger patrols.
- Improved community engagement in conservation outcomes.
- A zero-tolerance approach is required in cases of corruption.

Community impact

- A stabilization of the elephant population and increased populations of buffalo, roan antelope, and hartebeest.
- Establishment of Elephant Guardian Program helps to prevent crop damage.
- Multiple school outreach programs, including visits to the park, are connecting communities with Yankari’s importance in conservation.
- Sustainable cook stoves provided to 692 women in 37 communities.
- Road openings and bridge restorations have facilitated domestic tourism, which is still relatively low.

Tourism growth

- Visitor numbers have increased populations of endangered wildlife, while contributing to the sustainable development of surrounding communities.

Wildlife growth

- Increased elephant population; stable populations of buffalo, roan antelope, and hartebeest.
- 100 staff, a majority from local communities.

Employment trends

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

Operational budget

- 100 staff, a majority from local communities.
- Multiple school outreach programs, including visits to the park, are connecting communities with Yankari’s importance in conservation.
- Sustainable cook stoves provided to 692 women in 37 communities.
- Road openings and bridge restorations have facilitated domestic tourism, which is still relatively low.

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.

Cameroon

Lame-Burra Game Reserve

Pai River

Yankari Game Reserve

Nigeria

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 (WCS)

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