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Collaborative Management Partnerships for Protected Areas

A Resource Guide



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Introduction to Protected Area Collaborative Management Partnerships

Global biological diversity is essential for human existence and quality of life.¹ Biodiversity provides us with food, water and shelter; regulates our climate and disease; maintains nutrient cycles and oxygen production; and provides us with spiritual fulfilment and opportunities for recreation and recuperation, which can enhance human health and well-being.² While biodiversity and ecosystem services underpin our economies, livelihoods and health, they are grossly undervalued.

Biodiversity is under severe threat with critical implications for human well-being. The accelerating loss of biodiversity and the associated impacts are expected to further weaken economies, exacerbate global food insecurity, and compromise the welfare of people. The World Economic Forum's 2020 Global Risk Report rates "biodiversity loss" as the second most impactful and third most likely risk for the next decade. Despite this systematic risk, a 2020 report³ finds there is a global biodiversity financing gap of between \$598 billion and \$824 billion per year.

The COVID-19 pandemic has widened the conservation funding gap by crowding out investment in biodiversity and protected areas (PAs) in lieu of financing for other sectors. Other revenue streams for conservation, such as nature-based tourism, were shut down overnight. The fiscal and monetary stimulus governments have embarked on to keep economies afloat will further reduce budgets available for environmental conservation. At the same time, to address the pressing health and economic impacts of COVID-19, countries are taking on more debt, which will further strain already limited resources.

Conservation areas have long served as pillars to biodiversity conservation. Their effective management and sustainability is essential to biodiversity conservation, climate mitigation, and delivery of ecosystem services upon which people and economies depend. Africa's biodiversity is protected through an extensive network of PAs covering 14 percent of the continent's land area and 12 percent of the marine area.⁴ These PAs support rare, threatened, and endangered species, vast and diverse ecosystems, and ecosystem services. Africa's PA estate also drives a robust wildlife-based tourism

¹ IPBES (The Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services). 2019. *Global Assessment Report on Biodiversity and Ecosystem Services of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services*. Bonn, Germany: IPBES Secretariat.

² Dasgupta, P. 2021. *The Economics of Biodiversity: The Dasgupta Review*. London: HM Treasury: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/962785/The_Economics_of_Biodiversity_The_Dasgupta_Review_Full_Report.pdf.

³ Deutz, A., Heal, G. M., Niu, R., Swanson, E., Townshend, T., Zhu, L., Delmar, A., Meghji, A., Sethi, S. A., and Tobin-de la Puente, J. 2020. *Financing Nature: Closing the global biodiversity financing gap*. The Paulson Institute, The Nature Conservancy, and the Cornell Atkinson Center for Sustainability.

⁴ Protected Planet, <https://www.protectedplanet.net/region/AF>.

economy, which contributed 10.3 percent to gross domestic product and generated \$61 billion in 2019. That same year, nature-based tourism supported 24.6 million jobs, which accounted for approximately seven percent of the total employment on the continent.⁵

Despite the ecological, social, and economic value of Africa's PAs, there is a lack of adequate funding for PA management and biodiversity conservation in Africa, which mirrors the global biodiversity funding gap. In 2018, [researchers assessed](#) 282 state-owned PAs with lions and concluded that more than \$1 billion is needed annually to secure Africa's PAs with lions. Approximately, 94 percent of the PAs assessed were funded insufficiently and the available funding satisfied only 10 to 20 percent of PA requirements on average.⁶ Sufficient long-term financial resources are required for Africa's PA estate to be managed effectively.

The lack of adequate PA management finance is resulting in the underperformance of Africa's PAs, putting species, ecosystems, and the network itself at risk. A 2017 analysis finds that almost 60 percent of the PAs in Eastern Africa (excluding South Sudan) have either inadequate and/or basic management capacity with major deficiencies. Only eight percent of the PAs assessed in East Africa were found to have sound management capacity.⁷ The lack of management effectiveness means that many of Africa's PAs are not able to achieve their ecological, economic and social potential and in some cases are at great risk of downsizing, downgrading, and degazettement, putting their very existence at risk.

Recognizing the decline in biodiversity and escalating threats alongside the severe limitations in PA funding, African governments are partnering with non-governmental organizations (NGOs) in PA management. These partnerships vary in structure and approach, and are referred to as collaborative management partnerships (CMPs). CMPs are defined as when a PA authority (government, private, community) enters into a contractual arrangement with a partner (private or NGO) for the management of a PA. The duration of the contract varies, depending on the PA.⁸ CMPs can be used for national, private, and community PAs.

5 World Travel and Tourism Council. Economic Impact Reports, Africa, <https://wttc.org/Research/Economic-Impact>.

6 Lindsey, P., Miller, J., Petracca, L., Coad, L., Dickman, A., Fitzgerald, K., Hunter, L. et al. November 6, 2018. "More Than \$1 Billion Needed Annually to Secure Africa's Protected Areas with Lions." *PNAS* 115 (45) E10788-E10796.

7 IUCN ESARO. 2020. *The State of Protected and Conserved Areas in Eastern and Southern Africa*. State of Protected and Conserved Areas Report Series No. 1. Nairobi, Kenya: <https://portals.iucn.org/library/sites/library/files/documents/2020-034-En.pdf>

8 Baghai, M., Miller, J., Blanken, L., Dublin, H., Fitzgerald, K., Gandiwa, P., Laurenson, K., Milanzi, J., Nelson, M., and P. Lindsey. 2018. "Models for the Collaborative Management of Africa's Protected Areas." *Biological Conservation*. 218, 73-82.

There are 40 co-management and delegated management CMPs in Africa (excluding South Africa and Madagascar) with 13 NGO partners covering approximately 11 percent of Africa's PA estate. There is strong momentum and interest in CMPs; however, until recently, there was no guide for the establishment of CMPs, except for a one developed by The Central African Forest Commission.⁹

The World Bank has produced numerous toolkits and reference materials that document experiences of different countries and sectors in creating and implementing public-private partnerships (PPPs). In 2021, the World Bank's Global Wildlife Program published the Collaborative Management Partnership Toolkit (CMP Toolkit). The CMP Toolkit assesses CMP models and serves as a reference guide for governments, NGOs, communities, private landowners, and implementing partners considering CMPs, and raises awareness of CMP experiences in Africa to highlight benefits, challenges, and lessons learned.

This resource guide provides a sample of some of the references used during the development of the CMP Toolkit. The authors drew from Africa case studies, and global PA governance and public-private partnerships (PPP) best practice.

⁹ COMIFAC (Commission des Forêts d'Afrique Centrale). July 22, 2019. *Guide sous-régional de bonnes pratiques pour la gestion durable des aires protégées en mode partenariat public-privé (PPP) en Afrique Centrale*. https://static.wixstatic.com/ugd/22a750_d2f6ca6944e0475993022cb16256633c.pdf



Protected Area CMPs in Africa

Protected Area CMPs in Africa

Attracting Investment for Africa's Protected Areas by Creating Enabling Environments for Collaborative Management Partnerships

Author(s)	Lindsey, P., Baghai, M., Bigurube, G., Cunliffe, S., Dickman, A., Fitzgerald, K., Flyman, M., Gandiwa, P., Kumchedwa, B., Madope, A., Morjan, M., Parker, A., Steiner, K., Tumenta, P., Uiseb, K., Robson A.
Publication Date	2021
Publisher	Biological Conservation
Pages	13
Publication Link	https://www.sciencedirect.com/science/article/abs/pii/S0006320721000318
Language	English
Publication Type	Article

Recognizing the ecological and economic value of Africa's PA and the escalating threats, and drawing from the available literature and the authors' collective experience, the authors look at the potential for CMPs between state wildlife agencies and NGOs to attract investment and technical capacity to improve PA performance. While highlighting the benefits of CMPs (CMPs median funding is greater than baseline state budgets for PA management) they cite the factors that limit the scaling up of CMPs, such as perceptions by government that such partnerships may represent an admission of failure, result in a loss of revenues for government, or undermine sovereignty. There are also constraints associated with NGOs and donors that limit the uptake of CMPs. The authors conclude that preliminary evidence suggests that expanding CMPs for PAs can improve PA management, share the costs of protecting PAs, build local capacity, help protect ecosystem services, stimulate rural development, and benefit local communities.

Closing the Gap: Financing and Resourcing of Protected and Conserved Areas in Eastern and Southern Africa

Author(s)	International Union for the Conservation of Nature (IUCN), Conservation Capital
Publication Date	2020
Publisher	IUCN—The Biodiversity and Protected Areas Management (BIOPAMA) Programme
Pages	96
Publication Link	https://portals.iucn.org/library/node/49045
Language	English
Publication Type	Report

This report provides an overview of the status of PA finance in Eastern and Southern Africa, covering 24 countries, to understand the extent of the financing challenge to PA management. The report outlines different innovative finance mechanisms that might be used to help decrease the funding gap, including CMPs (page 52).



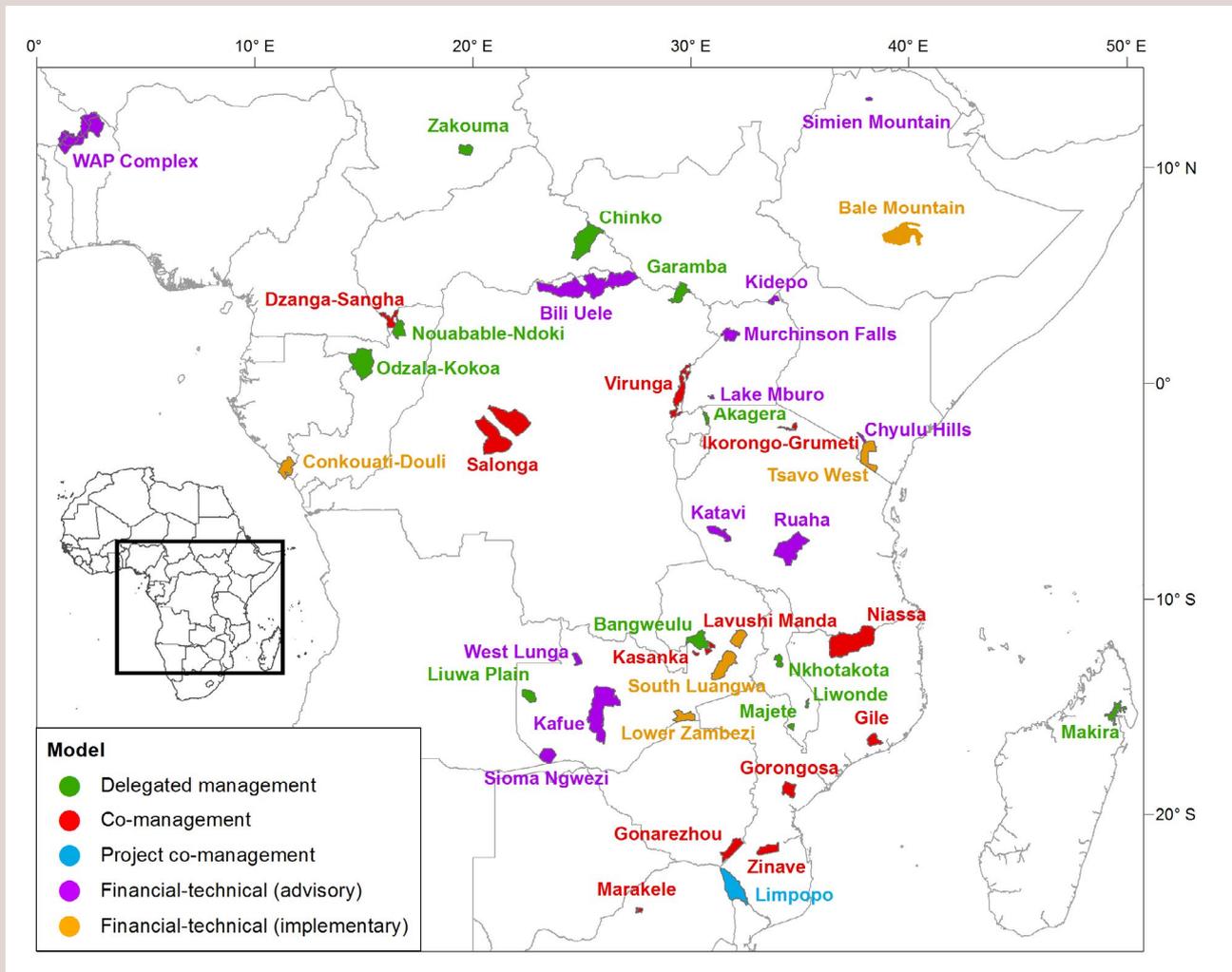
Models for the Collaborative Management of Africa's Protected Areas

Author(s)	Baghai, M., Miller J., Blanken L., Dublin H., Fitzgerald K., Gandiwa P., Laurenson, K., Milanzi, J., Nelson, A., Lindsey, P.
Publication Date	2018
Publisher	Biological Conservation
Pages	9
Publication Link	https://www.sciencedirect.com/science/article/abs/pii/S0006320717314106
Language	English
Publication Type	Article

One of the first comprehensive analyses of CMPs, this article provides an extensive review of CMPs in Africa. The authors interviewed 69 experts from state and NGO partners about 43 PAs covering 473,861 km² in 16 African countries and analyzed responses to identify how partnerships differ, particularly in how they allocate governance and management responsibility. They identify three CMP structures:

- 1. Financial and technical support**, where an NGO assists the state with aspects of management without formal decision-making authority.
- 2. Co-management**, where an NGO shares governance and management responsibility with the state.
- 3. Delegated management**, where an NGO shares governance responsibility with the state and is delegated management responsibility.

Figure 1. CMPs with NGOs in Africa, 2018



Source: Baghai et al. 2018.

Public-Private Partnerships as a Management Option for Protected Areas

Author(s)	Hatchwell, M.
Publication Date	2014
Publisher	Animal Conservation (17)
Pages	02
Publication Link	https://zslpublications.onlinelibrary.wiley.com/doi/epdf/10.1111/acv.12098
Language	English
Publication Type	Opinion Piece

An early, short opinion piece on the role of CMPs in PA management. The author cites the increase in CMPs and recommends that as governments, NGOs, and donors consider CMP arrangements in Africa, more clarity is needed on the effectiveness of PPPs on short-term conservation outcomes and on the long-term implications for national management capacity. The author queries whether the rule of law is more effectively established and maintained under CMP management regimes than under those it replaces and if so, this may benefit the local human populations, which typically suffer along with wildlife from the breakdown of law and order.

Managing National Parks: How Public-Private Partnerships (PPP) Can Aid Conservation

Author(s)	Sapariti, N.
Publication Date	2006
Publisher	The World Bank Group
Pages	04
Publication Link	https://openknowledge.worldbank.org/bitstream/handle/10986/11185/11185/371980VP0no03090Sapariti01PUBLIC1.pdf?sequence=1&isAllowed=y
Language	English
Publication Type	Opinion Piece

A short thought piece on the ecological value of national parks in developing countries, home to the planet's most undervalued natural assets, and the role of PPPs in supporting responsible commercialization to capture their significant economic value. The author suggests that PPPs offer a powerful policy tool for improving the economic sustainability of parks, enhancing the quality of services, efficiently leveraging investment in conservation, and contributing to the core function of protecting biodiversity. The author suggests that commercially managed PAs can generate enough revenue to cover operating and maintenance costs. Positive experience with PPPs in nature conservation in Africa shows that they can improve service through professional management and marketing, reduce the need for public subsidies, and mobilize capital for investment in park infrastructure and biodiversity. The best choice of structure for such partnerships depends mainly on the capacity of the incumbent public park agency.





Protected Area CMPs in Central and West Africa

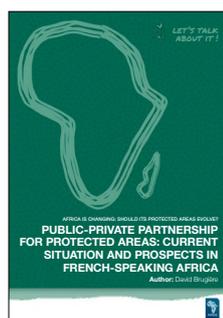
Protected Area CMPs in Central and West Africa

Africa is Changing: Should its Protected Areas Evolve? Public-Private Partnership for Protected Areas: Current Situation and Prospects in French – Speaking Africa.

Author(s)	Brugière, D.
Publication Date	February 2021
Publisher	The International Union for the Conservation of Nature (IUCN) – The Program on African Protected areas & Conservation (PAPACO)
Pages	31
Publication Link	https://papaco.org/fr/wp-content/uploads/2021/02/etudesAP_PPP_FR.pdf https://papaco.org/wp-content/uploads/2021/01/etudesAP_PPP_EN_v2.pdf
Language	French and English
Publication Type	Article

This paper provides a brief history of PPPs in Central and West Africa; profiles 15 “formal” CMPs in Central and West Africa; highlights the main contributions of PPPs to the region and the challenges; and suggests when PPPs should be used and makes specific recommendations for their adoption. Brugière notes the success of PPPs and recommends that they should be used in three situations:

1. When states do not wish to invest directly in the management of PAs for political reasons or due to budgetary constraints.
2. During the development phase of a newly created PA or the rehabilitation of a paper park.
3. When the PA is under pressure from militarized poaching that requires special expertise and considerable resources.



Assessment of Protected Area Management Partnerships in Central Africa: Draft Preliminary Findings and Recommendations

Author(s)	Baghai, M., Agnangoye, J.P., Pongui, B.
Publication Date	January 2021
Publisher	United States Forest Service International Programs
Pages	31
Publication Link	www.usfscentralafrica.org
Language	English
Publication Type	Report

This study assesses PPP models in Central Africa, with an emphasis on delegated management. This is not an audit or a performance assessment of individual CMPs. The goal of the report is to identify the strengths and weaknesses of various models (in theory and in practice), identifying characteristics and modalities of successful models, and where there are weaknesses, providing recommendations for targeted strengthening. They also look specifically at how CMPs build capacity and engage local communities, as these are important elements of effective CMPs. They review eight CMPs in the region, looking at four core areas: Conservation impact; Economic performance; Social Impact; and Capacity Building. The report outlines specific recommendations for each CMP model along the four core areas.



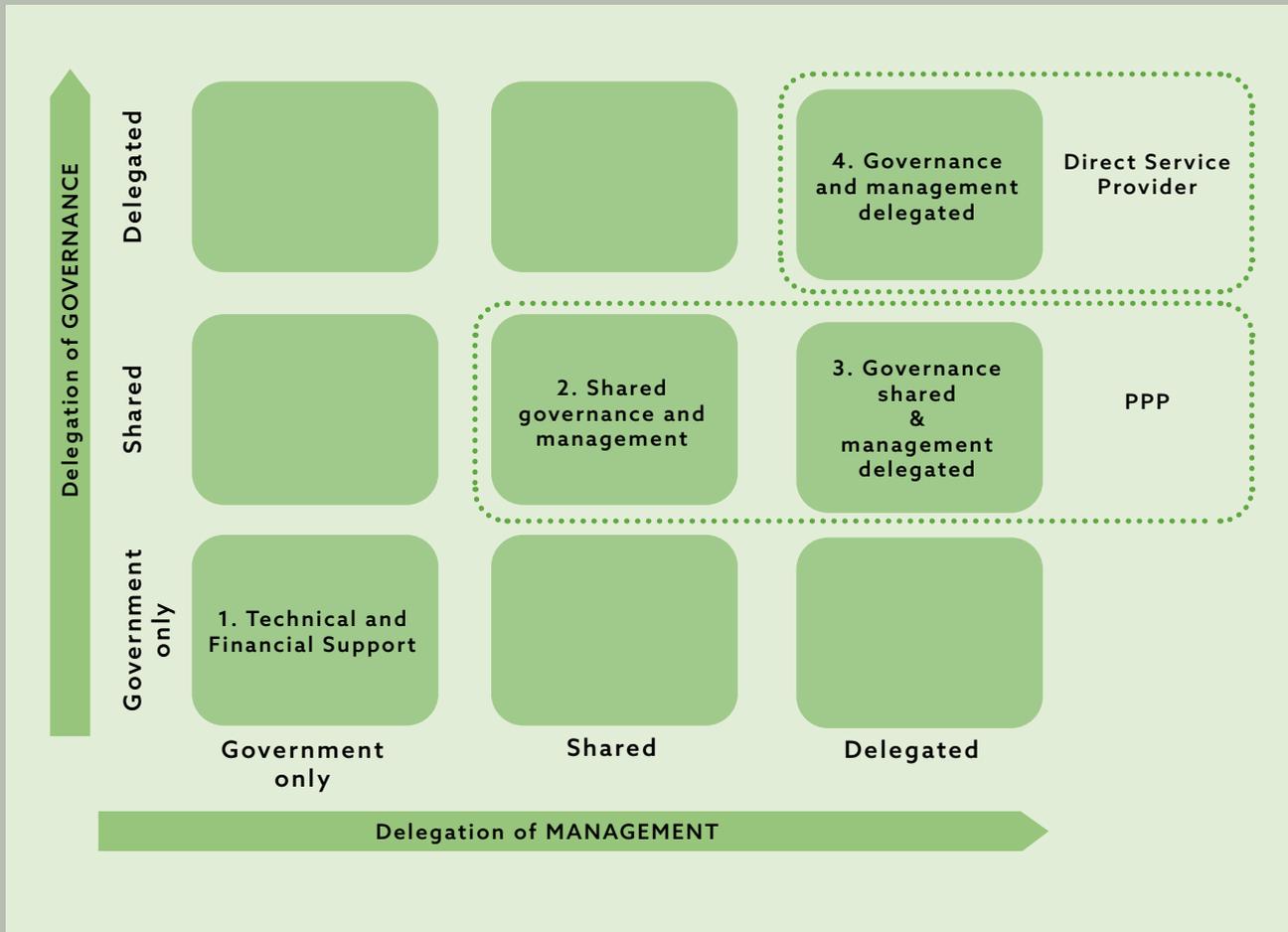
A Central African Perspective on Delegated Protected Area Management: An Opinion

Author(s)	Scholte, P., Agnangoye, J.P., Chardonnet, B., Eloma, H.P., Nchoutpouen, C., Ngoga, T.
Publication Date	2018
Publisher	Tropical Conservation Science, Volume 11: 1-10
Pages	10
Publication Link	https://journals.sagepub.com/doi/10.1177/1940082918796621
Language	English
Publication Type	Article

Recognizing the trend in Central Africa for African states to delegate PA management to private partners and suggesting that most of the articles written until 2018 about delegation of PA management are from Eastern and Southern Africa, the authors review CMPs to determine their effectiveness in Central Africa. See **Figure 2**. They highlight:

1. PAs with delegated management are among the most well known, including some World Heritage Sites, albeit with serious management challenges.
2. Funding from formal development agreements, from a donor country to a specific recipient country, is the dominant source of funding for delegated CMPs.
3. Lack of legal provisions and clarity in CMP process has been an obstacle for the adoption of delegated CMPs for some countries.
4. Increasingly, partners are creating foundations to facilitate the operations and management of a CMP.
5. Building the capacity of nationals and PA agencies in handling delegated management should be at the forefront of partnerships.

Figure 2. Variants of the Modes of Strategic Governance and Operational Management from Government Management to Delegated Management

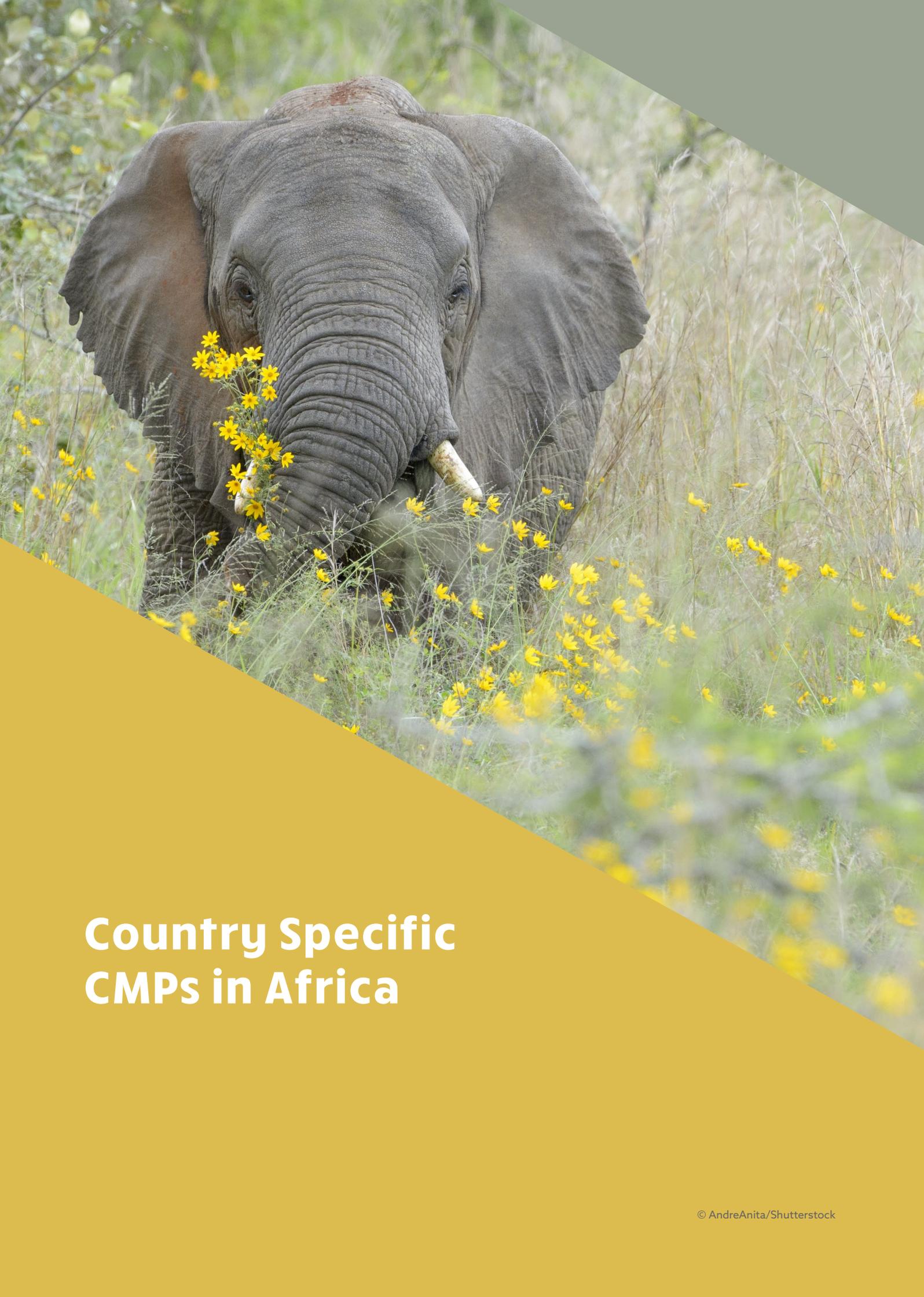


Source: Scholte 2018, original source Baghai 2016.

Guide Sous Regional de Bonnes Pratiques pour la Gestion des Aires Protegees en Mode Partenariat Public - Prive (PPP) en Afrique Central (A Best Practice Guide for the Management of Protected Areas with Public-Private Partnerships (PPPs) in Central Africa)

Author(s)	Ngoye, R.N., Scholte, P., Agnangoye, J.P., Eloma, H.P., Nchoutpouen, C.
Publication Date	June 2018
Publisher	Commission des Forêts d'Afrique Centrale (COMIFAC)
Pages	72
Publication Link	https://www.comifac.org/documents/autres-publications/guide-sous-regional-de-bonnes-pratiques-pour-la-gestion-durable-des-aires-protegees-en-mode-partenariat-public-prive-ppp-en-afrique-centrale
Language	French
Publication Type	Report

The sub-regional institutions of The Economic Community of Central African States (ECCAS), COMIFAC, and Network of Protected Areas in Central Africa (RAPAC) were requested by the national institutions in charge of PAs to help them better understand and take ownership of the PPP management method given the growing interest in CMPs, and the difficulties encountered in Central Africa related to limited expertise and lack of appropriate legal framework. This guide followed training sessions and workshops and includes a review of the use of PPPs in the United States, a description of the distinction between a for-profit and a not-for profit PPP, best practices for establishing PPPs, and some obstacles to avoid when developing PPPs. The guide strongly recommends a tendering process when seeking partners and highlights what public partners should look for in a bid. The annex includes sample contracts.



Country Specific CMPs in Africa

Madagascar

Protected Area Co-management and Perceived Livelihood Impacts

Author(s)	Ward, C., Stringer, L.C., Holmes, G.
Publication Date	2018
Publisher	Journal of Environmental Management, 228
Pages	12
Publication Link	https://www.sciencedirect.com/science/article/pii/S0301479718310119
Language	English
Publication Type	Article

The authors purport that the creation of PAs to conserve biodiversity has positive and negative impacts, and in some cases the impacts are unequally distributed within local communities. They recognize that there is global interest in local community involvement in PA governance and that co-management has aimed to reduce costs of PA establishment and their uneven distribution. Yet, this study suggests that there is mixed evidence to support whether such initiatives are succeeding. In this study, a PA in Madagascar, co-managed by local community associations and a national NGO, is used as a case study to explore how co-management governance processes impact livelihoods, and how these impacts are distributed within and between villages. The majority of respondents perceived negative livelihood outcomes, and impacts were unevenly distributed between social groups. Data shows that the main drivers of this were PA-related rules restricting forest activities. Drivers of improved livelihood outcomes were training and materials improving agricultural yields and increased community cohesion.

Madagascar

Developing a Resilient Co-Management Arrangement for Protected Areas: Field Experience from the Ankeniheny-Zahamena Corridor in Madagascar

Author(s)	Rajaspera, B., Raik, D.B., Ravalolonanahary, H.
Publication Date	July 2011
Publisher	Human Dimensions of Wildlife, 16:4, 244-258
Pages	16
Publication Link	https://www.researchgate.net/publication/254305756_Developing_a_Resilient_CoManagement_Arrangement_for_Protected_Areas_Field_Experience_From_the_Ankeniheny-Zahamena_Corridor_in_Madagascar
Language	English
Publication Type	Article

In 2003, Madagascar committed to tripling its PA estate to conserve its unique biodiversity and essential ecosystem services. Implementing this commitment involved creating a new legal framework, selecting sites, establishing resource use rules, and developing governance and innovative management arrangements. Drawing on their experience in the Ankeniheny-Zahemana Corridor (CAZ), which was at the time among the most advanced in its establishment as a PA with a co-management governance arrangement, the authors identified nine key elements of good governance: clear resource governance goal, coherent institutional structure, clear rules, participation, transparency, monitoring, enforcement, equity, and transfer of authority. Each of these factors is explored in the desire to inform and improve future CMP arrangements.

Malawi

Neoliberal Conservation and Protected Area Based Tourism Development in Malawi: The Case of Majete Wildlife Reserve

Author(s)	Bello, F.G., Lovelock, B., Carr, N.
Publication Date	2017
Publisher	Journal of Tourism Challenges and Trends
Pages	26
Publication Link	https://www.proquest.com/openview/ec39e4fab1b3797dc131d3d610e692be/1?pq-origsite=gscholar&cbl=2028917
Language	English
Access Fee	Paid
Publication Type	Article

This paper assesses the contribution of tourism development to biodiversity conservation and how local communities are involved in PA tourism. The views of local people, tourism operators, PA management agencies, government departments, and NGOs were investigated through a qualitative study. The findings reveal that Majete Wildlife Reserve, which was a paper park in 2003, has been rehabilitated and is thriving with wildlife. Tourism infrastructure, which was non-existent, has been developed providing income for biodiversity conservation and sustainable community development. Local communities have started sharing in tourism benefits and functional community participation has been achieved.

Mozambique

Collaborative Management Models for Conservation Areas in Mozambique. Regional Best Practices, Current Models in Mozambique, and a Framework for Enhancing Partnerships to Protect Biodiversity Assets and Promote Development

Author(s) Baghai, M., Lindsey, P., Everatt K., Madope, A.

Publication Date May 2018

Publisher USAID

Pages 194

Publication Link <https://biodiversitylinks.org/projects/completed-projects/bridge/bridge-resources/biodiversity-integration-in-practice-a-case-study-of-usaid-in-mozambique>

Language English

Publication Type Report

The comprehensive report aims to help formalize the manner in which CMPs can best operate across Mozambique's network of conservation areas (CAs). This report includes a three-part study to:

1. Perform a regional review of CMPs in Africa—including the main models, evaluating their pros and cons, and drawing lessons learned for improved governance and management.
2. Assess CMPs in Mozambique, including current and past partnerships, to take stock of Mozambique's experience and draw important insights and lessons learned for the future.
3. Develop a strategic framework and roadmap to help guide and improve partnership models and practices in Mozambique's CAs.

Mozambique

Biodiversity Integration in Practice: A Case Study of the Integrated Gorongosa and Buffer Zone Project, Mozambique

Author(s)	USAID Mozambique Staff
Publication Date	October 2018
Publisher	USAID
Pages	24
Publication Link	https://pdf.usaid.gov/pdf_docs/PA00TD3P.pdf
Language	English
Publication Type	Article

Gorongosa National Park is managed by a CMP between the Government of Mozambique and the Greg Carr Foundation and has had success in ecological recovery and community development. This case study explores the integrated biodiversity conservation and development program designed to advance natural resource management and improve human well-being through the Integrated Gorongosa and Buffer Zone (IGBZ) project. The case study emphasizes biodiversity integration and implications for integration across sectors at USAID broadly. Three enabling conditions contributed to biodiversity integration: strong institutional support at all levels; integrated, flexible funding; and a culture of inclusiveness and adaptive management.

Mozambique

Upgrading Protected Areas to Restore Wild Biodiversity

Author(s)	Pringle, R.M.
Publication Date	2017
Publisher	Nature
Pages	09
Publication Link	https://www.researchgate.net/publication/317276745_Upgrading_protected_areas_to_conserve_wild_biodiversity
Language	English
Publication Type	Article

This paper profiles the ecological recovery in Mozambique's Gorongosa National Park (a CMP between the Greg Carr Foundation and the Government of Mozambique) and Costa Rica's Área de Conservación Guanacaste. Pringle notes that many PAs are underfunded, poorly managed, and ecologically damaged and the conundrum is how to increase their coverage and effectiveness simultaneously. Pringle cites the two innovative restoration and rewilding programs and how they demonstrate how degraded ecosystems can be rehabilitated, expanded, and woven into the cultural fabric of human societies. The author suggests that worldwide, enormous potential for biodiversity conservation can be realized by upgrading existing nature reserves while harmonizing them with the needs and aspirations of their constituencies.

South Africa

National Co-management Framework

Author(s)	Department of Environmental Affairs and Tourism, Department of Land Affairs /Commission, iSimangaliso Wetland Authority, SANParks, Ezemvelo Wildlife, Mpumalanga Tourism and Parks Agency, Eastern Cape Parks
Publication Date	2013
Publisher	Same as authors
Pages	9
Publication Link	https://chm.cbd.int/api/v2013/documents/59036B4E-A84D-8359-8C02-2E1EA1D27FC2/attachments/National%20Co-Management%20Framework.pdf
Language	English
Publication Type	Article

Following the settlement of land claims in South Africa for areas of biodiversity significance, the development of beneficiation and co-management models between PA authorities and land claimants included a number of hurdles and hidden costs impeding the delivery of tangible benefits to the communities. This paper reviews the legal framework for the various co-management models in South Africa, highlights the pros and cons of each model, and outlines a framework to ensure more effective redress of land rights in a fair and equitable manner to the claimants.

South Africa

Contract Parks in South Africa

Author(s)	Grossman, D. and Holden, P.
Publication Date	2008
Publisher	In Child, B., Suich, H, Spenceley, A. (eds). 2013. <i>Evolution and Innovation in Wildlife Conservation</i> . Rutledge.
Pages	15
Publication Link	https://conservation-development.net/Projekte/Nachhaltigkeit/CD1/Suedafrika/Literatur/PDF/Grossmann.pdf
Language	English
Publication Type	Book Chapter

Following South Africa's transition from a minority led to a democratic government, an approach was needed to address historical injustice around PAs while securing biodiversity. Co-management, where local people have strong historical linkages to the land, was used to achieve ecological sustainability, social equity, and economic benefit. South Africa's legislation provides for the establishment of contractual national parks, where landowners enter into a contract with the relevant Ministry and the area is proclaimed as a contractual park, with the owners retaining title and negotiated rights. This chapter outlines the South African experience with co-management, and three contractual parks involving local indigenous people are described. Lessons are discussed, bearing in mind that at the time this was written, the models had short histories.

Zambia

Collaborative Governance and Benefit Sharing in Liuwa Plain National Park, Western Zambia

Author(s)	Nyirenda, V.R., and Nkhata, B.A.
Publication Date	2013
Publisher	Parks Journal 19.1
Pages	11
Publication Link	https://parksjournal.com/wp-content/uploads/2013/04/PARKS-19.1-Nyirenda-Nkhata-10.2305IUCN.CH.2013.PARKS-19-1.VRN_en.pdf
Language	English
Publication Type	Article

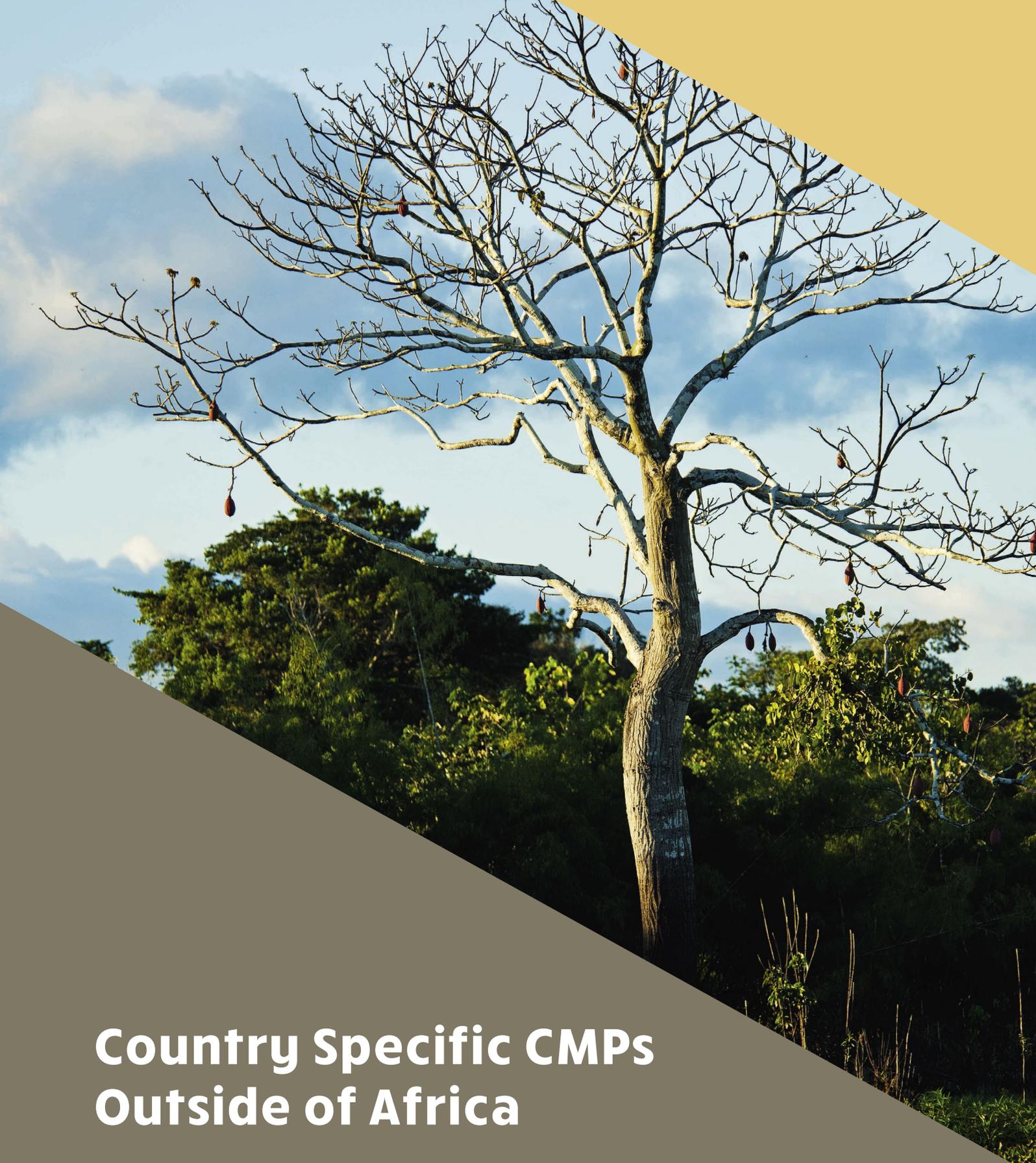
This case study on Liuwa Plain National Park (3,660 km²) in Zambia demonstrates the relationship between social capital and operational management by multiple partners from 2004 to 2011. In 2004, the Zambia Wildlife Authority, African Parks, and the Barotse Royal Establishment established a CMP for Liuwa Plain. The authors review power relationships, ecological benefits, and socio-economic performance, and conclude that social-economic-ecological gains and benefit distribution were influenced by the capacity of partners to negotiate collective interests. Intra and inter-partnership networking, social learning, and differential capacity were also cited as important factors.

Zimbabwe

Partnerships and Stakeholder Participation in the Management of National Parks: Experiences of the Gonarezhou National Park in Zimbabwe

Author(s)	Musakwa, W., Gumbo, T., Paradza, G., Mpofu, E., Nyathi, N.A., Selamolela, N.B.
Publication Date	2020
Publisher	Land 9, 399
Pages	17
Publication Link	https://www.mdpi.com/2073-445X/9/11/399
Language	English
Publication Type	Article

This article is about the CMP between the Zimbabwe Parks Management and Wildlife Authority (ZPWMA) and Frankfurt Zoological Society (FZS) for Gonarezhou National Park (GNP). Before 2007, ZPWMA faced challenges in maintaining its biodiversity, community relations, and infrastructure. In 2017, ZPWMA and FZS formed a partnership under the Gonarezhou Conservation Trust (GCT). This study examines the relationship between GCT management, park stakeholders and communities, and biodiversity. The authors highlight challenges and lessons learned. Despite hurdles, the results show improving biodiversity conservation, ecosystem management, and community engagement. The authors argue that similar partnership arrangements can be applied to PAs in Zimbabwe and Africa for better biodiversity management and tourism.



Country Specific CMPs Outside of Africa

Australia

Co-management of Protected Areas: An Opportunity for All?

Author(s)	Pearson, L.J. and Dare, M.
Publication Date	2014
Publisher	In Lo, A., Pearson, L.J., and Evans, M.C. 2014. <i>Opportunities for the Critical Decade: Enhancing Well-being within Planetary Boundaries</i> . Presented at the Australia New Zealand Society for Ecological Economics 2013 Conference. The University of Canberra and Australia New Zealand Society for Ecological Economics
Pages	21
Publication Link	http://anzsee.org.au/download/anzsee_2013_conference_proceedings/01_Pearson%20and%20Dare.pdf
Language	English
Publication Type	Article

This article asserts that there is ambiguity around the meaning and application of co-management and stresses the need to critically explore the governance and management arrangements required for successful nature conservation. The authors use primary data from three PAs in regional New South Wales (Australia), and the broader governance literature to develop a co-management implementation framework that identifies three distinct models of co-management in action; control, coordination, and collaboration. The three models vary concerning stakeholder positions, power, representations, interactions, and role in delivery. This framework is beneficial for exploring the range of existing co-management arrangements, is potentially suitable for specific management contexts and outcomes, and provides a frame from which environmental managers can evaluate the applicability of alternative governance frameworks and their potential strengths and weaknesses.

Colombia

Conflict in Protected Areas: Who Says Co-Management Does Not Work?

Author(s)	De Pourcq, K., Thomas, E., An Vranckx, B.A., Léon-Sicard, T., Van Damme, P.
Publication Date	2015
Publisher	PLoS ONE
Pages	15
Publication Link	https://journals.plos.org/plosone/article?id=10.1371/journal.pone.0144943
Language	English
Publication Type	Article

Since the 1990s, co-management schemes, where the management of resources is shared by public and/or private sector stakeholders, has been a strategy used to reduce conflict around the world. The authors suggest that while there was initial high hope for this strategy, in recent years co-management has been perceived as falling short of expectations. They note that systemic assessments on co-management's role in conflict mitigation and prevention do not exist. Despite initial high hopes, in recent years co-management has been perceived as falling short of expectations. However, systematic assessments of its role in conflict prevention or mitigation are non-existent. Interviews with 584 residents from 10 PAs in Colombia revealed that co-management could be successful in reducing conflict at grassroots level, as long as some critical enabling conditions, such as effective participation in the co-management process, are fulfilled not only on paper but also on the ground. The authors hope the findings will re-incentivize global efforts to make co-management work in PAs and other common pool resource contexts.

India

Institutional Analysis of Multi-level Collaborative Management in Periyar Tiger Reserve, Southern India

Author(s)	Parr, J.
Publication Date	2015
Publisher	IUCN, Parks Journal
Pages	14
Publication Link	https://parksjournal.com/wp-content/uploads/2015/10/Parr-PARKS-21.2-10.2305IUCN.CH_2014.PARKS-21-2JWKP.en_.pdf
Language	English
Publication Type	Article

Periyar Tiger Reserve in the Southern Western Ghats is a government-managed PA with management programs extending in the buffer area. The Government of India designated the reserve as a Learning Centre of Excellence, and it is recognized internationally for effective management. This paper analyzes the institutional arrangements of the reserve at different levels, from the landscape level to the individual village. The authors found that a multi-stakeholder collaborative management body is important for effective landscape management. They provide a description of the different bodies, how they interact and their overall responsibilities. The PA management tasks are well-defined, with working groups established for four management fields, increasing constructive engagement with stakeholders, engaging the 72 villages, 5,584 households, and 28,000 villagers, through 76 committees.

Norway

Co-management of PAs to Alleviate Conservation Conflicts: Experiences in Norway

Author(s)	Fedreheim, G.E. and Blanco, E.
Publication Date	2017
Publisher	International Journal of the Commons, Volume 11
Pages	19
Publication Link	https://www.thecommonsjournal.org/articles/10.18352/ijc.749/
Language	English
Publication Type	Article

This paper explores the perceptions of PA stakeholders (referred to as actors) about co-management at the local level and its ability to mitigate conflict, using data from surveys at eight PAs in northern Norway, just before a change to co-management was implemented. They found that the two strongest determinants that explain actors' initial support of the governance change as a means to alleviate conflict are: first, the relationship of actors to the PAs in terms of knowledge of the PAs and mental models on conservation; and second, the economic relevance of the areas for them. Other sociocultural variables such as indigenous background, age, education level and gender have been considered relevant and were also identified as significant attributes that define preferences for conservation management alternatives. Interestingly, the authors did not find evidence suggesting that respondents who had taken part in participatory processes in PAs affected their perceptions on the potential for co-management to reduce conflicts.

United States

Parks 2.0: Operating State Parks through Public-Private Partnerships (United States)

Author(s)	Gilroy, L., Kenny, H., Morris, J.
Publication Date	December 2013
Publisher	Reason Foundation, Buckeye Institute
Pages	45
Publication Link	https://www.buckeyeinstitute.org/library/doclib/Parks-2.0-Operating-State-Parks-Through-Public-Private-Partnerships.pdf
Language	English
Access Fee	Free
Publication Type	Report

Fiscal challenges for state governments in the United States have placed significant pressure on state park systems, leading to declines in park funding, cutbacks in park services, and, in some cases, even the closure of parks. This crisis prompted policymakers to rethink traditional approaches to funding and operating state parks, with PPPs offering a potential solution. This paper outlines the different kinds of models that could be used for state PPPs and reviews the use of PPPs by the United States Forest Service and what the terms of a PPP contract should include. The authors highlight prospects in different US States and include a concession request for proposals and a sample contract in the annex.



CMP Governance

CMP GOVERNANCE

Engagement and Participation in Protected Area Management: Who, Why, How and When?

Author(s)	Dovers, S., Feary, S., Martin, A., McMillan, L., Morgan, D., Tollefson, M.
Publication Date	2015
Publisher	In Worboys, G. L., Lockwood, M., Kothari, A., Feary, S., Pulsford, I. (eds). 2015. <i>Protected Area Governance and Management</i> . ANU Press.
Pages	29
Publication Link	https://www.jstor.org/stable/pdf/j.ctt1657v5d.21.pdf
Language	English
Publication Type	Book Chapter

This chapter explores the demands on, and opportunities provided to, PA managers when engaging with individuals, communities, and organizations on PA management. The first section notes the emergence of collaborative arrangements in resource and environmental management and how these apply to PA management. General principles applying to engagement and public participation are outlined. The last four sections explore four questions: with whom PA managers engage; why these individuals and groups engage with PA management, and their values and motivations; how to engage stakeholders, and the forms of and strategies for participation; and when engagement should occur. The chapter also includes relevant case studies.

Governance of Protected Areas: From Understanding to Action

Author(s)	Borrini-Feyerabend, G., Dudley, N., Jaeger, T., Lassen, B., Broome, N.P., Phillips, A., Sandwith, T.
Publication Date	2013
Publisher	IUCN
Pages	144
Publication Link	https://www.iucn.org/sites/dev/files/import/downloads/iucn_governance_complete_no_sig_9_09.pdf
Language	English
Publication Type	Report

This is a comprehensive best practice guideline on PA governance with a goal to enhance governance capacities for the world's PA systems. Part 1 provides an overview of the four different PA governance types recognized by the IUCN, with examples of what they are, why they are important, and how they might be integrated into coherent and effective PA systems (see **Table 1**). This section also addresses the complex question of what constitutes good governance in various circumstances. Part 2 offers practical guidance for a multi-stakeholder group willing to embark on the process of assessing, evaluating, and improving governance for a given system.

Table 1. IUCN’s Four Governance Types for Protected Areas

Governance Type	Sub-types
<p>Type A. Governance by government</p>	<ul style="list-style-type: none"> • Federal or national ministry or agency in charge • Sub-national ministry or agency in charge (e.g., at regional, provincial, municipal level) • Government-delegated management (e.g., to an NGO)
<p>Type B. Shared governance</p>	<ul style="list-style-type: none"> • Transboundary governance (formal arrangements between one or more sovereign States or Territories) • Collaborative governance (through various ways in which diverse actors and institutions work together) • Joint governance (pluralist board or other multi-party governing body)
<p>Type C. Private governance</p>	<ul style="list-style-type: none"> • Conserved areas established and run by: <ul style="list-style-type: none"> • Indigenous landowners • non-profit organizations (e.g., NGOs, universities) • for-profit organizations (e.g., corporate owners, cooperatives)
<p>Type D. Governance by Indigenous peoples and local communities</p>	<ul style="list-style-type: none"> • Indigenous peoples’ conserved territories and areas—established and run by indigenous peoples • Community conserved areas and territories—established and run by local communities

Source: Borrini-Feyerabend et al. 2013.

Co-management: Concepts and Methodological Implications

Author(s)	Lars, C. and Berkes, F.
Publication Date	2004
Publisher	Journal of Environmental Management
Pages	11
Publication Link	https://www.researchgate.net/publication/7985025_Co-Management_Concepts_and_Methodological_Implications
Language	English
Publication Type	Report

Co-management, or joint management of natural resources, is commonly framed as a power sharing arrangement between the state and a community of resource users. The authors suggest that in reality, there often are multiple local interests and multiple government agencies at play, which should be considered. They assert that co-management is a continuous problem-solving process, not a fixed state, involving extensive deliberation, negotiation, and joint learning and that power sharing is the result, and not the starting point, of the process. They recommend the following steps:

1. Defining the social-ecological system under focus.
2. Mapping the essential management tasks and problems to be solved.
3. Clarifying the participants in the problem-solving processes.
4. Analyzing linkages in the system, across levels of organization and geographical space.
5. Evaluating capacity-building needs for enhancing the skills and capabilities.
6. Prescribing ways to improve policymaking and problem-solving.

A large herd of deer is running across a grassy field in the foreground. The sky is filled with soft, white and yellow clouds, suggesting a sunset or sunrise. The overall scene is peaceful and natural. A solid brown triangle is in the top right corner.

Sample CMP Marketing Prospectuses

Mozambique

The government of Mozambique, in collaboration with the World Bank and the [Global Wildlife Program](#), held an international conference in Maputo in June 2018 to maximize finance for nature-based tourism development and to promote long-term CMPs that deliver results for people and wildlife. [The International Conference on Nature-Based Tourism in Conservation Areas](#) brought together over 500 participants, including the president of Mozambique, former president of Botswana, ministers, and a diverse cohort of policy makers, tourism professionals, local opinion makers, conservationists, entrepreneurs, academia, and investors and donors. The prospectus outlined tourism opportunities in eight PAs and CMP opportunities in six PAs.

↘ **Mozambique Investment Forum Agenda**

<https://pubdocs.worldbank.org/en/239471528209810089/International-Conference-on-Nature-Based-Tourism-in-Conservation-Areas-Agenda-EN.pdf>

↘ **Mozambique Investment Forum Prospectus**

<http://www.anac.gov.mz/wp-content/uploads/2021/08/Nature-based-Tourism-2020.pdf>

Uganda

In 2017, President Yoweri Kaguta Museveni hosted a one-day Conservation and Tourism Investment Forum at the Lake Victoria Serena in Kigo, Uganda. Private investors, development partners, conservationists, tourism operators, and government officials attended. During the Forum, tourism investment and CMP opportunities were profiled in five protected areas and the Government of Uganda announced a number of investment incentives. Space for The Giant's Club, the United Nations Development Programme, the African Wildlife Foundation, and government agencies such as Uganda Wildlife Authority, Uganda Tourism Board, and Uganda Investment Authority organized and sponsored the forum.

Uganda Investment Forum Prospectus <https://medioambientepaisajesciudadaverde.files.wordpress.com/2018/10/gorilas.pdf>



Online Resources

Global Wildlife Program

<https://www.worldbank.org/en/programs/global-wildlife-program>

The Global Wildlife Program is a global partnership on Wildlife Conservation and Crime Prevention for Sustainable Development funded by the Global Environment Facility (GEF) and coordinated by the World Bank, that brings together 37 projects across 32 countries in Asia, Africa, and Latin America and the Caribbean. In 2021, the GWP published the Collaborative Management Partnership Toolkit (CMP Toolkit). The CMP Toolkit assesses CMP models and serves as a reference guide for governments and implementing partners considering CMPs. It raises awareness of CMP experiences in Africa to highlight benefits, challenges, and lessons learned.

CMP StoryMaps

The Global Wildlife Program in partnership with parks partners created three storymaps to highlight the experiences, successes, and lessons learned from CMPs in Africa.

➤ **Akagera National Park, Rwanda:** <https://geowb.maps.arcgis.com/apps/MapJournal/index.html?appid=13eb14717d994b598489f2d86f9624c3>

➤ **Gorongosa National Park, Mozambique:** <https://geowb.maps.arcgis.com/apps/MapJournal/index.html?appid=8488e8e45a7b40d09d3253100eb47d95>

➤ **Nouabalé-Ndoki National Park, Republic of Congo:** <https://geowb.maps.arcgis.com/apps/MapJournal/index.html?appid=c3560ff334a-14b00946e158100488c2b>

Public-Private-Partnership Knowledge Lab

<https://pppknowledgelab.org/>

The PPP Knowledge Lab brings together the most relevant and authoritative resources on PPPs in one location to empower governments and their advisors to design and deliver best-in-class infrastructure projects. The PPP Knowledge Lab provides a PPP reference guide, additional tools and resources, and information by sector and countries.

Public-Private-Partnership Legal Resource Center (PPPLRC)

<https://ppp.worldbank.org/public-private-partnership>

The PPPLRC provides easy access to sample legal materials that can assist in the planning, design, and legal structuring of an infrastructure project — especially a project which involves a PPP. The PPPLRC is organized in two broad categories: guidance on structuring a PPP project and its enabling environment, and sector specific information.

Webinar on Collaborative Management Partnerships

<https://biopama.org/event/closing-the-gap-collaborative-management-of-protected-areas/>

This 90-minute panel features a discussion with government (Rwanda), NGO (African Parks, IUCN, and Frankfurt Zoological Society) and donor (European Union) representatives on CMPs. Practical examples of CMPs are described from Rwanda and Zimbabwe, exploring delegated and integrated CMPs.



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