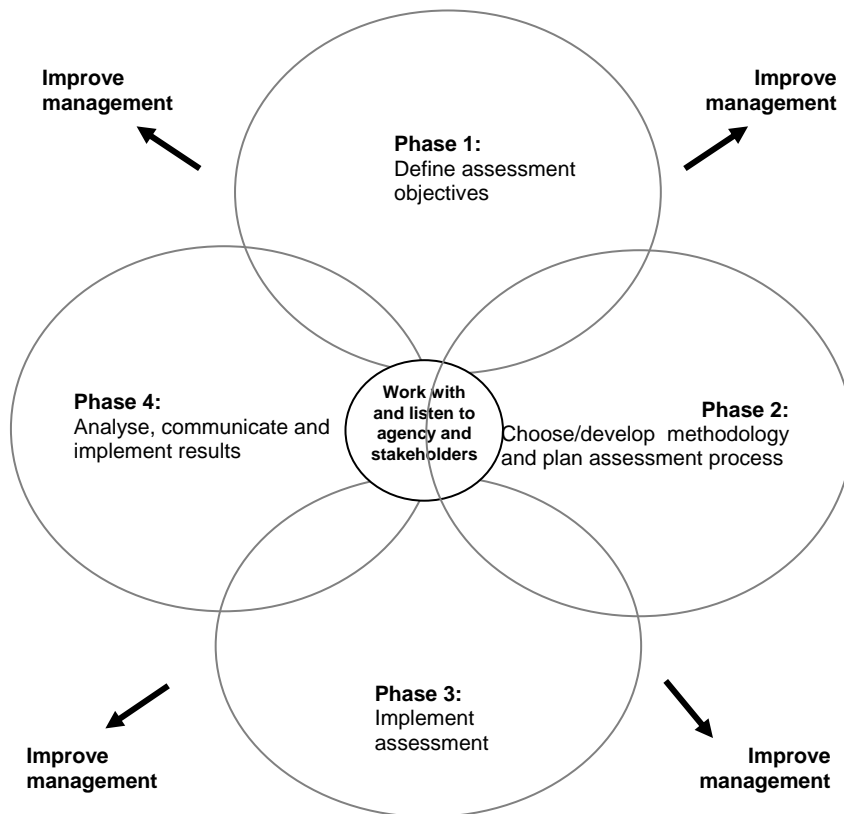


Sue Stolton (Ed.)

Assessment of Management Effectiveness in European Protected Areas

Sharing Experiences and Promoting Good Management



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Proceedings of a Seminar Organised by BfN and
EUROPARC Federation on the Island of Vilm, Germany
April 2008

**Editor:
Sue Stolton**



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1 Summary

Protected areas in Europe are diverse: they range from a multitude of very small areas (some only a few hectares) often protecting highly endangered plant or invertebrate species, to large and often transboundary clusters of protected areas managed as either Category V landscape scale protected areas or biosphere reserves recognised by UNESCO. Every category of protected area management as identified by IUCN can be found in Europe and many other international designations such as Ramsar and World Heritage sites are well represented. There are also designations and legislation specific to Europe, such as Natura 2000. The wide range of cultural, political and economic situations within European countries impacts upon the way land is managed, from some of the richest and most established countries in the world to some of the newest (at least in terms of their government). Finally, unlike in many other parts of the world, the land in many European protected areas is in private ownership with a management authority or organisations tasked with overseeing how the land is managed.

It is not surprising therefore that experiences in the assessment of protected area management are just as diverse, but that the challenges faced by European countries trying to assess their protected areas are often remarkably similar. The German Federal Agency for Nature Conservation (BfN) in cooperation with EUROPARC Federation held the first ever seminar on management effectiveness in Europe to share these experiences and challenges ("Management Effectiveness and Quality Criteria in European Protected Areas - sharing experiences and promoting good management", International Academy for Nature Conservation Isle of Vilm, April 20 - 23, 2008).

The seminars aims were to

- ✓ review frameworks, systems, trends and implementation for the assessment of management effectiveness of protected areas;
- ✓ obtain an overview of protected areas management effectiveness evaluation systems in Europe;
- ✓ compare and review application and lessons learned from assessing effectiveness of protected area management in Europe; and
- ✓ increase awareness of the CBD targets on assessing management effectiveness in Europe as a contribution to the further implementation of the Programme of Work on Protected Areas (PoWPA)

The outcomes expected to be achieved included the:

- ✓ increased implementation of the CBD's PoWPA target on management; effectiveness assessment in Europe; and
- ✓ increased effectiveness of management of protected areas in Europe
- ✓ partnerships and collaboration between European countries on developing and implementing management effectiveness assessment systems

In all 32 people attended the seminar from 15 European countries. The main focus of the seminar was to hear from as many of these countries as possible about their experiences in assessing management effectiveness. As such the presentations had to be short and provide an introduction to the systems used and the results achieved. These proceedings include the presentations from: Austria, Bulgaria, Finland, Georgia, Germany, Italy, Lithuania, Romania, Spain (Catalonia and Tenerife, Canary Islands), The United Kingdom (England) and from a system being developed for the seven countries of the Carpathian region (Czech Republic, Hungary, Poland, Romania, Serbia and Montenegro, Slovak Republic and Ukraine). Questionnaires were filled in prior to the seminar to obtain a systematic overview of the assessment systems applied in these countries (see Annex). The proceedings start with an overview of the World Commission on Protected Areas (WCPA) Framework for Management Effectiveness and brief introductions to the various global tools which have been developed for carrying out evaluations.

Although management effectiveness assessments have been carried out in many European countries only few have institutionalised them so far. Issues widely discussed at the seminar were:

- ✓ how to get started
- ✓ the need for proper and wide communication
- ✓ issues of transparency
- ✓ benefits and risks of rating systems
- ✓ the need to link efforts with Natura 2000
- ✓ barriers to institutionalise management effectiveness assessments
- ✓ difficulties in data gathering for the baseline
- ✓ methods to evaluate outcomes
- ✓ how to implement results

Participants concluded an action plan with specific recommendations to various actors, including the CBD and UNEP-WCMC which is currently collecting data on management effectiveness assessments worldwide. The participants wished to intensify European exchange on management effectiveness assessments in the future.

2 Introduction to the seminar

The seminar ("Management Effectiveness and Quality Criteria in European Protected Areas - sharing experiences and promoting good management", International Academy for Nature Conservation Isle of Vilm, April 20 - 23, 2008) was the first attempt to fully review the efforts made in assessing management effectiveness of protected areas in Europe. The resulting agenda was packed with presentations sharing a surprising array of experience and lessons to be learned which reflect the overall aims and outcomes envisaged during the seminar's planning (see Summary above).

Following introductions to the Island of Vilm and to all the participants, those assembled were asked to note their expectations for the three days. The themes expressed during this session were:

- ✓ Curiosity – to learn and to share
- ✓ How do we assess conservation management actions?
- ✓ Develop potential in Europe
- ✓ Financing site-based assessments
- ✓ Simplification versus richness of information
- ✓ Developing indicators of effectiveness
- ✓ How were results implemented?
- ✓ Justify importance of conservation

The main seminar began with an introduction to management effectiveness, and in particular the work carried out by the World Commission on Protected Areas (WCPA) to develop a definition and framework for management effectiveness and to collect data on management effectiveness evaluations from around the world. Brief summaries of a variety of generic globally applicable management effectiveness tools were also presented. Following an all to brief, but nonetheless inspiring, tour of the Island of Vilm nature reserve, the majority of the three day seminar focussed on 12 presentations on management effectiveness from around Europe, with presentations from Austria, Bulgaria, Finland, Georgia, Germany, Italy, Lithuania, Romania, Spain (Catalonia and Tenerife, Canary Islands), The United Kingdom (England) and from a system being developed for the seven countries of the Carpathian region (Czech Republic, Hungary, Poland, Romania, Serbia and Montenegro, Slovak Republic and Ukraine).

Once the breadth of experiences in Europe had been shared the participants broke up into three groups to discuss the key questions which had been raised as unifying themes throughout the presentations – both in terms of perceived challenges and through the sharing of best practice:

- ✓ How to get started when developing a management effectiveness evaluation?
- ✓ How to institutionalise the assessment of management effectiveness?
- ✓ How to implement the results of an assessment?

The key points/best practices developed by the working groups to answer these questions are given towards the end of this report (see Chapter 1.5).

An Action Plan was drafted, discussed and agreed by all participants based around four key points (see below) and a number of associated activities, which are given in Chapter 1.6.

1. Review, share and continue to develop systems for the assessment of management effectiveness in Europe.
2. Use international meetings, such as COP-9, WCC and Eurosite Congress, to support implementation of ME targets in the CBD Programme of Work on Protected Areas (PoWPA).
3. Encourage organisations working in Europe to share regional experiences, expertise and best practices on management effectiveness.
4. Encourage CBD processes to accept reporting internationally on *area* of protected areas instead of *number* of protected areas when reporting the PoWPA targets.

Finally participants were asked to share with all those attending their most important 'take home messages' to record the individual actions they proposed to take following the seminar, these can be found in Chapter 1.7.1.

3 Introduction to management effectiveness and global tools

3.1 Introduction to management effectiveness

Sue Stolton, Equilibrium Research

Management effectiveness evaluation is defined by IUCN's World Commission on Protected Areas (WCPA) as the assessment of how well a protected area is being managed – primarily the extent to which it is protecting values and achieving goals and objectives. The term management effectiveness reflects three main themes:

- ✓ design issues relating to both individual sites and protected area systems;
- ✓ adequacy and appropriateness of management systems and processes; and
- ✓ delivery of protected area objectives including conservation of values.

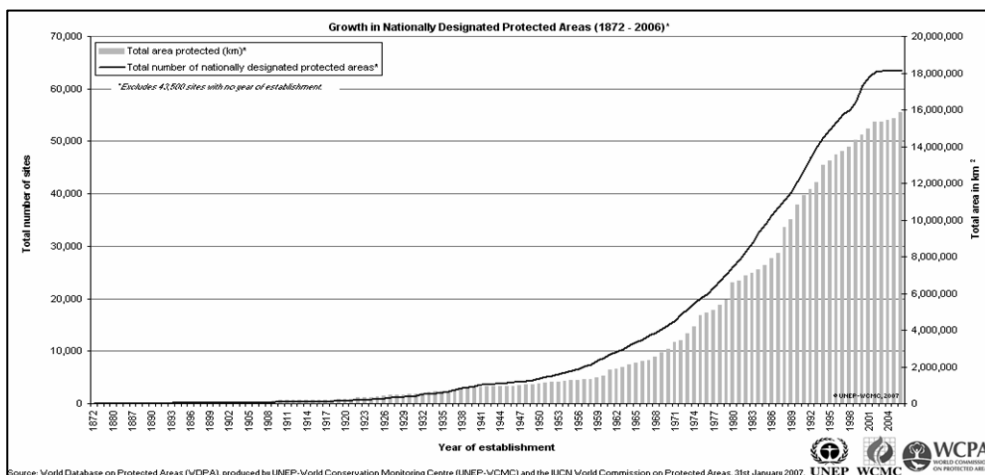


Figure 1: *Growth in Protected Area coverage*

To say we need to be effective in our management of protected areas is perhaps to state the obvious. But we seem to rarely find the time to reflect on our actions and too often continue with practices that could be improved or do not fully celebrate or disseminate successes and good initiatives. For managers of protected areas who try to implement the concept of adaptive management (i.e. the process of building on the best ideas and practices of the past and combine them with inspiration, innovation and initiative for the future), the time to stop, reflect and assess on activities is particularly important.

Although our global network of protected areas is growing all the time and initiatives such as the CBD's Programme of Work on Protected Areas (PoWPA) (see below for details) have given these important conservation tools a revitalised purpose, protected areas remain at risk. For instance:

- ✓ between 12 and 52 per cent of species within well-studied higher taxa are threatened with extinction¹;
- ✓ although there are over 100,000 protected areas covering 11 per cent of terrestrial and 0.5 per cent of marine areas (see figure 1), it has been suggested that only 25-30 per cent under active management;
- ✓ globally, the funding required for an effectively managed, comprehensive, adequate and representative protected area system has been estimated at US\$ 45 billion per year, whereas the world's protected area network actually receives about US\$ 6.5 billion²;
- ✓ funding for protected areas is decreasing but they increasingly expected to deliver social, economic and cultural benefits in addition to conserving biodiversity.

Generally speaking protected area managers and agencies undertake evaluation of the effectiveness of protected area management to answer some or all of the following questions:

1. Are we achieving our management aims or could we manage better?
Assessment of management systems can help to ensure effectiveness and achievement of goals; highlight management success to replicate and areas requiring improvement and adapt and improve management by reviewing results of activities.
2. How can we report how we are doing?
There is an increasing demand for national and international reporting on the effectiveness of protected areas, i.e. conventions and agreements, funding bodies, and project partners such as WWF and TNC, as well as the demand for increased transparency with local constituencies.
3. How can we make sure we have the resources we need?
Management effectiveness evaluations can help to assess needs against actual resources; and aid resource allocation decisions by: agreeing important values within and across sites and prioritising activities in relation to these values.
4. How can we build a supporting constituency for our work?
Participation of stakeholders in the assessments can help build credibility of management and assessment processes. Evaluations can also increase public awareness and support; increase cooperation and trust between partners; help support funding applications and help advocate policy or legislation change.

¹ CBD (2006); *Global Biodiversity Outlook 2*, Secretariat of the Convention on Biological Diversity, Montreal

² Balmford, A, A Bruner, P Cooper, R Costanza, S Farber, R E Green, M Jenkins, P Jefferiss, V Jessamy, J Madden, K Munro, N Myers, S Naeem, J Paavola, M Rayment, S Rosendo, J Roughgarden, K Trumper and K K Turner (2002); Economic Reasons for Conserving Wild Nature. *Science* **297**: 950-53

3.2 The WCPA Framework

Sue Stolton, Equilibrium Research

Protected area managers have always been aware that they need to know the results of their management activities and whether they are achieving the objectives for which they are managing. There was however until recently very little guidance available on how to do this, despite various independent systems being developed from the early 1990s onwards (i.e. Parks in Peril, WWF/CATIE, and various park management agencies). At the IVth IUCN World Parks Congress in Caracas in 1992 the protected area community recommended that IUCN develop a system for monitoring management effectiveness of protected areas. In response, IUCN created an international Task Force with broad regional representation within its World Commission on Protected Areas (WCPA). After research, field testing and consultation the Task Force published *Evaluating Effectiveness: A Framework for Assessing Management of Protected Areas* in 2000³; and a revised version in 2006⁴.

But why a framework rather than a standard global methodology? During the review carried out by the Task Force it became clear that different situations require different types of assessment. In particular, there are major differences in the amount of time and resources available for the assessment of protected areas in different parts of the world. Similarly, issues of scale and differences in management objectives, threats and impacts and available resources, can all influence how an evaluation is carried out. Rather than suggesting one system the Framework therefore guides protected area specialists on both the structure and process for developing an evaluation, together with a checklist of issues that need to be measured, summarises some of the important indicators that should be considered in an evaluation, and encourages basic standards for assessment and reporting.

The Framework is made up of a range of elements and processes that should ideally form the basis of any protected area management effectiveness assessment system. It is based on the idea that an evaluation should reflect three main assessment themes:

- ✓ protected area/s design and planning issues
- ✓ adequacy and appropriateness of management systems and processes
- ✓ delivery of protected area objectives including conservation of values

From these three themes the Framework identifies six key elements of protected area management which together provide the basis of a full evaluation (see figure 2 and table 1). These six elements reflect the way protected areas are established and managed, i.e. the management cycle.

³ Hockings, M, with S Stolton and N Dudley (2000); *Evaluating Effectiveness: A framework for assessing management effectiveness of protected areas*, 1st edition, IUCN WCPA and University of Cardiff, Gland Switzerland and Cardiff, Wales

⁴ Hockings, M, S Stolton, F Leverington, N Dudley and J Corrau (2006); *Evaluating Effectiveness: A framework for assessing management effectiveness of protected areas*, 2nd edition, IUCN WCPA and University of Queensland, Gland Switzerland and Brisbane Australia

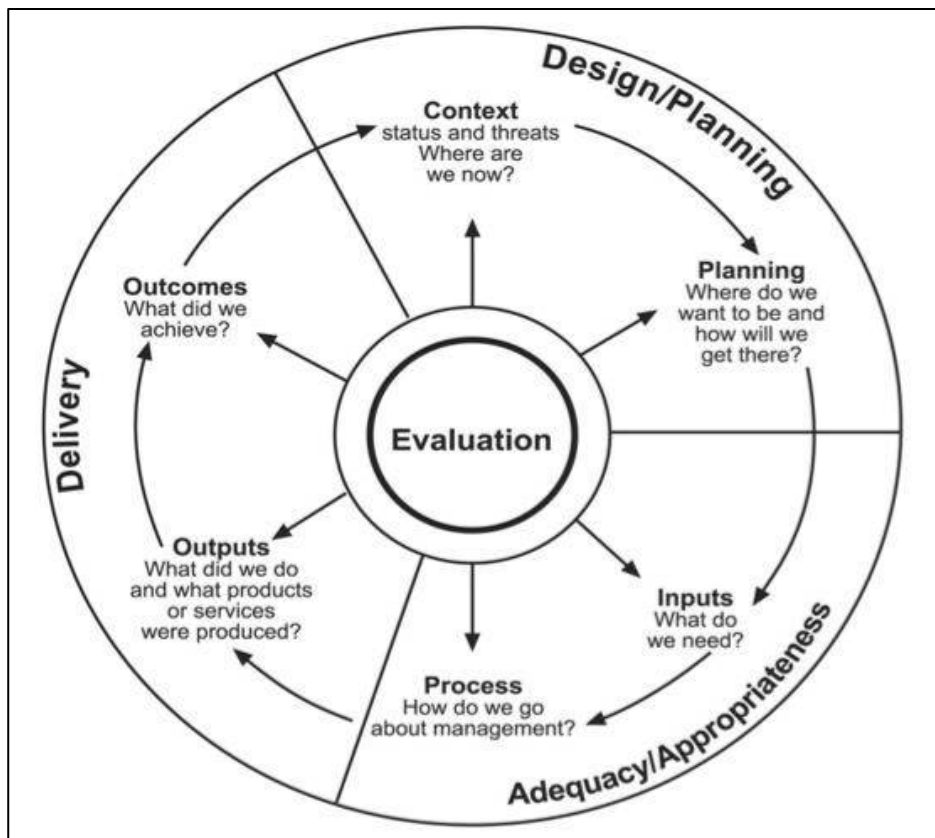


Figure 2: The Framework for assessing management effectiveness of protected areas

Assessment needs to be made in the **context** of the protected area, so first assessments need to gather data on issues relating to the areas values, threats and opportunities, stakeholders, and the management and political context. Management then starts with **planning** of the strategies needed to fulfil the vision, goals and objectives of protection and to reduce threats. To put these plans in place and meet management objectives, managers need **inputs** (resources) of staff, capacity, money and equipment. Management activities are implemented according to accepted **processes** (i.e. best practices); which produce **outputs** by completing activities outlined in work plans. The end result of management is the achievement of **outcomes**, i.e. reaching the goals and objectives set for the biological conservation, economic development, social sustainability or cultural heritage of the protected area.

Table 1: Summary of the IUCN-WCPA Framework for assessing management effectiveness of protected areas and protected area systems

	Design		Appropriateness / Adequacy		Delivery	
Element	Context	Planning	Inputs	Process	Outputs	Outcomes
Evaluation focus	Importance, threats and policy/cultural environment	Design and planning	Adequacy of resources needed to manage	How management is conducted	Implementation of management programmes and actions	Extent to which objectives have been achieved
Criteria that are assessed	<ul style="list-style-type: none"> - Values - Threats - Vulnerability - Stakeholders - National context 	<ul style="list-style-type: none"> - Protected area legislation and policy - Protected area or system design - Management planning 	Resources available for management	Suitability of management processes	Results of management actions	Effects of management in relation to objectives

3.3 The CBD Programme of Work on Protected Areas

Sue Stolton, Equilibrium Research

The Convention on Biological Diversity (CBD) was drawn up at the 1992 Earth Summit, with the aims of conserving global biodiversity (at genetic, species and ecosystem level) and ensuring that its benefits are distributed equitably amongst the world's people. At the seventh CBD Conference of the Parties in 2004, the 188 member countries focused on the role that protected areas can play in achieving these aims and agreed a Programme of Work on Protected Areas (PoWPA), one of the most ambitious environmental strategies in history. The Programme aims, by 2010 (for terrestrial ecosystems) and 2012 (for marine), to establish "comprehensive, effectively managed and ecologically-representative national systems of protected areas" to help conserve biodiversity. It identifies four elements, 16 goals and 92 activities for the Parties. The four elements can be divided into nine main themes⁵:

Programme element 1: Direct actions for planning, selecting, establishing, strengthening, and managing, protected area systems and sites by:

- ✓ building protected area networks and the ecosystem approach;

⁵ Dudley, N. K. J. Mulongoy, S. Stolton, S. Cohen, C. V. Barber and S. B. Gidda (2005); *Towards Effective Protected Area Systems: An action guide to implement the Convention on Biological Diversity Programme of Work on Protected Areas*, CBD Technical Series number 18, Secretariat of the Convention on Biological Diversity, Montreal

- ✓ site-based protected area planning and management; and
- ✓ addressing threats to protected areas.

Programme element 2: Governance, participation, equity and benefit sharing by:

- ✓ improving the social benefits of protected areas.

Programme element 3: Enabling activities, such as:

- ✓ creating an enabling policy environment;
- ✓ capacity building; and
- ✓ ensuring financial stability.

Programme element 4: Standards, assessment, and monitoring, including:

- ✓ developing management standards and effective management; and
- ✓ using science.

The PoWPA is the first major intergovernmental commitment that refers to management effectiveness of protected areas and sets targets for assessing effectiveness and responding to the findings (see box).

Goal 4.2 - To evaluate and improve the effectiveness of protected areas management

Target: By 2010, frameworks for monitoring, evaluating and reporting protected areas management effectiveness at sites, national and regional systems, and transboundary protected area levels adopted and implemented by Parties.

Suggested activities of the Parties

4.2.1 Develop and adopt, by 2006, appropriate methods, standards, criteria and indicators for evaluating the effectiveness of protected area management and governance, and set up a related database, taking into account the IUCN-WCPA Framework for evaluating management effectiveness, and other relevant methodologies, which should be adapted to local conditions.

4.2.2 Implement management effectiveness evaluations of at least 30 percent of each Party's protected areas by 2010 and of national protected area systems and, as appropriate, ecological networks.

3.4 Global study and WDPA

Helena Boniatti Pavese, Protected Areas Programme, United Nations Environment Programme – World Conservation Monitoring Centre

The global study of management effectiveness evaluation was started in 2005 and the first results were published in 2008. Overall the study aims to strengthen the management of protected areas by compiling the existing work on management effectiveness evaluation, reviewing methodologies, finding patterns and common themes in evaluation results, and investigating the most important factors leading to effective management. It has been a major source of information on the achievement of the PoWPA management effectiveness targets.

The study has been supported by various NGOs and is coordinated by the University of Queensland under the auspices of IUCN World Commission on Protected Areas. The objectives of the Global Study are:

1. Record, collect and collate available information from assessment systems, individual park assessments and other evaluations of management effectiveness that have been undertaken in protected areas. Develop a system for integration of available management effectiveness information into the World Database on Protected Areas (WDPA).
2. Gain an understanding of most appropriate methodologies for different situations and protected area systems.
3. Gain as wide a picture as possible of status of protected areas, key threats, factors influencing effectiveness of management and necessary changes to management strategies and approaches.
4. Analyse most useful and commonly used indicators for assessing management effectiveness of protected areas (i.e. what indicators are most reliable predictors of overall effectiveness).

To date, over 40 methodologies for assessing the management effectiveness of protected areas have been entered into the Global Studies database and this list is still being added to. By the end of 2007, over 6,300 assessments from over 100 countries were entered into the database; some 90 per cent of which were carried out with/or using systems that can be related to the WCPA Framework. The most used generic methodologies across the globe to date are RAPPAM (over 1,400 protected areas assessed) and the Tracking Tool (over 1,000 protected areas). However, many countries and states such as Finland or New South Wales in Australia are using the experiences gained from the use of systems such as RAPPAM and METT as the basis for developing their own methodologies tailored to their own needs.

The results of the global study are being recorded on a new management effectiveness (ME) module of the World Database on Protected Areas run by the United Nations Environment Programme's World Conservation Monitoring Centre (UNEP-WCMC). The module⁶ has been developed to help the conservation community share experiences and ideas on management effectiveness, as well as provide 'lessons learned' from these assessments. The ME module includes a database which brings together all the available data on the different methodologies and its applications around the world. Through this database users can query management effectiveness data by country, by tool, assessment and protected area. The methodologies and summary reports can also be downloaded when available. This module is linked to the World Database on Protected Areas⁷. This allows users to obtain further information to the protected areas assessed, such as area, date of establishment, national designation and IUCN category, amongst others.

⁶ www.unep-wcmc.org/wdpa/me/

⁷ www.wdpa.org

3.5 Global tools for management effectiveness assessments

Sue Stolton, Equilibrium Research

The WCPA Framework provides some overall guidance on the underlying logic and 'best practice' approach to protected area management effectiveness evaluation and defines a set of elements and associated criteria that should be evaluated to assess protected area management effectiveness fully. However, because each evaluation is likely to have a different focus, several complementary approaches to evaluating management effectiveness have been developed based on the Framework. As noted above some 40 different assessment systems have been used to guide evaluations; many of these being developed specifically for individual sites or more likely for groups or networks of sites. However, the majority of protected area assessments have been carried out using just a few generic systems, most notably the RAPPAM and METT systems both developed by WWF, which can be used in a wide range of situations.

3.6 RAPPAM

Alexander Belokurov, WWF International

WWF's Rapid Assessment and Prioritization of Protected Area Management (RAPPAM)⁸ methodology is currently the most widely used approach to carry out rapid assessments of the management effectiveness of protected area networks. It has been used in over 1,000 protected areas in some 40 countries.

RAPPAM provides policy makers and protected area authorities with a relatively quick and easy method to identify major trends and issues that need to be addressed for improving management effectiveness in any given system of protected areas – be it in a country, region or ecoregion. The RAPPAM methodology is designed for broad-level comparisons among many protected areas that together make a protected area network or system. It can:

1. identify management strengths and weaknesses;
2. analyse the scope, severity, prevalence and distribution of a variety of threats and pressures;
3. identify areas of high ecological and social importance and vulnerability;
4. indicate the urgency and conservation priority for individual protected areas; and
5. help to develop and prioritize appropriate policy interventions and follow-up steps to improve protected area management effectiveness.

⁸ Ervin, J. (2003) WWF: *Rapid Assessment and Prioritization of Protected Area Management (RAPPAM) Methodology*. WWF Gland, Switzerland

There are five main steps to undertaking a RAPPAM assessment:

1. Working group – to determine the scope of the assessment
2. Working group – to assess existing information
3. Workshop – during which the RAPPAM questionnaire is answered
4. Workshop + Working group – to analyse the findings
5. Workshop + Working group – to identify next steps and recommendations

Although it can be applied to a single protected area, RAPPAM is *not* designed to provide detailed, site-level adaptive management guidance to protected area managers. Also, as a rapid assessment tool, it does not provide detailed information about conservation outcomes; RAPPAM is however consistent with the WCPA Framework, its questions can be grouped as follows:

Question 1: Background information

Question 2: Pressures and threats

Questions 3 – 5: Biological and social context

Questions 6 – 8: Planning and design

Questions 9 – 12: Staffing and financial inputs

Questions 13 – 15: Management planning and processes

Question 16: Management outputs

Questions 17 – 19: Policy-level questions

The questionnaire also includes 30 policy-level questions, covering protected areas system-level design, protected area policies and the broader legal and policy environment.

RAPPAM results can be used in a variety of ways including to:

- ✓ review budgets;
- ✓ communicate, raise awareness, and fundraise;
- ✓ identify knowledge gaps;
- ✓ develop or modify policies;
- ✓ prioritize areas at risk;
- ✓ strengthen threat prevention efforts;
- ✓ explore individual threats in detail;
- ✓ identify underlying patterns;
- ✓ build capacity of protected area staff; and
- ✓ build support for increased funding.

More information on RAPPAM can be found at: www.panda.org/parkassessment .
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3.7 The Management Effectiveness Tracking Tool

Sue Stolton, Equilibrium Research

The Management Effectiveness Tracking Tool (METT)⁹, has been designed to track and monitor progress towards worldwide protected area management effectiveness. Although originally developed for forest protected areas, the METT can be used in all terrestrial areas and a marine version¹⁰ has also been developed by the World Bank.

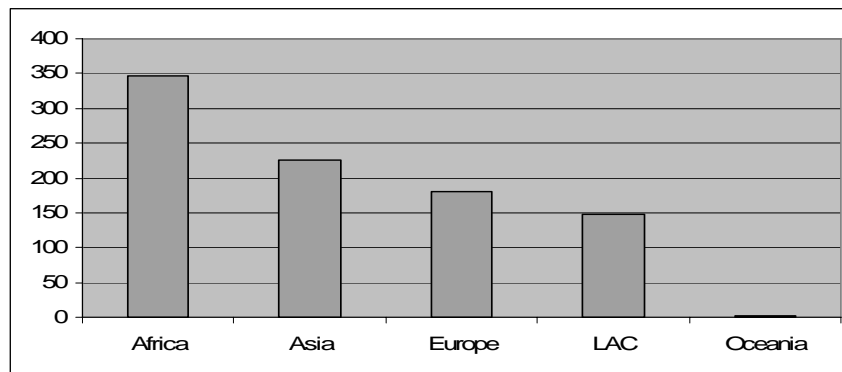


Figure 3: METT assessment data recorded in the Global Study

As the title implies, the primary aim of the tracking tool is to supplying consistent data about the progress of protected area management over time. The World Bank has been using the METT in monitoring its projects since 2001. The Global Environment Facility (GEF) has also made the METT mandatory for use in all projects in protected areas funded by GEF-3 grants, which will fund operations between 2002 and 2006. WWF used the METT in over 200 forest protected areas in 37 countries during 2003-4, and again in over 100 protected areas in 2005-6. Consequently the METT has provided one of the major data sources for the Global Study (see figure 3).

The overall objectives of the METT, which guided its development and use are that it should:

- ✓ track improvements in management;
- ✓ harmonise reporting for multiple sites;
- ✓ provide useful information for site managers;
- ✓ be quick and easy to complete;
- ✓ be completed using site-based expert knowledge; and
- ✓ be easily understood by non-specialists.

⁹ Stolton, S, M Hockings, N Dudley, K MacKinnon, T Whitten and Fiona Leverington (2007); *Management Effectiveness Tracking Tool: Reporting Progress at Protected Area Sites: Second Edition*, WWF International, Gland, Switzerland

¹⁰ Staub, F and M E Hatzioios (2003); *Score Card to Assess Progress in Achieving Management Effectiveness Goals for Marine Protected Areas*, The World Bank.

The METT consists of two main sections: a datasheet that collects key information on the site, its characteristics, threats and management objectives and details of who carried out the assessment and an assessment form. The assessment form is designed around 30 questions that provide four alternative responses, each with an associated score ranging between 0 (poor) to 3 (excellent). Each question also has data fields to include notes about the answers (with justification if possible) and steps to be taken to improve management if necessary.

Although all six elements of the Framework are included, most of the questions relate to planning, inputs and process. The METT is thus too limited to allow a detailed evaluation of outcomes. This means that overall scores obtained from the tool should be treated with caution as the scoring system is not weighted, and clearly some questions are more crucial to the effectiveness of the park than others. The tool does however allow for progress to be measured over specific management issues, for example monitoring activities or the level of community involvement. The basis of the METT is simplicity and low cost. But a minimum complexity is needed for the tool to be effectively used. Ideally, the questionnaire should be completed as part of a discussion between, for instance, the project officer/task manager, the protected area manager and a representative of local stakeholders¹¹.

More information on METT can be found at: www.panda.org/parkassessment.

3.8 Other Generic Tools

Sue Stolton, Equilibrium Research

✓ How is your MPA doing?

Since 2001, WWF, WCPA and the US National Oceanic and Atmospheric Administration (NOAA) have been developing, testing and implementing a set of guidelines for park managers to use in evaluating marine protected areas (MPAs)¹².

The guidebook provides a, step-by-step process for planning and evaluating the management effectiveness of MPAs. It lists 42 specific indicators (mostly measuring outputs and outcomes) with particular goals and objectives common to most MPAs, which can be used to develop a thorough and detailed assessment of management effectiveness. Most of the indicators, which are divided into three categories – biophysical, socioeconomic and governance – call for primary data collection, ranging from biophysical sampling to focus groups and interviews. Detailed

¹¹ Higgins-Zogib, L and K MacKinnon (2006); *World Bank/WWF Alliance Tracking Tool: Reporting conservation progress at protected area sites*, in Hockings, M *et al*, *op cit*

¹² Pomeroy, R. S., Parks J.E. and Watson L. M. (2004) *How is your MPA doing? A Guidebook of Natural and Social Indicators for Evaluating Marine Protected Area Management Effectiveness*. IUCN, Gland and Cambridge.

protocols are provided for primary data collection. The Guide is not intended to develop a quantitative score of management effectiveness, but rather to provide information relevant to measuring and achieving particular management goals and objectives. The Guide has been extensively peer reviewed and testing has been done on the indicators in some 20 MPAs¹³.

✓ **CMP open standards**

Conservation Measure Partnership's (CMP) *Open Standards for the Practice of Conservation*¹⁴ represents the collective experience of CMP members in conservation project design, management and monitoring and provide the steps and general guidance necessary for the successful implementation of conservation projects. CMP is a joint venture between conservation NGOs that seek better ways to design, manage and measure the impacts of their conservation actions. Partners include the African Wildlife Foundation, The Nature Conservancy, the Wildlife Conservation Society and WWF. Collaborators include The Cambridge Conservation Forum, Conservation International, Enterprise Works/VITA, Foundations of Success, The National Fish and Wildlife Foundation, Rare, WCPA and IUCN.

Other innovations of CMP include Miradi - a Swahili word meaning "project" or "goal" - a user-friendly computer programme which is being developed to guide users through the steps in project design, management and monitoring described in the Open Standards. CMP and IUCN have also collaborated on a unified classifications system of direct threats that practitioners can use to better understand their site, roll-up data across sites, and to accurately compare notes with others in similar situations.

More information on CMP outputs can be found at: www.conservationmeasures.org

¹³ Stern, M (2006); *Measuring Conservation Effectiveness in the Marine Environment: A review of evaluation techniques & recommendations for moving forward*, TNC, USA

¹⁴ See www.ConservationMeasures.org

3.9 World Heritage Reporting

Sue Stolton, Equilibrium Research

Periodic reporting

States parties to the World Heritage Convention are required to periodically report on the legislative and administrative provisions and other actions taken to apply the convention, including the state of conservation of the any properties on the World Heritage list. Periodic reporting has two main purposes:

- ✓ *the assessment* of whether site's Outstanding Universal Value (i.e. the cultural and/or natural significance which is so exceptional as to transcend national boundaries and to be of common importance for present and future generations of all humanity. As such, the permanent protection of this heritage is of the highest importance to the international community as a whole) is being maintained over time; and
- ✓ *to up-date* information about the World Heritage property to record changing circumstances and state of conservation.

Following the implementation of Article 29 of the Convention in 1997, the first cycle of the Periodic Reporting took place between 2000 and 2006. This cycle generated important information regarding the state of implementation of the World Heritage Convention, as well as about the state of conservation of properties inscribed on the World Heritage List. Many States Parties found the periodic reporting exercise a useful activity with numerous positive outcomes. The first cycle however also exposed some flaws in the process and a need to revise the questionnaire and the type of information that can realistically be expected from States Parties. The World Heritage Committee suggested a period of study and reflection on the first cycle and an expert working group was tasked with developing a simplified Online Periodic Reporting Questionnaire which aimed to:

- ✓ *Develop best practice* by building on lessons learned from the previous periodic reporting cycle and from experience and good practice in monitoring and assessment; as well as encouraging good practice in World Heritage property management and encouraging participation of stakeholders in the periodic reporting process and information-sharing with other partners.
- ✓ *Encourage greater efficiency* by developing a questionnaire with a proportion of data being pre-filled by the World Heritage Centre for verification of accuracy rather than always asking for new data; making the questionnaire easier and quicker to complete; and making it easier for the World Heritage Centre to access, assess and report on the results. The revised Online Questionnaire also aims to guide States Parties through logical steps to undertake assessment of the State of Conservation and management of World Heritage properties.

- ✓ *Develop greater utility* by ensuring that the Periodic Report is useful for different audiences including States Parties, the World Heritage Committee, property managers/coordinators, the World Heritage Centre, Advisory Bodies and all those interested in the conservation of heritage. Usefulness is increased by the Periodic Reporting format being consistent with other World Heritage processes (such as those related to nomination and reactive monitoring) and where possible harmonisation with other Conventions' reporting. The need to develop a questionnaire easily accessible in more languages than the official French and English of UNESCO was also considered important.
- ✓ *Sustainability*, by ensuring that: the questionnaire was developed for long-term use; is capable of providing clear trends and providing continuity for future cycles of Periodic Reporting; is used across all World Heritage regions and is flexible enough to accommodate future developments of the World Heritage processes.

The Online Periodic Reporting Questionnaire will be presented to the next World Heritage Committee meeting in July 2008, and if approved will be implemented in State Parties from 2009/2010.

Enhancing our Heritage

The Enhancing our Heritage Toolkit uses the WCPA Framework to develop a range of assessment tools for managers of natural World Heritage site to build a comprehensive system of management effectiveness.

The bulk of this toolkit consists of 12 tools for assessing various components of World Heritage site management effectiveness, which together build a picture of how well a site is being managed and achieving its objectives. Tools can be used to supplement existing assessment or to build a new assessment system. They focus on the main values of the World Heritage Site, identifying appropriate management objectives and assessing management effectiveness. Specifically the tools are:

- ✓ **Tool 1: Identifying Site Values and Management Objectives**
Identifies and lists major site **values** and associated management **objectives**. Together these help decide what should be monitored and analysed during the assessment.
- ✓ **Tool 2: Identifying Threats**
Helps managers to organise and report changes in the type and level of threat to a site and to manage responses.
- ✓ **Tool 3: Relationships with Stakeholders**
Identifies stakeholders and their relationship with the site.

- ✓ **Tool 4: Review of National Context**
Helps understand how national and international policies, legislation and government actions affect the site.
- ✓ **Tool 5: Assessment of Management Planning**
Assesses the adequacy of the main planning document used to guide management of the site.
- ✓ **Tool 6: Design Assessment**
Assesses the design of the site and examines how its size, location and boundaries affect managers' capacity to maintain site values.
- ✓ **Tool 7: Assessment of Management Needs and Inputs**
Evaluates current staff compared to staff needs and current budget compared to an ideal budget allocation.
- ✓ **Tool 8: Assessment of Management Processes**
Identifies best practices and desired standards for management processes and rates performance against these standards.
- ✓ **Tool 9: Assessment of Management Plan Implementation**
Shows progress in implementing the management plan (or other main planning document), both generally and for individual components.
- ✓ **Tool 10: Work/Site Output Indicators**
Assesses the achievement of annual work programme targets and other output indicators.
- ✓ **Tool 11: Assessing the Outcomes of Management**
Answers the most important question – whether the site is doing what it was set up to do in terms of maintaining ecological integrity, wildlife, cultural values, landscapes etc.
- ✓ **Tool 12: Review of Management Effectiveness Assessment Results**
Summarises the results and helps to prioritise management actions in response.

The toolkit is designed for people who have the responsibility for managing World Heritage sites (especially natural sites) including staff in agencies who may be responsible for management of a number of sites. The objective of the toolkit is to provide both background information and specific tools that they can use to assess management of their sites. It is also designed for NGO and donor agency personnel who may be working with site managers and assisting or encouraging them to develop more robust monitoring and assessment systems.

The toolkit was not developed in isolation by researchers, but was developed gradually over time in active cooperation with staff at protected area agencies

responsible for nine natural World Heritage sites in Africa, southern Asia and Latin America as well as other World Heritage and protected area specialists from a range of disciplines (i.e. conservation planning experts, social scientists etc). This structure offered the project staff and consultants the opportunity to work with protected area managers, rangers and academics in a number of different countries over a period of seven years as assessment systems were developed and applied. It allowed the project to get immediate feedback on whether the tools being suggested worked or not: on many occasions park staff sat down with project staff and talked through and modified approaches. As a result this toolkit has gone through three previous drafts as approaches were improved over time.

While the toolkit has been designed specifically for natural World Heritage sites, the assessment principles, approaches and tools can be applied to other protected areas with minimal amendment. It is also hoped that the toolkit will be adapted for use in cultural World Heritage sites.

The final UNESCO publication detailing the toolkit will be launched at the World Heritage Committee meeting in July, and the toolkit will be available from the UNESCO web site and through links from the WDPA ME module.

More information on management effectiveness systems in general can be found at: http://www.unep-wcmc.org/wdpa/me/

4 Sharing European experiences in Management Effectiveness

4.1 German Nature Parks' Quality Campaign

Martina Porzelt, Association of German Nature Parks

Introduction

There are 100 Nature Parks in Germany covering some 25 per cent of the country (see figure 4). Nature Parks have four specific objectives: conservation, recreation and tourism, environmental education and sustainable regional development. The Association of German Nature Parks (VDN) has been the umbrella organisation for Nature Parks in Germany since 1963. VDN currently has 96 member parks and is the major exchange platform for nature parks. Its work includes supporting members on a diverse range of topics including public relations, projects and political lobbying work. In cooperation with EUROPARC Germany (ED), VDN is responsible body for the umbrella brand of large scale protected areas in Germany "Nationale Naturlandschaften" (National Natural Landscapes).

Quality Campaign and Criteria

VDN started developing its Quality Campaign in April 2004 which was funded in a research and development project by the German Federal Agency for Nature Conservation (BfN) within cooperation with the Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU). Partner in the project was ED. The Project was led by a group of experts from Nature Parks, BMU, BfN, Universities, Viabono, German Nature and Biodiversity Conservation Union (NABU) and the Association of Austrian Nature Parks. The project development process took about two years; following the initial development of draft quality criteria a three part test period in 13 Nature Parks took place and then the conclusions were discussed at two conferences in Frankfurt and Berlin. The Quality Campaign programme was launched in 2006.

The Quality Campaign was specially developed for the evaluation of management effectiveness as it has to meet the specific needs and objectives of German Nature Parks, but it has similar elements to systems like the RAPPAM and METT. Its main task is to be an instrument of self-evaluation for individual Nature Parks. It allows tracking of progress over time as it is able to supply consistent data. Furthermore, it can be used for broad-level comparisons among Nature Parks.



Figure 4: *German Nature Parks*

Overall, the Quality Campaign aims to:

- ✓ Be a voluntary instrument for continuously improving the work of Nature Parks.
- ✓ Define relevant fields of activity with quality criteria suitable for Nature Parks.
- ✓ Measure quality and progress made in quality improvement.
- ✓ Be an instrument of self-assessment able to analyse strengths and weaknesses.
- ✓ Allow VDN to achieve improvements in the conditions of Nature Parks in cooperation with the federal government, federal states, EUROPARC Germany, Nature Park administrations and other important stakeholders.
- ✓ Improve the image of Nature Parks and increase their acceptance in society, economics and politics.

The main principles of the campaign and associated quality criteria are that:

- ✓ Participation is voluntary and possible at any time and the costs are low.
- ✓ There is a low threshold for participating in the campaign, but maximum demands are hard to reach.
- ✓ The time and effort spent to collect data and information is manageable.
- ✓ The scheme is run with the cooperation of local stakeholders.
- ✓ It introduces the concept of improving quality.
- ✓ It considers customer/visitor requirements and interests.
- ✓ The certificate is not a trademark for consumers.
- ✓ It links to existing criteria such as the “Cycle-friendly Catering and Accommodation” of the German Cycling Federation (ADFC) and “Quality Pathways in Walker-friendly Germany” of the “Deutscher Wanderverband”.

The core element of the campaign is the quality Criteria Catalogue. It is a self assessment tool which also provides guidance on the management of resources and can assess continuous improvement of quality in the Nature Parks. The criteria ascertain the status quo of the park and make it possible to measure in given periods of time the quality of the parks’ work and the changes that have taken place. The catalogue evaluates the main fields of management activity which were derived from the Federal Nature Conservation Act and the overall concepts of VDN and ED. It includes 41 questions, mostly of which consist of several sub questions.

The catalogue consists of the Nature Park fact-file, which records general information about the park, but is not part of the assessment. The assessment is based on scoring five fields of activity with a maximum of 100 points available for each field of activity. The activities are:

- i. Management and Organisation*, which looks at the Nature Park plan/other plans; funding; personnel and training and cooperation and environmental management.
- ii. Nature and Landscape*, which looks at habitat network; visitor management concept; registration and monitoring; NATURA 2000 management; agriculture, forestry; nature protection and landscape conservation projects and partners.
- iii. Tourism and Recreation*, which looks at tourism marketing; tourist information centres; accommodation and catering; nature experience offers; concepts for sports tourism; sports and activity offers and projects and partners in the field of tourism and recreation.
- iv. Communication and Education*, which looks at information centres/other information facilities; offers regarding guided tours and events; nature park information material, internet, PR; communication concept and projects and partners in the field of Communication and Education.
- v. Sustainable Regional Development*, which looks at cultural offers; regional economic development and regional products, settlement development and traditional building; mobility and projects and partners in the field of sustainable regional development.

The Criteria Catalogue can be filled in independently by the Nature Parks and is available as an online version in the members' section of the homepage of the VDN (www.naturparke.de) and can also be printed out from that page. After completing the questionnaire the data is sent to VDN who analyses the results using a rating matrix. A peer review of the information is carried out by specially trained voluntary 'Quality Scouts' who are from other German Nature Parks outside the Federal state of the park they are reviewing. The VDN is informed of 'the scouting' in a written report.

Participation in the Quality Campaign is voluntary and possible at any time. For Nature Parks which are members of VDN or ED, the participation is free of cost. The only costs the Nature Parks have to bear are the travelling expenses of the Quality Scout.

Access to data from the assessment is restricted to the participating Nature Parks and VDN. If parks achieve the minimum of 250 points they are awarded a certificate and awarded status as a "Quality Nature Park". If they achieve fewer points the awarded status is "Partner of the Nature Parks' Quality Campaign". Both awards are valid for a period of three years. This status can be noted with a special label on websites and in relevant publications. If the Nature Park wants to maintain their award they have to apply again after the three year period.

The evaluation process takes about six months (i.e. the completion of the criteria catalogue, analysis of Criteria Catalogue by VDN, choice of suitable scout, one day scouting of the park, analysis of the scouting report by VDN, informing the applicants of the results). The required time for the applying Nature Park to work on the Criteria Catalogue is dependent on the amount of information readily available and the amount they need to get from their partners.

Results

To date 61 (out of 100) Nature Parks are participating in the process. 56 parks have been awarded "Quality Nature Parks" status and five have been awarded "Partner of the Nature Parks' Quality Campaign". So far, one Nature Park is applying for the award in 2008.

A first survey of participating Nature Parks and Quality Scouts has resulted in positive feedback on the Quality Campaign especially regarding the peer-review system; results show that the scheme has been welcomed by Nature Park partners and responsible bodies and has initiated co-operation with local stakeholders. In terms of management, Nature Parks have been able to take stock of their strengths and weaknesses, and use the assessment as the basis for more target-oriented management.

Due to the poor financial and personnel condition of German Nature Parks there have been some difficulties in keeping to planned time schedules in the evaluating process. There is also an ongoing challenge of recruiting enough voluntary Quality Scouts. There has also been some concerned about the rating matrix.

Next steps

Following successful implementation of the Quality Criteria Scheme, VDN is going on with the analysis of the results of the survey amongst participating Nature Parks and Quality Scouts, as well as conducting a review of the experiences gathered to date. They will also carry out a more detailed statistical analysis of data gathered from participating Nature Parks.

A project group managed by the VDN was set up for further developing the concept of the Quality Campaign and the Quality Criteria. Within this working group the Criteria Catalogue and rating matrix are being revised and further strategic development pursued. Finally, VDN will try to motivate those Nature Parks which are not yet participating in the scheme with the aim of getting all Nature Parks involved in the process by 2010.

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4.2 German National Parks: Development of Quality Criteria and Standards

Lena Maly-Wischhof, EUROPARC Germany

There are 14 National Parks in Germany, covering 0.5 per cent of the country (see figure 5). They differ in size, history of development, age and context and there are no consistent or standardised quality criteria for park management.



Figure 5: German National Parks

Given the various demands for the assessment of management effectiveness (i.e. the PoWPA) it was decided to develop a system of quality management for National Parks, which was:

- ✓ accepted by stakeholder and experts;
- ✓ workable;
- ✓ contributing to increased quality assurance;
- ✓ based on a SWOT-analysis;
- ✓ transparent; and
- ✓ dynamic.

The executing organisation was EUROPARC Germany¹⁵, with the support of the Buero Diepolder (Hohenau), with financial aid from BfN/BMU. The project was started in October 2005 and finished in February 2008.

System development began with a comparison of national and international quality and assessment systems and the formulation of a vision for National Parks. This was followed by discussion, the definition of actions fields and the selection of a criteria catalogue according to the actions fields. Finally, standards of conduction for National Park management were developed. Ten action fields were selected according to the work of the National Park administration with suitable criteria and standards. Once this background was completed an evaluation questionnaire (based on indicators) was developed and the evaluation method was agreed. The questionnaire is some 60 pages long and was created following the WCPA Framework.

¹⁵ EUROPARC Germany was founded in 1991. It is the umbrella organisation for Germany's biosphere reserves, national parks and nature parks - known as the "Nationale Naturlandschaften" - and serves as the German section of the EUROPARC Federation. Today, its membership encompasses protected areas as well as other organisations such as NGOs, foundations and agencies. Its tasks are the improvement of protected area management through project development and implementation, public relations, fundraising, capacity building, research, and public affairs.

Between May 2007 and February 2008 four National Parks – Nationalpark Hamburgisches Wattenmeer (137,5 km²); Mueritz-Nationalpark (322 km²); Nationalpark Hainich (75 km²); Nationalpark Bayerischer Wald (242,5 km²) – tested the method on a voluntary basis. The start of the actual evaluation of the 14 National Park is planned for summer 2008, and it is estimated that the evaluation period will end in 2010.

The development process was lead by a working group plus an advisory committee. Several workshops and regional conferences took place and the involvement of stakeholders was seen as a basic principle in the development and use of the assessment system. Over 50 stakeholders took part in this development process. Throughout the methodological development the work of IUCN, organisations within Germany and other assessment experiences (i.e. the WCPA Framework, RAPPAM etc) were reviewed and experiences shared.

The methodology does not include a rating system, but instead uses a SWOT-analysis approach (i.e. strengths, weaknesses, opportunities and threats). It is based on an electronic questionnaire with open questions and indicators which allows results to be automatically generated with priorities for improvement clearly indicated. The methodology has 10 action fields, 44 standards and criteria and 250 questions and indicators. For example:

- ✓ Action field: *Protection of the biodiversity*
- ✓ Criteria: *Size*
- ✓ Standard: *A national park should be of a certain size (10.000 ha). The park should represent one or several ecosystems and secures a natural dynamic. In some exceptions the park can be smaller (e.g. Jasmund) if the area is of a certain international importance/specification.*

The evaluation process follows four steps:

- ✓ Self-assessment by the National Park administration overseen by EUROPARC Germany.
- ✓ Report written by an external expert based on the data of the questionnaire.
- ✓ Discussion of the results.
- ✓ Recommendations leading to action and improvement.

As has been said of other assessment systems, the assessment process and subsequent discussion is as important as the results. The time needed to undertake the assessment is usually between 2 – 8 days, and it is expected that evaluation will take place every 10 years.

The assessment system is still under development, and will be published at the CBD's COP9 meeting in May 2008.

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4.3 Comparing Assessment Systems for National Parks, Biosphere Reserves and Nature Parks in Germany

Volker Scherfose, German Federal Agency for Nature Conservation (BfN)

The table below summarises the results of a comparative study of the diversity of assessment systems being developed in Germany. The tables compare the two systems discussed above for Nature Parks (NRP) and National Parks (NLP) as well as the criteria for admission and evaluation of German Biosphere Reserves (BR) as recognised by UNESCO. The table takes as a starting place the 10 action fields used as the basis for the methodology being developed for German National Parks. One new criterion was added on pressures and threats; this is usually seen as an essential component of protected areas management effectiveness systems but interestingly none of the German systems look at these issues.

Table 2: Comparison of assessment systems in Germany

Assessment criteria	NLP	BR	NRP
1. National context			
legal status / protection by law	x	x	-
law accomplishment/conformity	-	-	-
protection purpose / values of the protected area	x	x	-
superior planning	x	x	-
competences	x	x	-
land ownership	x	zone I / II	-
boundary demarcation, design	x	x	-
extensiveness (minimum area)	x	x	-
density of colonisation	-	-	-
2. Protection of biodiversity and natural dynamics			
space for natural development	x	zone I	-
area fragmentation	x	-	-
biodiversity	x	x	-
high level of naturalness	x	zone I	-
ecosystems of international and national importance/representativity	x	x	-
species management	x	x	-
hunting	x	-	-
ecological networking / biotope connectivity	x	-	x
proportion of protected areas, Natura 2000	x	x	x
3. Sustainable use			
(traditional) landscape management	x	x	x
sustainable land use / use of resources	-	x	x
sustainable economic use (2. and 3. sector)	-	x	partial

Assessment criteria	NLP	BR	NRP
area consumption	-	(x)	-
environmental standards in visitor facilities	-	-	x
sustainable mobility, traffic	x	partial	x
4. Pressures & Threats			
defence, minimization of pressures and threats	-	-	-
protection of natural resources	-	-	-
monitoring of pressures and threats	-	-	-
5. Organisation / Governance			
Incorporation and organisation structure of the protected area administration	x	x	-
personal staff input	x	x	x
area supervision by rangers	x	x	x
personal management / training	x	-	x
funding input (incl. reliability)	x	x	x
advisory boards / curatorship	x	(x)	x
6. Management			
models for landscape development	x	(x)	-
management plan / framework plan	x	x	x
work programmes	-	-	-
zoning	x	x	-
ecosystem restoration / renaturation actions	x	x	-
visitor guidance / area control	x	(x)	x
evaluation of undertaken activities	x	x	x
documentation of realised goals and plans	-	-	-
periodic evaluations	?	x	x
7. Monitoring and Research			
research coordination	x	x	-
research concept	x	(x)	-
basic research	x	(x)	-
monitoring, long term ecological observation	x	x	x
documentation of monitoring and research data	x	x	-
8. Co-operation and Partnerships			
Co-operation	x	x	x
involvement of communities and stakeholders / participation	x	x	x
involvement in working groups and networks	x	x	x
international co-operation and support	-	x	-
volunteer management	x	-	-
9. Communication, education and awareness			
communication programme / message	x	-	x
corporate design	x	x	-
communication structure / public relations	x	x	x
concepts for education and awareness	x	x	-

Assessment criteria	NLP	BR	NRP
offers for education and awareness (information centres, facilities etc.)	x	x	x
visitor support	x	x	x
Assessment criteria	NLP	BR	NRP
10. Nature experience and recreation			
offers for nature experience	x	-	x
offers for sports	-	-	x
tourism and recreation	-	x	x
infrastructure for visitors	x	x	x
11. Regional Development			
image	x	(x)	-
integration in the region	x	x	x
impulses for sustainable regional development, distribution of regional products	x	(x)	x
impulses for the region, economic effects	x	(x)	x

Key:

x indicates that the criteria is included in assessment

- indicates that the criteria is not included in assessment

(x) indicates that there is no separate criteria, but that it is mentioned in the explanations of the national criteria for the admission and evaluation of UNESCO-Biosphere Reserves

Text boxes in orange indicate that the missing criteria is of importance, and should be added in an updated version of the criteria system

Overall the survey found a high level of conformity between the different systems developed for National Parks and Biosphere Reserves. However there was less conformity and generally a lack of quality criteria in some important areas in the system developed for Nature Parks, especially in the action fields of national context, protection of biodiversity, management effectiveness and monitoring/research.

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4.4 Management Effectiveness Evaluation in Finland's and Lithuania's Protected Areas

Arto Ahokumpu, Metsähallitus, Natural Heritage Service

Finland

Metsähallitus, Natural Heritage Services (NHS) is responsible for the management of government owned protected areas in Finland, and from 2010 will also be responsible for the management of private protected areas.

The first international evaluation of Finnish protected areas was in 1994, and was carried out by Harold K. Eidsvik (Canada) and Hans B. Bibelriether (Germany). Following the agreement of the management effectiveness target in the PoWPA, Metsähallitus decided to consolidate international and national reporting obligations. A Terms of Reference (TOR) for an assessment of Finnish parks was agreed in March 2004 and the implementation of the evaluation and reporting took place the same year. The whole protected area network was assessed, which in Finland covers more than 2000 sites with an area of more than 3 million ha, however the assessment concentrated on 70 individual large protected areas plus an evaluation of NHS.

The objectives of the assessment were to:

- ✓ enable the NHS and the Ministry of the Environment to evaluate whether approaches chosen in protected area management are sound and resources made available used in an appropriate and efficient way;
- ✓ give guidance on how to further improve the management and monitoring systems;
- ✓ provide a platform for testing and developing a comprehensive and outcome-focused model on the basis of the IUCN/WCPA framework;
- ✓ develop cooperation and partnerships with NGOs and other stakeholders; and
- ✓ contribute to WWF's international targets in the Forest and Marine Programmes.

The project was directed by a steering group of Finnish and International protected area management and assessment experts and was carried out by a four person multi-national evaluation team.

The process, which is summarised in figure 6 overleaf, took place over a 10 month period during 2004. As a first step one employee from Metsähallitus was in charge of collecting and delivering information to the evaluation team. There was however a lack of material in English, the main language of the assessors and the language the evaluation report was written in, which was problematic. The Evaluation Team (ET) reviewed this background literature in May whilst NHS conducted a RAPPAM self-assessment in 70 protected areas. Drawing on these the ET developed a series of questions related directly to the WCPA framework in June. In July the NHS answered the questions which formed the core of the assessment and subsequent report. The evaluation was finalised by a field assessment undertaken by the ET in August 2004. This 10 day field trip included visits to representative protected area

sites as well as meetings with NHS staff and representatives of Ministries, local stakeholders and NGOs. Various stakeholder meetings were also held with Ministries, the NHS scientific advisory board, regional environment centres, NGOs, Sámi, reindeer herders, municipalities and entrepreneurs.

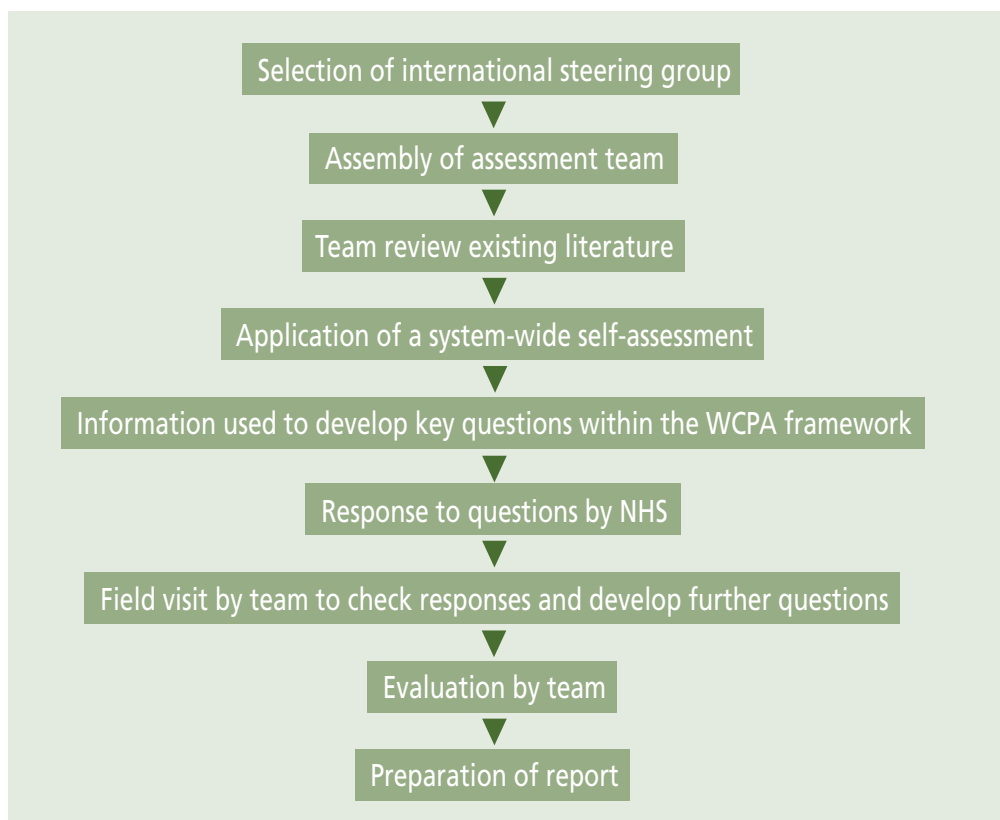


Figure 6: *Assessment process for Finnish National Parks*

The evaluation report was approved by the Steering Group in December 2004 and published in 2005. The general conclusion was that Finland's protected areas are well managed and with some exceptions, they appear to be achieving their aims of conserving biodiversity. However, the evaluators made a number of recommendations, summed up into a ten point suggested action plan.

Specific results in Finland included:

- ✓ Using the assessment report as a basis of State of the Parks reporting.
- ✓ Increased stress on information and data management. A "Site database" will be built during 2008 – 2010 to hold information for "all purposes" and thus consolidating data management for different reporting requirements.
- ✓ Revising of the content of management planning, with clearer objectives, indicators, risk analysis etc.
- ✓ More stress on integrating international goals into the daily management (awareness rising among the personnel).
- ✓ Adaptive management – continuous discussions based on the structure of WCPA framework.

Lithuania

In Lithuania the assessment of management effectiveness was undertaken as part of an EU PHARE (Pologne, Hongrie Assistance à la Reconstruction Economique) project which took place between 2005 and 2006 to support the institutional strengthening and modernization of the state protected areas service administrations in the country. The assessment was integrated into the project requirements, although the project TOR described only the need for institutional analysis. The experiences from Finland and the CBD PoWPA goals were the basis for making the proposal to expand this part of the project to include a full assessment of management effectiveness.

The assessment was based around the WCPA framework and the experience from Finland. The main emphasis of the assessment was targeted on the following items:

- ✓ NATURA 2000 management integration into the protected area management.
- ✓ Data/information management and the use of IT tools in management, analysis and reporting.
- ✓ The role of protected areas in the reporting to the European Commission,
- ✓ Delivering of information on protected areas values and activities for the public.
- ✓ Inspection methods.
- ✓ Collaborative management and co-operation with relevant organisations.
- ✓ Involvement of local communities into the management of protected areas.
- ✓ Legal and administrative gaps.

Development and assessment took place during 2006. The evaluation team was comprised of a 12 member project steering group and a four person multi-national project team. Unlike the Finnish situation, in Lithuania the project team collected background material, which may possibly have lead to not all valuable documentation being identified. The assessment process began with the modification of the RAPPAM to the Lithuanian context, in particular landscape values were added to the questionnaire as well as some minor modification on terminology, and the definition of the data content of the Parks Basic Information Form. Seven workshops were then conducted for protected area staff introducing the RAPPAM methodology. All 40 protected area administrations completed the RAPPAM questionnaire at site level, with management teams being given two weeks to finalise the work and send the results to the project team for analysis. A system level RAPPAM questionnaire was also sent to 190 respondents covering a range of stakeholder groups including protected area administrations, municipalities, forest enterprises, regional environmental departments, county administrations, Ministries and Governmental organisations, research institutes and NGOs. 109 responses were received and included in the analysis. A study tour, including field visits and interviews, was then undertaken in order to gather further information and verify the findings from the self-assessments. Finally recommendations and proposals were drafted and a workshop was held to finalise the report.

Specific results in Lithuania included the need for:

- ✓ more stress on biodiversity issues in protected area management, i.e. increased funding, species database, amendments in laws etc;
- ✓ NATURA 2000 integration;
- ✓ a monitoring programme;
- ✓ increased funding (basic funding and EU Structural Funds);
- ✓ capacity of the personnel in administrations increased;
- ✓ visibility in the field increased (i.e. increased signage) and a lot of stress on media relations.

✓ **Overall conclusions from assessments in Finland and Lithuania**

- ✓ In both cases the process was cost-effective and the results met both the general and specific goals.
- ✓ The reliability and range of background information is a key precondition for the success of this kind of evaluation.
- ✓ An international team is essential if all elements of the management framework are to be covered and sensitive questions addressed; a field trip is also necessary and overall the expertise of the team will affect the results.
- ✓ IUCN/WCPA framework is excellent and RAPPAM is a good tool at site level to collect manager's opinions. In Lithuania the management teams felt that the use of RAPPAM (and WCPA framework) helped them to understand better cause and effect relations in protected area management.
- ✓ Commitment of the organisation and the staff members of the target organisation are crucial for the ownership of the process and the results (in Lithuania division heads of the protected area agency should have been involved more efficiently into the process).
- ✓ The assessment process is perhaps more valuable than the report (i.e. travelling is more important than to get there).
- ✓ Achievements, shortages and future challenges should be equally highlighted.
- ✓ Detailed and concrete action plans should not be a result of this kind of international evaluation. Action plans should always be a responsibility of the target organisation itself – if it is intended to be implemented. Integration to the practical management is a good basis for strategy process.

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4.5 Comprehensive Evaluation of the Protected Areas System in Catalonia, Spain

Josep-Maria Mallarach, Catalan Institution for Natural History

Until 2006, when the number increased due to the Natura 2000 requirements, there were 148 designated protected areas in the Spanish region of Catalonia, made up of 365 distinct units. The system encompassed 21 per cent of Catalonia's land area, from a medium size national park in the Pyrenees Mountains, to small protected island nature preserves in the Mediterranean Sea. Catalan legislation recognises 10 types of protected natural areas, which correspond to IUCN management categories I-V. Most (over 80 per cent) belong to the protected landscapes or seascapes category, i.e. category V (see figure 7).

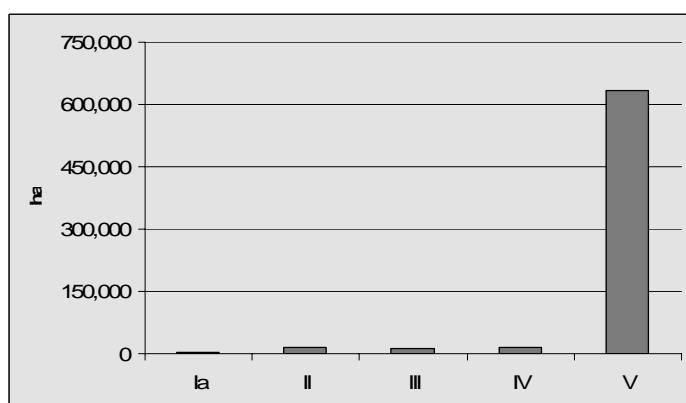


Figure 7: Protected areas in by IUCN category

The majority of protected areas (82 per cent) are overseen in terms of management and planning by the Ministry of the Environment and Housing, 15 per cent by local Governments and 3 per cent are run privately or by NGOs; however most of the land within protected areas is privately owned.

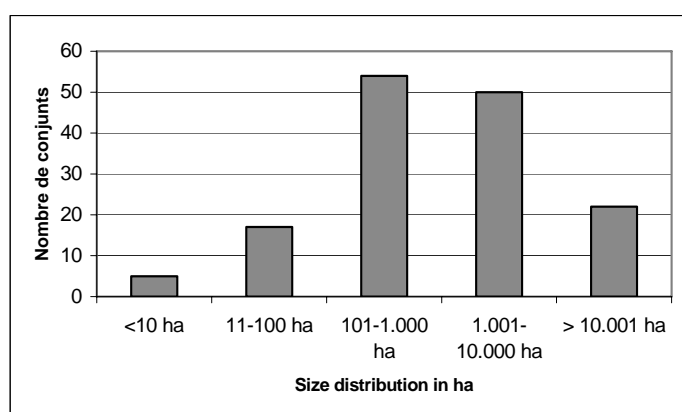


Figure 8: Protected areas in Catalonia by size

The protected areas are also generally small (see figure 8), with 50 per cent covering less than 1,000 ha.

The idea of carrying out an evaluation project was included in a number of recommendations made by the Catalan Institution for Natural History (ICHN) – the oldest and most influential scientific organisation devoted to natural heritage in Catalonia – to the Catalan

Autonomous Government in a study to establish a Strategy for Biodiversity Conservation in Catalonia carried out in 1998-99. Catalonia is an Autonomous Community within Spain which has full powers in nature conservation and

legislation, planning and management of protected areas. Since the recommendation was not followed up, ICHN decided to take on the challenge, as it was felt that the lack of public, reliable information on the state of protected areas was an important obstacle for improving the awareness of both managers and the general public. Moreover, most protected areas were created in 1992 and we thought that this ten year period was enough to assess what the main trends are in terms of management effectiveness.

The assessment system was based on the WCPA Framework methodology at its most demanding level, i.e. focussing on outcomes. The set of indicators used were adapted to be applied to the physical, social and political context of the protected areas in Catalonia. In addition, it was decided to implement two recommendations from the Eurosite methodology (Eurosite, 1999), one regarding the neutrality of the evaluators and the other regarding the need for providing an opportunity for managers to comment on the findings of each individual evaluation. The system was one of the first evaluation of an entire protected area system using the WCPA Framework in the EU.

The list includes the name of the indicators applied and can be found in Annex 7.4.6. The description of each indicator and its template is available at <http://ichn.iec.cat> in Catalan language:

Although the assessment was carried at the system level, every single protected area unit, i.e. all 365 units, were evaluated (see figure 9). The objectives were:

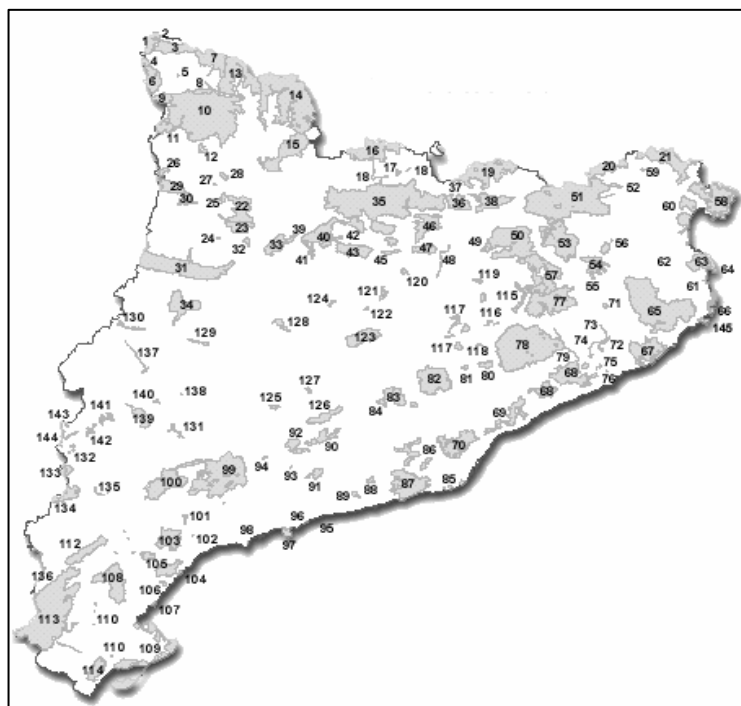


Figure 9: Protected areas in Catalonia in 2004

- ✓ to assess the condition of the entire system of protected areas in Catalonia.
- ✓ based on the results of the assessment, propose actions for improvement when needed.
- ✓ to develop, test and apply a methodology based on the WCPA Framework useful for all Spanish protected areas.
- ✓ to be the first evaluation of an entire system of protected areas within Spain, and one of the first to apply the entire

WCPA Framework in Europe. Hence, this project was included as a “Living Observatory” in the Action Plan for the Protected Natural Areas of the Spanish State (EUROPARC-Spain, 2001).

- ✓ to become a significant reference for future evaluations of protected areas in other nations and regions of our country, and perhaps in other European countries.

The evaluation was external, independent and participatory. However, it received technical and economic support of the Ministry for the Environment and Housing, and funding from Foundation Territori i Paisatge- Caixa Catalunya savings bank and Diputació de Girona (a local Administration). However, only part of the cost was funded and a large proportion of the work was voluntarily.

Two coordinators worked with around 150 evaluators who participated in different stages of the process (i.e. initial methodology workshop, pilot plan, evaluation, diagnose, draft proposal, etc). Technical support was provided by the Centre Especial de Recerca de la Biodiversitat Vegetal (University of Barcelona), Centre de Recerques i Aplicacions Forestals (Autonomous University of Barcelona) and Societat Catalana de Lepidopterologia. Those involved in the process ranged from managers and planners of all protected areas, to public agencies, rangers, local authorities, economic and sectoral organisations, local population, and environmental NGOs.

The assessment process was a mix of field-work, interviews, data collection, expert knowledge and protected area expert knowledge. The main assessment period was between 2001 and 2003. However, preparations began in 1999 and reporting was done in 2004 and also in 2008.

The process started in 1999, when ICHN persuaded some public agencies and private organizations to cooperate, providing the necessary information and some funding to cover the development of the methodology and a pilot plan. In November 2000 a workshop was conducted at the University of Girona to adapt the WCPA Framework to the particular situation of the protected areas in Catalonia. Over 85 people attended the workshop, developing a first draft of 87 indicators.

During 2001 these indicators were defined and funding was secured to carry out a pilot project. In February 2002 a seminar was held on the scope of the evaluation and the methodology to be used with a committee from the Ministry of the Environment of Catalonia. The committee provided comments and agreed to produce a complete and updated digital map, at 1:5,000 scale, for the entire system of protected area (until then only 1:50,000 maps were available).

Between March and May 2002 a pilot project including seven representative protected areas was carried out. The aim was to test the methodology and refine and adjust the indicators. The number of indicators was reduced to 85, dropping four initial indicators and adding two new ones. Improvements were also introduced in the structure or definition of 45 indicators while improving the terminology of most

descriptions. Ratings were standardised to either 1 to 5 or 1 to 10 point scales. In addition a specific form was elaborated for each indicator for reducing the errors during the data compilation process. In July 2002 a series of meetings were conducted in different parts of the country to explain the methodology to small groups of evaluators and make sure everybody had a sufficient understanding.

Between August and December 2002 the evaluation of the 148 protected natural areas of Catalonia took place. It is important to stress that each indicator was applied to each separated unit of each area and to each different IUCN category present in the same national park. Practically speaking, this meant filling out between 1 and 27 forms for each indicator in each individual protected area, depending on its level of complexity (there are natural areas that have as many as six different legal types of protection). Therefore, the total number of separate evaluations finally numbered 365, although in the simplest protected areas, with no management plan or management team, only 55 indicators were applied. During this period the coordinators of the assessment remained in touch with all the evaluators, replying to hundred of questions, either personally, by telephone or by e-mail.

After each evaluation was completed, the evaluator sent all the forms by electronic format to the corresponding park managers, asking them to review and comment on the findings. Once this was completed, both the evaluation and the comments were sent to the secretariat of the ICHN, where one person was in charge of reviewing again all the forms, making sure everything was completed and coherent. When this was not the case, the evaluators were contacted to solve the problem.

At the start of 2003 data (420 data sets including between 55-85 indicators each) was compiled in a database that was created specifically for this purpose. Between February and March 2003 the elaboration of the results and proposals for improvement by means of workshops with the evaluators were completed. In April 2003 the final report was submitted to the Catalan Ministry of the Environment and Housing, and from September 2003 to June 2004 the methodology and results of the evaluation project was disseminated in Catalonia, Spain and to the international community.

Results

Most policy-makers, planners and managers of protected areas acknowledged that the evaluation was useful to gain knowledge and provide guidance for improvements; and the assessment allowed prioritization of protected areas needing individual in depth evaluations. A public presentation and complete summary was published and released in 2004, however political circumstances delayed the publication of the full results until 2008. Results and proposals will likely have a significant impact on legislation, and hopefully also in institutional organizations and arrangements, and procedures. However, political instability and turnover delayed critically needed changes.

More specifically the assessment found:

- ✓ Only 36 protected area are actively managed (i.e. have a management team, rangers, resources; although it should be noted some protected areas do not need active management.
- ✓ Most protected areas have average or high ecological connectivity but 28 protected areas (19 per cent) had low levels or a lack of ecological connectivity.
- ✓ Only 26 (18 per cent) protected areas have management plans.
- ✓ About half of the protected areas are not adequately designed.
- ✓ 74 per cent of protected areas are under significant pressures and threats.
- ✓ 27 per cent of protected areas experienced local flora or fauna species extinction.
- ✓ Almost half of the protected areas have some people living inside.
- ✓ Almost all protected areas are seeing increases in visitor numbers (+12 million visits/year).
- ✓ Everybody agrees that most protected areas are under funded.
- ✓ Positive changes in the attitude of local population to protected area are occurring in 43 per cent of areas.
- ✓ There was no direct relationship between inputs and outputs, and the outcomes.
- ✓ 74 per cent of protected areas had a positive impact in local economies.
- ✓ No protected areas had negative impacts on local economies.
- ✓ 18 per cent of protected areas report on activities, but none carried out performance evaluations.
- ✓ Lack of reliable data limited the evaluation of the outcomes to only about 20 per cent of the protected areas (see table 3).
- ✓ Results at system level also have no direct relation between inputs, outputs, and the outcomes and no performance evaluation was being carried out.

Table 3: Overview of outcomes

Changes	Improvement	Stability	Worsening	Opposite trends	Protected area evaluated
Key geological elements	6 %	63 %	20 %	11 %	35
Key species	19 %	32 %	23 %	26 %	31
Key habitats	5 %	47 %	19 %	29 %	21

Conclusions and lessons learned on the assessment process

A committed NGO can have a positive impact on assessing protected area systems, especially in countries which lack tradition in evaluation through:

- ✓ introducing the evaluation at system and individual protected area levels;
- ✓ training and preparing evaluators; and
- ✓ making all the results available to the public.

Support of key agencies and private partners is needed, not only for obtaining the needed resources and data, but to make the results useful to policy makers and practitioners. An internal-external evaluation can be a suitable option when evaluation procedures are not mandatory and there is public distrust from governmental evaluations or assessments.

Because of the lengthy process followed it is almost impossible to give even an approximate estimate of the staff time devoted to the evaluation. Funding for the entire evaluation project (from 2000 to 2003) was around 300,000 euros and preparation of the final publication cost around 33,000 euros. These funds covered all the expenses and part of the work done. However, a considerable amount of work was done on a voluntarily basis by a large number of members of the ICHN.

Specific lessons learned included:

- ✓ The WCPA Framework is useful, flexible and adaptable. A pilot project is needed for adjusting it to local conditions, to allow better selection and substantial refinements on most indicators.
- ✓ In extensive protected area systems not all protected area need to be evaluated: sampling could save a lot of effort.
- ✓ A participatory approach has significant advantages but it is more time consuming.
- ✓ Lack of conservation goals and initial data limited the assessment of outcomes in most protected areas.
- ✓ The high number of evaluators implied extra training, co-ordination and review of efforts. A smaller, more experienced team would have been more effective.
- ✓ In complex protected area systems, interpretation of findings is not simple: involving key players is important to improve acceptance of the results.
- ✓ The assessment should be repeated every 5 to 10 years, with different intensities.
- ✓ If this evaluation of the protected area system of Catalonia was to be carried out again, on a professional basis and based on the existing experience, it could be done in less than one year.

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4.6 Management Effectiveness and Quality Criteria for Protected Areas in Tenerife, Canary Islands, Spain

Víctor Manuel García Díaz, Cabildo of Tenerife

The Canary Islands are one of the 17 regions of Spain. There are seven islands covering 7,440 km², which have only 1.9 million inhabitants but 12 million visitors per year. Tenerife has a land area of 2,032 km², 48 per cent of which is protected in 43 protected areas.

Management effectiveness assessment has been instituted to adhere to the laws of the Canary Islands on protected area management and conservation (Ley 19/2003, Directrices 16 y 18, and Decreto Legislativo 1/2000). Assessments also fit well with the aims of the Planning, Technical Coordination and Management Control Unit, of the Cabildo Insular de Insular de Tenerife, to develop a continuous process of improved performance, which is certified according to the International Standards Organisations (ISO) 9001/2000, ISO 14001/2004 and Eco-Management and Audit Scheme (EMAS) of European Union (an integrated quality system). The Cabildo is responsible for resources conservation, management and use; recreational and educational policies and local development.

Management effectiveness is monitored at three levels in the Environmental Division of the Cabildo:

- ✓ **First level:** Assessment of protected area management plans implemented since 2006, with the aim of annual reporting. The objective is to know what planned activities have been carried out, are activities on time and within the planned budget. As well as what difficulties have arisen and what measures must be taken to correct them.
- ✓ **Second Level:** Assessment of annual work programmes in protected areas. First reporting in 2006, but the plan is to obtain annual reports. The assessment looks at what activities have been carried out and their degree of completion; what activities are within the management plan, other plans or not planned; the real budget distribution, by services, subjects and themes; and are budgets being spent effectively and efficiently.
- ✓ **Third level:** Quality criteria to apply to the protected area management in relation to ISO 9001/2000, ISO 14001/2004 and EMAS criteria. On this base, each Administrative Unit dedicated to manage protected areas has its own indicators for quality management designed between 2003 and 2005. The indicators are designed to know the efficiency of the different processes and are measured every six months or every year, depending on the features of each one. Reporting started from 2006.

The system, designed for the third level assessment, is currently under review and, some indicators for levels 1 and 2 are under development.

The Cabildo of Tenerife system has been specifically developed for the assessment of levels 1 and 2. Level 3 assessment depends on the international regulations of ISO 9001, ISO 14001 and EMAS. The system focussed mainly on planning, inputs and processes and has not been developed with WCPA Framework or any other evaluation system in mind. Funding was provided by the Environment Division's budget.

The system involves the whole organisation (about 600 people), but the main responsible staff are:

- ✓ The staff of all the administrative units (territorial, island and structural units) – about 35 technical employees including protected area managers.
- ✓ 17 technical employees of the Planning, Technical Coordination and Management Control Unit.
- ✓ Hired expertise for the integrated quality system ISO-EMAS.
- ✓ Local people (by means of opinion polls, complaints system, Service Cards).

The level 1 and 2 assessments were made entirely by our staff. The third level was carried out by an external expert, although our staff designed all the indicators and helped with the assessment. It is difficult to calculate staff time involved as there were many people involved in the process, but they spent varying amounts of time on the assessment. It is thus also difficult to calculate all the funds invested. However the computer applications specifically designed for project cost 175,000 euro and the external experts hired for the integrated quality system cost 95,000 euro.

The assessment resulted in:

- ✓ Better knowledge about communication and coordination for all Administrative Units.
- ✓ Increased awareness and better fulfilment of protected area plans.
- ✓ Good knowledge about budget distribution over the whole protected area network for different issues and budgetary subjects.
- ✓ Identifying difficulties in the application of the management plans in order to improve them.
- ✓ The development of comparative management indicators.
- ✓ Knowledge about pressures from excessive development in protected area.
- ✓ The need to establish permanent links with the local population to know their needs and preferences.
- ✓ The need to design and implement threatened ecosystems and species monitoring plans for several protected areas.

The results of the assessment have been used to:

- ✓ Establish common procedures for all protected area managers.
- ✓ Design and improvement of new computer applications and tools for protected area management (i.e. administrative work-flow, monitoring applications, vehicles maintenance applications etc).
- ✓ Control budgetary deviations.
- ✓ Improve communication and coordination for all the Administrative Units.
- ✓ Improve investments based on public preferences and complaints.
- ✓ Report to the European Union on management activities carried out inside the NATURA 2000 Network.
- ✓ Speed up administration processes and activities.
- ✓ Assess staff training needs.
- ✓ Improve communication with local people.
- ✓ Better control fulfilment of civic duties such as impact assessment, authorizations, etc.
- ✓ Achieve better policies in several subjects (e.g. wildlife conservation, surveillance, building works, promotion of local development, recreational facilities etc).
- ✓ Design new campaigns on environmental education.

The results have also been useful in order to urge the Regional Government to make more realistic protected area plans in the future, which are adapted to the funds and resources available in the Cabildo. For instance, many management plans are incomplete because managers cannot properly plan implementation and can only undertake actions that are of a low cost.

In terms of the process, if there are several protected areas in a region, they should be managed as a whole and the assessment should cover them all. Assessments should be driven by the authority in charge and it is crucial those involved become fully aware of the need for assessments of management effectiveness – as this is the only way to ensure full staff collaboration in the process.

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4.7 Management Effectiveness in England: the Experience of the Yorkshire Dales National Parks

David Butterworth, Chief Executive of the Yorkshire Dales (UK) National Park Authority

There are nine National Parks in England covering 1,050,678 ha, approximately 10 per cent of the land area. The oldest is the Peak District National Park, which was designated in 1951 and the youngest is the New Forest designated in 2005. They are all designated as managed in accordance with IUCN Category V protected areas.

The Evaluation Process

The assessment, which was called the National Park Authority Performance Assessment, was carried out in 2005 as part of a central government initiative for all National Park Authorities in England. It was completed in all of the English National Parks (covering an area of 994,020 ha) apart from the New Forest, as this park was in the process of designation at the time.

Although the assessment was undertaken because it was part of a central government programme, National Park Authorities themselves were keen to see some sort of assessment process in place. Consequently, there was a lot of discussion between government and protected area representatives to ensure that the best possible system of assessment was in place. The assessment system was specifically developed for this particular exercise. However it was based on a system that was applicable in all local governments.

There were three main components to the assessment, which looked primarily at management systems and processes as well as outputs:

- ✓ A desk based self assessment of the National Park carried out by staff.
- ✓ A peer review which examined the self assessment results and discussed the performance of the National Park Authority with partners, stakeholders and the local community. (The Peer Review team was made up of representatives from central government, other National Park Authorities and other parts of local government.)
- ✓ The publication of an improvement plan which was based on the self assessment and the recommendations of the peer review team.

Most of the work that took place was in carrying out the self assessment. Different National Park Authorities approached this in different ways. Some involved no more than three or four people in developing the assessment; however in the Yorkshire Dales National Park we involved around 40 members of staff who were split up into groups to examine different parts of the assessment criteria and to make

a judgement as to how well the National Park Authority was carrying out these areas of work. All of the information that was necessary to carry out the assessment was available, though there was quite a bit of work in bringing it all together into one document.

Results

The results of the assessment in the Yorkshire Dales National Park – which were a combination of the self assessment and the report of the Peer Review team – were put together in the form of an Improvement Plan. This contained around 30 recommendations for action¹⁶.

The results have been used to improve areas of internal working for example regarding management processes, communications, and in one or two areas to actually improve work within the National Park itself, e.g. putting more emphasis into farm conservation and footpath management.

The overall results for all nine English National Park Authorities were pretty good. Consequently, they were published by central government and, although Authorities were told by the government that they would not put the results into a league table, it was fairly easy to do so – and as a consequence many people did work out who was top and who was bottom of the table! It is intended that a (revised) process is carried out every 5 years.

Lessons Learned

The five key lessons learned taken from this process are:

- ✓ *Preparation:* It is worth spending a fair amount of time and effort on ensuring that the assessment is well prepared and explained to all those who are going to take part in it. In England, we found it extremely valuable to have an initial training event, organised by the government, which brought together all those who were going to be part of the assessment, including those who would be carrying out the Peer Review work.
- ✓ *Organisation:* It was extremely helpful, right at the start, to ensure that two or three people take responsibility for the organisation of the whole process: From the initial self assessment through the peer review process onto the development of the improvement plan. These are the people who are working in the background but who are making sure that the things that are supposed to be done get done!

¹⁶ The results can be downloaded from at:
http://www.yorkshiredales.org.uk/yorkshire_dales_national_park_authority_-_performance_assessment_report_-_october_2005.pdf

- ✓ *Peer Review:* There were mixed reactions in the National Park Authorities to the peer review process. The experience in the Yorkshire Dales was that it was an extremely positive, thought provoking and stimulating process. Their assessment of where improvement was needed was particularly impressive and added considerable value to the whole process. Notwithstanding the difficulties with which some National Park Authorities have had with the peer review process, it is important that in any future arrangements, external validation of the internal findings remains a key part of the process.
- ✓ *Assessment Methodology:* The Methodology examined aspects of a National Park Authority's work. Of these, seven elements were concerned with 'internal' processes in terms of how the National Park Authority worked. Only two were concerned with 'outcomes' – i.e. how successful the National Park Authority was in achieving its objectives in the protected area. In future, it has been agreed that there needs to be more emphasis on what the National Park Authority is achieving rather than how it achieves it. Consequently, the methodology is currently being reviewed to put more emphasis on outcomes as opposed to process.
- ✓ *Time and Resource:* Although the process was extremely valuable, and will be carried out every five years within English National Parks, it is important not to underestimate the amount of time and money needed to undertake the assessment.

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4.8 Management Effectiveness Assessment in Austria - Site Consolidation Scorecard

Bernd Pflieger, Institute of Ecology, Klagenfurt

A modified version of The Nature Conservancy's "Parks in Peril Site Consolidation Scorecard", which has mainly been applied in Central and Latin America, has been adapted for use in Europe. An initial modification was field tested in two national parks in Austria and Germany in 2007 as part of an MSC project. A more significant modification, called "European Site Consolidation Scorecard", is currently being used in a third park, Gesäuse National Park, following a specific request for a management effectiveness system suitable for Austrian parks.

The most recent Parks in Peril Site Consolidation Scorecard version (May 10, 2004) was used as a basis for the initial field testing. This version was not significantly changed although some small adaptations were made. Based on the results and recommendations of that initial field test in 2007, the "European Site Consolidation Scorecard"¹⁷ has been developed. The scorecard is based around 22 indicators on which to assess management effectiveness, which mainly look at context, planning, inputs and processes (see table 4).

Table 4: European Site Consolidation Scorecard

A.	<i>Strategic planning</i>
A.1	Project area zoning
A.2	Site-based long-term management plan
A.3	Science and information needs assessment for project area
A.4	Monitoring plan development and implementation for project area
B.	<i>Basic protection activities</i>
B.1	Physical infrastructure for project area
B.2	On-site personnel
B.3	Training Plan for On-site Personnel
B.4	Land tenure and land use issues within the project area
B.5	Threats analysis for the project area
B.6	Official declaration of protected area status for the project area
B.7	Organisational structure
C.	<i>Long-term financing</i>
C.1	Long-term financial plan for sites in the project area
D.	<i>Site constituency</i>
D.1	Broad-based management committee/technical advisory committee for project area
D.2	Institutional Leadership for the project area
D.3	Common Leadership for the project area

¹⁷ Downloaded from <http://mpa.e-c-o.at/index.php/plain/content/view/full/864>,

D.4	Community involvement in compatible resource use at the project area
D.5	Stakeholder and Constituency Support for Project Area
D.6	Policy agenda development at national/regional/local levels for project area
D.7	Communication plans for the project area
D.8	Environmental education plans for the project area
D.9	Cooperation with other organizations
D.10	Integration in an ecological network

For each indicator a five-level rating system is normally applied, with the rating being scored as follows:

- 5 = Excellent (proper management of the protected area ensured)
- 4 = Adequate (protected area is adequately managed for the most critical threats and highest priority conservation targets)
- 3 = Progress made (protected area becoming adequately managed, but is not yet)
- 2 = Work begun (little actual progress towards adequate management of the protected area)
- 1 = No work has been done (protected area not being managed)

For example in relation to monitoring the scores relate to:

- 5 = Monitoring plan completed and fully implemented. Timely monitoring information and analysis related to priority biodiversity targets and critical threats are in protected area managers' hands, and being used for management purposes.
- 4 = Monitoring plan completed; accurate variables related to priority biodiversity targets and critical threats being monitored.
- 3 = Accurate variables related to priority biodiversity targets and critical threats identified, baseline information being collected and classified; monitoring plan not completed.
- 2 = Some baseline information being gathered, but with no clear relation to priority biodiversity targets and critical threats identified in a monitoring plan.
- 1 = No environmental monitoring of any significance being carried out

Due to the fact that the Gesäuse National Park management wanted a more detailed evaluation and assessments of specific topics (especially in the field of habitat management) a more in-depth approach was used, based on the European Site Consolidation Scorecard.

The first assessments using the Parks in Peril Site Consolidation Scorecard were carried out in Thayatal National Park (6,630 ha) in Austria and Berchtesgaden National Park (20,808 ha) in Germany between January and June 2007. Assessments were carried out with a combination of external assessor, self-assessment and participatory approach. The self-assessment process took into account stakeholder opinions (interviews) and the opinion of the external facilitator. The following stakeholder groups were interviewed in one or both protected areas: land owner,

tourism, responsible authority, funding organization, land user (i.e. farmer, military, forestry, hunters, leisure time activities), environmental NGO, scientific partner, protected area staff, advisory board and community (mayor). In total 13 people were interviewed in Thayatal and 12 in Berchtesgaden. For each National Park the assessments took approximately 23 working days for external facilitator and 4 working days for protected area staff.

The evaluation in Gesäuse National Park is an external assessment which takes into account stakeholder opinions through workshops and interviews and the opinions of park management. At the beginning of the evaluation a media campaign against the park director was launched, and therefore the public interest in the outcomes of this evaluation is high. In light of this the way results are being presented to the public has been changed, with only written text and no scorecard figures, as figures can easily be misinterpreted. Information for the assessment was gathered via literature research, conversations with the park staff and four workshops with all relevant stakeholder groups. These stakeholder workshops were very helpful, as stakeholders were given the opportunity to voice their opinion of management, and should increase the acceptance of the evaluation.

The assessment at Gesäuse is still ongoing. A draft of the results is currently being discussed with the park management and then the final report will be written. The assessment at Gesäuse has cost approximately 57,000 Euro (net) and taken some 50 working days for protected area staff.

Lessons learned

- ✓ A scorecard approach is dangerous if there are conflicts carried out in the media as misinterpretation of results is possible.
- ✓ The protected area management has to be convinced of the usefulness of the evaluation to increase chance for implementation of recommendations.
- ✓ External evaluation is important, but useless without sufficient participation of the protected area management.
- ✓ Integration of stakeholders (i.e. through workshops) is necessary, e.g. to get new inputs and to increase the acceptance of the results.
- ✓ No in-depth evaluations are required to figure out the crucial issues, a comprehensive scorecard approach (e.g. European Site Consolidation Scorecard) with sufficient stakeholder involvement is enough.

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4.9 Management Effectiveness Assessment of National and Nature parks in Bulgaria, Romania and Georgia using WWF's RAPPAM Methodology

Katerina Rakovska, WWF Danube-Carpathian Programme and Alexander Belokurov, WWF International

Bulgaria

The RAPPAM was applied in Bulgaria in 2004 under a project funding agreement between WWF International and WWF Danube – Carpathian Programme (DCP). The assessment was aimed at providing information on a system level for all protected areas which have their own administration and thus included three National Parks and 10 Nature Parks. The total area covered by these parks according to the Ministry of the Environment was 395,085.60 ha.

This was a one-off assessment. Under the National Biodiversity Monitoring System for Bulgaria there are some general indicators for evaluating protected areas, but they have not applied. So, currently there is no systematic assessment of protected area management effectiveness in the country.

The RAPPAM methodology requires a participatory approach, in which members of protected areas administrations, as well as stakeholders take part in completing questionnaires. For each park one or two members of the protected area administration, as well as one stakeholder, took part in the process. Stakeholders varied from park to park, but these were either NGOs, municipalities or biodiversity experts. The only modification to the RAPPAM was the adding of one question. The workshop with participants took two half days and the development of the report after this took a month.

The assessment was initiated by WWF DCP, under a project funding agreement. The first project agreement was for about 2,000 Euros and involved four months part time work, with the budget covering the assessment and some other assignments, so approximately 1,000 Euros were spent on the assessment. However this was in 2004, and today it would be impossible to carry out the assessment with this budget.

The results were primarily used in a campaign to stop negative legislative amendments in the Protected Areas Act.

Lessons learned during the assessment included:

- ✓ The need for a systematic monitoring system for protected areas.
- ✓ More focus is needed on external collection of information when carrying out an assessment.
- ✓ More focus on quantitative information rather than qualitative.
- ✓ Good to have an external 'eye' during the assessments to avoid subjectivity.
- ✓ Excellent process, being good to get people together and help team building.

Romania

RAPPAM was used in 13 national parks and 12 nature parks and one biosphere reserve. A two day workshop was held to gather protected area staff, expert and local community knowledge about management issues and complete the RAPPAM questionnaire.

Perhaps the main finding from the assessment was that the process is very important. The workshop was very much appreciated by participants as it was the first time different protected area administrations met and could share opinions and ideas. For many of the protected areas it was also the first time that pressures and threats had been analysed and priorities for management had been viewed from this perspective.

The results of the assessment however were not really used as we had hoped. However, some of the recommendations on system level strategies and policies were considered when developing the ToRs for the future National Agency for Protected Areas and references are being made to the results when project proposals are developed.

Georgia

Protected areas managed as IUCN Category I to IV covered around 4.5 per cent of the Georgia's territory and some 8 per cent of forests under the protected areas system.

The main goal of the assessment was to promote the improvement of protected areas management in Georgia. Specific objectives included to:

- ✓ provide measurable data and analyses on effectiveness of the protected area management system in Georgia;
- ✓ determine priorities according to the vulnerability and urgency of each protected area in Georgia; and
- ✓ provide recommendations for the improvement of the protected areas system in Georgia.

A three-day participatory workshop, involving 48 stakeholders representing protected areas specialists, decision-makers, protected area managers, NGO representatives and scientists, was convened in July 2003 in Bakuriani, Georgia. During this workshop participants completed on RAPPAM questionnaire. The questionnaire was translated and adapted to Georgian situation: two questions were added and interpretation of some questions modified.

The assessment was carried out in 18 protected areas selected and grouped according to their geographical location (see figure 10).



Figure 10: Protected areas assessed in Georgia

Results

Overall an analysis of the RAPPAM results revealed that with regard to planning, inputs, processes and outputs, management is most effective in national parks and less effective in sanctuaries (see figure 11).

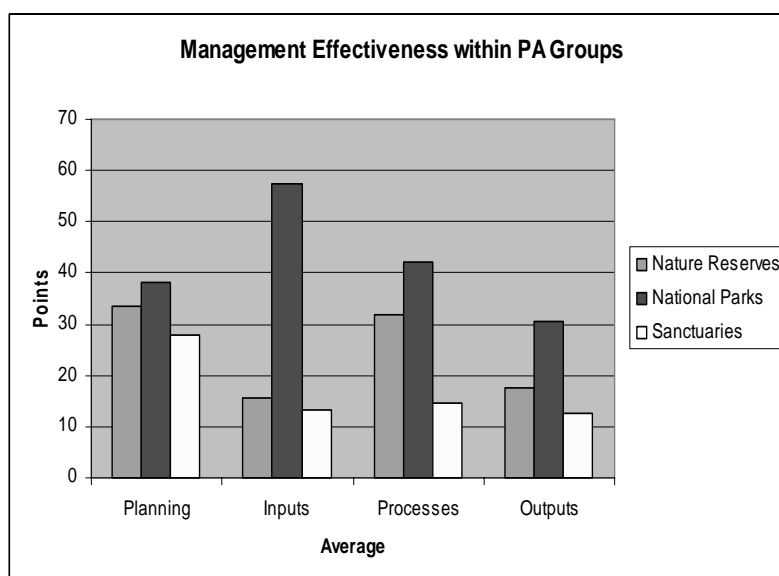


Figure 11: Management effectiveness in different protected area types and elements of the WCPA Framework

The strengths of protected areas included:

- ✓ high level of ecosystem representation;
- ✓ high level of primary exemplary and intact ecosystems;
- ✓ systematic protection of high-level biodiversity sites;
- ✓ national area clearly articulated a vision, goals and objectives for the protected area system;
- ✓ an officially and formally demonstrated commitment at national level to protect a viable and representative protected area network;
- ✓ laws governing protected areas are in place and generally complement protected areas objectives and promote management effectiveness; and
- ✓ environmental protection goals are incorporated into all aspects of policy development.

Weaknesses included:

- ✓ protected areas planning is not adequate to maintain natural processes at the landscape level;
- ✓ lack of comprehensive inventory of biological diversity within protected areas;
- ✓ protected areas management, including management effectiveness, is not evaluated on a regular basis;
- ✓ lack of effective enforcement of protected areas related laws;
- ✓ lack of training and capacity building for protected areas staff members - only two protected areas have effective training and capacity-building programme for protected area staff; and
- ✓ lack of coordination and communication among resources related agencies.

Recommendations for protected areas in Georgia included:

- ✓ review and modification of protected area system-level design;
- ✓ improvement of system-level policy environment;
- ✓ improving protected area management inputs – i.e. finances and capacity building; and
- ✓ improving protected area management planning, i.e. legal status, management planning, research and monitoring, prevention and restoration, environmental education and evaluation, financial sustainability.

Overall lessons learnt from application of the RAPPAM in the three countries

- ✓ Good starter process but needs to be institutionalised within management agencies practices.
- ✓ Workshops bring people together to share experience.
- ✓ Generally recommendations applied at NGO not government level – can be used to advocate change at different levels.
- ✓ Important to get an overview of the results (in particular in Georgia where assessment now 5 years old).
- ✓ Results linked to funding proposals, creation of new protected areas (gap analysis), change in policy.
- ✓ In future need more quantitative assessment.

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4.10 Carpathian Protected Area Management Effectiveness Monitoring Tool

Csaba Domokos, WWF Danube Carpathian Programme

A workshop held in Petronell, Austria in April, 2006 on the “Implementation of the CBD PoWPA in the Carpathian countries”, organized by WWF-DCP and WWF-International, identified the need to: “Develop appropriate methods for the evaluation of protected area management effectiveness and a long term monitoring system on the achievements on the PoWPA (Activities 4.1.2 and 4.2.1).”

To implement this recommendation the Carpathian Protected Area Management Effectiveness Monitoring Tool (CPAMEMT) was developed, which aims:

1. *at protected area level*: to assist Carpathian protected areas in implementing an effective adaptive management;
2. *at national level*: to assist national reporting on the implementation of the CBD PoWPA by compiling information from protected areas collected in a database which could automatically generate reports on issues related to protected area management at the national level; and
3. *at a regional level*: help with the development of a Carpathian Network of Protected Areas through the CNPA(Carpathian Convention) by:
 - ✓ gathering and making available information on protected areas from the seven Carpathian countries; and
 - ✓ collecting and distributing useful information for networking

The CPAMEMT is an adaptation of the METT. It has been adapted to suit the special conditions, problems, threats and opportunities facing protected areas in the Carpathian countries. It is being developed as a web-based system which will be available in eight languages, allowing easy access and electronic data storage and allow instant updating and data analysis. The data is confidential with assessment forms and site level results accessible only to the respective protected areas.

The system and web-based tool are still in development, but the eventual aim is to use it in all 900 protected areas in the Carpathian region. Implementation is being led by the WWF MAVA project for the implementation of the PoWPA targets. The structure of the system is outlined in figure 12 below.

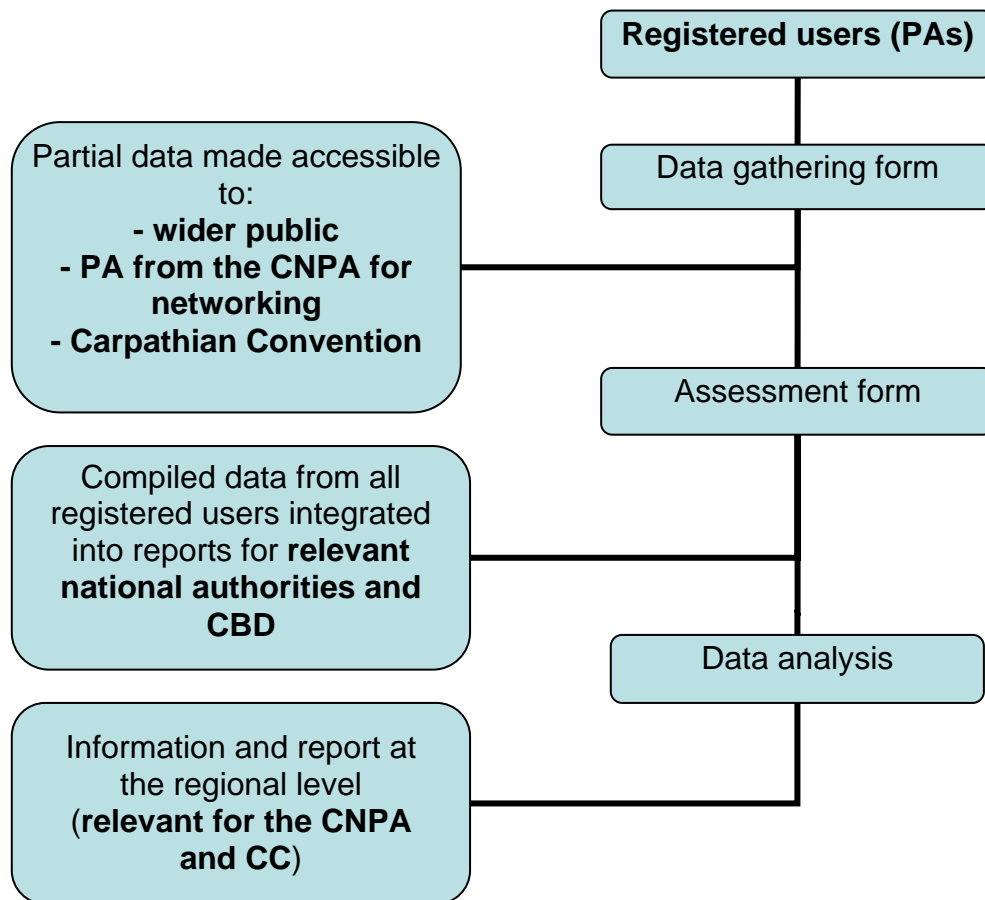


Figure 12: *Structure of the CPAMEMT*

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4.11 Management Effectiveness in Italian National Parks

Elena Soffiatti, University Consortium for Industrial and Managerial Economics

A system specifically designed to assess the management effectiveness of protected areas in Italy is being developed to fulfil recommendations under the PoWPA and Italian General Policy law n°394. The methodology, Protected Areas Monitoring and Evaluation (MEVAP), has been implemented in one site so far, Cilento Vallo di Diano National Park and it is planned to widen the range of the study to a portfolio of protected areas at a system level in the near future.

The aim of the project is to implement MEVAP to evaluate and monitor the protected areas management effectiveness through a set of indicators which are:

- ✓ available;
- ✓ quantifiable;
- ✓ representative;
- ✓ have scientific relevance; and
- ✓ are transferable.

Indicators are associated with four domains: environment, economy, governance and society, and every domain is related to macro-objectives and topics (see table 5).

Table 5: Organisation of indicators in MEVAP

Domain	Macro-objective	Topic	Indicator
Environment	Resource Conservation (CBD)	Biodiversity	Levels of threat to animal species
Economy	Reconversion of productivity and promotion of sustainable activities (L. 394/91)	Products with quality certification	Presence of trademark
Governance	Development of economic management capacity	Park as a generator of projects	Promotion of international co-operation
Society	Access and benefit-sharing of genetic resources (CBD)	Access to benefits	Local residents' perception of benefits

MEVAP has been designed to be flexible and accessible to different needs and contexts. It is made up of a wide range of 70 indicators divided into core and supplementary, which cover all aspects of the WCPA Framework. The set of indicators can be adapted and used in different circumstances, i.e.:

- ✓ in evaluation or self-evaluation of protected areas management effectiveness;
- ✓ to provide support for management Best Practice dissemination;
- ✓ supporting different environmental procedures and programmes like ISO 14001, EMAS and Agenda 21 or State of the Environment Reports;
- ✓ in sectorial studies concerning protected areas (tourism, agriculture, etc.); and
- ✓ supporting procedures of Environment Balance and/or Sustainability Balance.

The process is an external assessment designated by The Directorate General Nature of the Protection of the Ministry of the Environment and is carried out by a team of 10 people engaged in different areas of the project (i.e. five people are involved in developing the methodology, data collection and data analysis; two people on legislative issues and three people on economic issues). The estimated costs of developing the system and initial testing is 100,000 Euros. The first assessment in Cilento Vallo di Diano should be completed by the end of June 2008.

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4.12 PAN Parks Foundation's Protected Area Verification

Zoltán Kun, PAN Parks Foundation

PAN Parks was established to identify and develop a network (PAN = Protected Areas Network) of exemplary wilderness protection areas in Europe and to help develop these through the active promotion of local and sustainable tourism. The PAN Parks Foundation develops the possibility for people to enjoy Europe's wilderness by:

- ✓ increasing the management effectiveness of protected areas;
- ✓ developing nature-based high quality tourism packages; and
- ✓ creating a role model of sustainable financing for nature conservation.

The Foundation works in Europe in wilderness areas with at least 10,000 ha of untouched nature. Wilderness is a concept appreciated globally, but most people are not aware of Europe's wilderness areas.

The PAN Parks concept is based on the branding protected areas, which have been assessed by an independent management audit and verification process. This process includes Principles and Criteria explained in a verification manual and is carried out by trained verifiers. The principals are:

Principle 1: Rich Natural Heritage (e.g. at least 20,000 hectares)

Principle 2: Nature Management

Principle 3: Visitor Management

Principle 4: Sustainable Tourism Development Strategy (approved by local stakeholders)

Principle 5: Partnerships (defines which business partners can join locally)

The system is an in-depth evidence based site assessment focusing on outcomes. The process starts with an application filled in by park staff and submitted to PAN Parks with background documents. Documentation is then studied by third party auditors who conduct a field visit, carried out by two verifiers and one local expert. This is followed by a report with proposals, recommendations etc. The renewal period is every five years and monitoring is carried out annually. The process is relatively expensive, approximately 50,000 Euro's over five years, but is very transparent. Technical help to the park management is available throughout the process from the PAN Parks Foundation.

Based on the last six years experience, the system has faced various challenges and several lessons have been learned, including:

- ✓ How to decrease the cost and bureaucracy without losing transparency?
- ✓ How to fund the process? (i.e. Trust Fund, client pays, donations, etc).
- ✓ The need to present the benefits of the PAN Parks Foundation more clearly.
- ✓ Ensuring the implementation of recommendations at the parks (although this has worked pretty well so far).
- ✓ Developing the Principles and Criteria took four years; they are regularly updated and based on field experiences.
- ✓ Funding for protected areas did not increase probably because the results of the assessment were not communicated within the countries.
- ✓ There are huge challenges with communications, marketing and financial capacities with most of the parks.

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5 Lessons learned from the European experience

The following lessons learned are the result of working group discussions which followed the country's presentations and discussions reported above.

5.1 How to get started when developing a management effectiveness evaluation

- ✓ Clarify why it is necessary to make an assessment!
- ✓ Be clear about the ownership of the process and what advantages and disadvantages this ownership may include – throughout the overall process
- ✓ Define clear objectives and based on this decide about the scope of the assessment (site or system level? Also consideration of European context: protected areas without administration and Natura 2000 sites)
- ✓ Define what is expected to achieve and how the results will be used
- ✓ Make sure that international experiences and existing methodologies are reviewed and adapted whenever necessary
- ✓ Analyse the existing management systems and available information
- ✓ Clarify the team competences required for running the assessment and decide if external expertise is needed/should be added up to complement internal expertise
- ✓ Make sure all relevant stakeholders are involved and there is a clear communication between the stakeholders and towards the stakeholders on purpose and processes
- ✓ Identify the time frame and available funds and if necessary adapt the time frame to the availability of funds (or raise more money!)
- ✓ Identify and gather more relevant background information
- ✓ Maximise transparency while considering the sensitivity of the information
- ✓ Strive to use the assessment and its results to raise awareness about the protected area's importance
- ✓ Keep up the motivation level of all participants throughout the overall process
- ✓ Aim at/strive for building additional capacity of all participants of the process
- ✓ Develop a plan/mechanism for following up the results of an assessment including a communications plan
- ✓ Consider that every assessment is most valuable when it becomes an institutionalised process
- ✓ Document the process to learn lessons

5.2 How to institutionalise the assessment of management effectiveness

- ✓ Clear understanding of where the results go:
 - Organisation responsible for process (e.g. DoE, VDN)
 - Storage of data in at least 2 places
- ✓ Ownership and understanding
 - get all park staff on board
 - include stakeholders and partners
- ✓ Assessment to fit into the management cycle
 - Include into the management process
 - E.g. before/ after management plan revision
- ✓ Permanent monitoring vs. one-off activities
 - Looking at all protected area objectives and the management process should be normal (good practice)
 - e.g. annual reports, regular state of the parks report
- ✓ Keep monitoring requirements to minimum necessary (KISS)
- ✓ Assessments should be repeatable, but cycle can be different (e.g. 5 – 10 years)
 - Better rough and timely rather than „pseudo“ exact and late
- ✓ Different approach for small protected areas needed
 - E.g. authority approach for protected areas with no management body
- ✓ Balance between self-assessment and external evaluation, external support, peer review, etc.
- ✓ International recognition beneficial: What role can IUCN and EUROPARC play?
- ✓ Develop good relationships with all actors involved ... you'll always meet them twice!

5.3 How to implement the results of an assessment

- ✓ Have a commitment that the needed resources will be available for implementation before the assessment starts
- ✓ Ensure the commitment of the employees at organisation, which is under evaluation
- ✓ Reliability / credibility / acceptance of the results (dependent also on the methodology used)
- ✓ Prepare a realistic action plan (fast implementation of immediate needs)
- ✓ Prepare a communication plan to disseminate the results of evaluation (manipulate the media accordingly)
- ✓ Avoid the potential of diverting the funding (unbalance)
- ✓ Regular monitoring and the communications of the monitoring results

6 Action plan

Preamble

The first seminar on Management Effectiveness and Quality Criteria in European Protected Areas brought together a wide range of experiences in management effectiveness in Europe.

The participants at the Seminar endorsed:

- ✓ The continued use of the WCPA Management Effectiveness Framework as the common framework for discussing and developing management effectiveness systems.
- ✓ The UNEP-WCMC WDPA Management Effectiveness (ME) module (www.unep-wcmc.org/wdpa/me/) for recording and disseminating information on management effectiveness.
- ✓ The continued reporting and sharing of information on protected areas management effectiveness in Europe.

Specific recommendations

1. Review, share and continue to develop systems for the assessment of management effectiveness in Europe

1.1. *Activity:* Report and widely disseminate the results of the seminar.

Implementers: WCPA Europe (via Roger Crofts, WCPA Europe Regional Chair) and the Science and Management Strategic Direction (via Marc Hockings) networks as well as NGOs etc (see below).

1.2. *Activity:* EUROPARC and BfN explore development of detailed European Report (reviewing European-specific issues such as cultural landscapes, NATURA 2000, many small protected areas, many transboundary protected areas due to small countries) as part of the WCPA Global Study on management effectiveness led by Marc Hockings.

Implementers: WCPA, EUROPARC and BfN.

Implementers: Helena Pavese to follow up re management effectiveness module and the Global study

1.3. *Activity:* Encourage support of the UNEP-WCMC WDPA ME module.

Implementers: Encourage UNEP-WCMC to disseminate at WCC and EUROPARC Conference. Participants to encourage dissemination at regional meetings (i.e. Josep-Maria Mallach to disseminate at EUROPARC Spanish workshop) and share information with colleagues.

1.4. *Activity:* Provide the WDPA ME module with results of European assessments.

Implementers: WCPA Europe to encourage protected area authorities to report where possible.

- 1.5. *Activity:* Further disseminate expertise on management effectiveness.
Implementers: Encourage those who have experience in management effectiveness to add their details to the list of experts on the WCPA's PALNet, the Protected Areas Learning Network (www.parksnet.org/)
- 1.6. *Activity:* Encourage WCPA, through the Global Management Effectiveness Study, to provide guidance on different approaches to data dissemination (i.e. advantages and disadvantages to different levels of transparency).
Implementers: Sue Stolton to discuss the findings from this meeting, and the issues raised concerning reporting, with Marc Hockings lead of the Global Study
- 1.7. *Activity:* Encourage WDPA ME module and the Global study to develop protocols for using and interpreting data collected at a global level, i.e. the sources of data should be transparent in the ME module and guidance on use of data should be provided to data providers.
Implementers: Sue Stolton to discuss the findings from this meeting with Marc Hockings
- 1.8. *Activity:* Encourage WCPA to provide more guidance on assessing outcomes (in particular explore indicators of efficiency which are both objective and quantitative measures), given that few management effectiveness systems in Europe assess outcomes.
Implementers: WCPA Science and Management Strategic Direction to continue to share global experience in outcome assessments
- 1.9. *Activity:* Encourage DG Environment to support management effectiveness assessments of protected areas in Europe.
Implementers: EUROPARC to explore links.
2. **Use international meetings, such as COP-9, WCC and Eurosite Congress, to support implementation of ME targets in the CBD Programme of Work on Protected Areas (POWPA)**
 - 2.1. *Activity:* At COP-9, focus on German experience to encourage countries who have not undertaken management effectiveness assessments to fulfil their PoWPA targets.
Implementers: Include results of seminar in presentation of German management effectiveness assessments at side event run by BfN - German Federal Ministry for the Environment Nature Conservation and Nuclear Safety and EUROPARC Germany

- 2.2. *Activity:* Publicise activities at World Conservation Congress through WCPA-led management effectiveness activities at the congress
Implementers: Sue Stolton to contact Marc Hockings leader of the WCPA Science and Management Strategic Direction concerning plans to disseminate management effectiveness results at the WCC
- 2.3. *Activity:* Publicise activities at Eurosite meeting in Finland.
Implementers: Metsähallitus
- 2.4. *Activity:* Explore highlighting management effectiveness experiences and results at the annual European day of Parks/Green days in Brussels.
Implementers: EUROPARC to check with Richard Blackman and DG Environment if this is possible.
3. **Encourage organisations working in Europe to share regional experiences, expertise and best practices on management effectiveness, specifically:**
 - 3.1. *Activity/Implementers* conference in September 2008
 - 3.2. *Activity/Implementers:* BfN and EUROPARC to send a letter to WWF International supporting the continuation of its work on protected areas: EUROPARC Federation to share with its members management effectiveness information via their web-site and newsletter and provide training in management effectiveness at the next
4. **Encourage CBD processes to accept reporting internationally on *area* of protected areas instead of *number* of protected areas when reporting the PoWPA targets**
 - 4.1. *Activity:* Encourage the Global Study to start reporting on ha instead of numbers.
Implementers: BfN and EUROPARC to stress the need for area reporting, in particularly regarding the development of a report on European ME assessments
 - 4.2. *Activity:* Discuss with the CBD Secretariat the issue of area instead of protected area number reporting.
Implementers: BfN, when sending Seminar report, to include a strong message from the Seminar participants re this recommendation

7 Annexes

7.1 Take Home Messages

Participants were asked to identify the two most important lessons they would like to pass on to colleagues following the seminar:

- “Sensitivity” is probably not the biggest obstacle to publication of data but rather fear of being named ineffective
- There is much more going on in terms of management effectiveness than I knew
- Ensure that the assessment is linked to system level evaluation
- Create the need for evaluation
- Large variety of evaluations done in Europe + little implementation of results
- Importance of outcomes in the management systems. Outputs are nothing without outcomes
- Learning more about ME-methodology in order to be able to implement in my country
- The need to communicate the results of the assessment to the stakeholders and the society
- Not using the generated information in PA management is “verlorene Liebesmüh” (lost work of seduction/senseless)
- There is little attention paid to monitoring system for habitat management (good condition); site management, but diverse
- Systematic, permanent monitoring of processes necessary
- Lots of documentation + experience exist. No need to reinvent the wheel
- The big importance of ownership of the assessment process

One of the main reasons people attended the seminar was to learn about management effectiveness assessment in Europe. Participants were thus also asked what they were going to do with the knowledge they gained during the seminar:

- Update our communication strategy to create needs (2 months)
- Pan Parks data is in WDPA in 1 week
- Pass on what I learned to colleagues and non-colleagues
- Contribute to discussions on: promotion, implementation and publication of management effectiveness evaluations
- Adapt self – assessment methodology for management
- Disseminate workshop findings at EUROPARC-Spain meeting + university courses
- I’m going to translate our outputs into effective outcomes (I’ll try to do it)
- I’m going to adapt our methodology to the WCPA framework to speak an international common language
- Impulse towards a national level interinstitutional working group on MEE
- Adapt evidence based monitoring system for habitat management
- Transfer some of the experience into action in my country
- To spread info in EUROPARC network
- Share the gained knowledge with my colleagues
- Improve the European site consolidation scorecard

7.2 Seminar Programme

Sunday, April 20th, 2008

- 18:20 *Registration and dinner*
- 19:30 Welcome to participants, introduction to Vilm Island and organisational announcements
(GISELA STOLPE & ANDREA BURMESTER, BfN)
- 20:00 Getting to know each other, expectations of participants

Monday, April 21st, 2008

- 07:30 *Breakfast*

Opening

- 09:00 Welcome by the Federal Agency for Nature Conservation
(Dr. VOLKER SCHERFOSE, BfN)
- 09:05 Welcome by EUROPARC Federation and short introduction to the theme
(OLAF OSTERMANN, EUROPARC Federation)

Introduction

- 09:10 What is management effectiveness, why do we need to assess the management effectiveness of protected areas, what is the WCPA Framework on Management Effectiveness and the PoWPA: Goals and targets related to management effectiveness (Goal 4.2)
(SUE STOLTON, consultant)
- 09:45 UNEP-WCMC – recording and informing on ME data
(HELENA BONIATTI PAVESE, UNEP-WCMC)
- 10:15 Questions and clarifications
(chair: SUE STOLTON)
- 10:30 *Coffee*

Global generic tools for assessing management effectiveness

Reviewing methods, implementation (processes and where used), impacts and follow-up concentrating on application in Europe

- 10:50 RAPPAM
(ALEXANDER BELOKUROV, WWF International)
- 11:10 METT
(SUE STOLTON, CONSULTANT)
- 11:30 Convention reporting. Periodic reporting of UNESCO World Heritage sites etc
(SUE STOLTON)
- 11:50 Plenary discussion on management effectiveness
(chair: SUE STOLTON)
- 12:30 *Lunch*
- 13:30 Guided tour of Vilm Island
(JUDITH JABS, BfN)

15:00 *Coffee*

Sharing European experiences in management effectiveness assessments

- 15:30 Introduction to national/regional assessments of management effectiveness: reviewing methods/influences, implementation (processes and where used), impacts and follow-up (SUE STOLTON)
- 15:40 Quality criteria for German nature parks (MARTINA PORZELT, VDN)
- 16:10 Quality criteria and standards for German national parks (LENA MALY-WISCHHOF, EUROPARC Germany)
- 16:40 Conformity and differences between the quality criteria systems for German national parks, biosphere reserves and nature parks (Dr. VOLKER SCHERFOSE, BfN)
- 17:10 Questions and discussion on synergies and differences between quality criteria and management effectiveness (chair: OLAF OSTERMANN, EUROPARC Federation)
- 17:30 Close
- 18:30 *Dinner*
- 20:00 Informal get-together

Tuesday, April 22nd, 2008

07:30 *Breakfast*

Sharing European experiences in management effectiveness assessments ...(contd.)

- 09:00 Management effectiveness assessment in Finland's and Lithuania's protected areas (ARTO AHOKUMPU, Metsähallitus)
- 09:35 Management effectiveness assessment in Spain (JOSEP-MARIA MALLARACH, consultant)
- 10:00 Management effectiveness and quality criteria for protected areas in Tenerife, Canary Islands, Spain (VICTOR GARCÍA, Cabildo de Tenerife)
- 10:25 *Coffee*
- 10:50 Quality criteria/assessment for English National Parks (DAVID BUTTERWORTH, Yorkshire Dales National Park Authority)
- 11:20 Management effectiveness assessment in Austria (BERND PFLEGER, E.C.O. Institute of Ecology)
- 11:45 RAPPAM-assessment in Bulgaria and Georgia (KATERINA RAKOVSKA, WWF Danube-Carpathian Programme Bulgaria & ALEXANDER BELOKUROV, WWF International)
- 12:10 Management effectiveness monitoring tool in the Carpathians (CSABA DOMOKOS, WWF Danube Carpathian Programme)

12:30 *Lunch*

Evaluating and comparing the European experiences

13:45 Summary of key issues and briefing for working groups

14:00 Working groups on evaluating and comparing the European experiences looking at:

- ✓ How to get started?
- ✓ How to institutionalise management effectiveness assessments?
- ✓ How to implement results of management effectiveness assessments?

16:00 *Coffee*

16:20 Presentations of working groups in the plenary

17:10 Plenary discussion (chair: SUE STOLTON)

Recommendations and conclusions

17:30 Recommendations for countries *with* existing assessment systems /
quality criteria (plenary discussion) (chair: SUE STOLTON)

18:30 *Dinner*

20:00 The PAN Parks Verification System
(ZOLTAN KUN, PAN Parks Foundation)

Wednesday, April 23rd, 2008

07:30 *Breakfast*

08:30 Recommendations for countries *without* assessment systems / quality criteria
(plenary discussion)
(chair: SUE STOLTON)

09:30 Conclusions and wrap-up
(SUE STOLTON)

10:00 Evaluation of the seminar (*coffee included*)

11:00 *Departure from Vilm to Berlin (departure from Lauterbach/Mole: 12:05; arrival Berlin Tegel
Airport 16:44) or
Start of field trip to Jasmund National Park (Rügen Island)*

13:30 *Lunch at the National Park Center*

14:00 Tour in the National Park Center with English audio guides

15:45 Visit of the chalk cliffs: Victoriasicht
(R. MARKMANN, Königsstuhl National Park Center)

16:15 *Departure from Königsstuhl*

17:03 *Departure from Sassnitz Station*

21:15 *Arrival in Berlin Central Station*

7.3 List of Participants

No	Name	Institution	Address	Country
1.	Ahokumpu, Arto	Metsähallitus, Natural Heritage Service	Torangintaival 2, 93600 KUUSAMO	Finland
2.	Alexandersson, Hans	University of Gothenburg Dep. of Plant and Environmental Science, County Administrative Board of Västra Götaland	462 82 Vänersborg	Sweden
3.	Andrian, Giorgio	UNESCO BRESCE	Palazzo zorzil, castello, 4930, Venice	Italy
4.	Auzins, Rolands	Nature Protection Board	Eksporta iela 5, Riga	Latvia
5.	Belokurov, Alexander	WWF International	Avenue du Mont-Blanc 1196 Gland	Switzerland
6.	Bertzky, Monika	University of Greifswald	Friedrich-Ludwig-Jahn Str. 16 17487 Greifswald	Germany
7.	Brüggemann, Jens	Nationalparkamt Müritz	Schlossstraße 3 17237 Hohenzieritz	Germany
8.	Burmester, Andrea	Federal Agency for Nature Conservation International Academy for Nature Conservation Isle of Vilm	Isle of Vilm 18581 Putbus	Germany
9.	Butterworth, David	Yorkshire Dales National Park Authority	Yoredale, Bainbridge, Leyburn North Yorkshire DL8 3EL	United Kingdom
10.	Domokos, Csaba	WWF Danube Carpathian Programme	4/10 Alea Hateg Tg. Mures	Romania
11.	Fuss, Angelika	Philipps-Universität Marburg Fachbereich Biologie	Karl-von -Frisch-Straße 35032 Marburg	Germany
12.	Dr. Galland, Pierre	Consultant (WCPA)	Chésaulx 6 2035 Corcelles	Switzerland

No	Name	Institution	Address	Country
13.	Garcia Diaz, Victor M.	Excmo. Cabildo Insular de Tenerife Area de Medio Ambiente/ Pabellón Insular Santiago Martin/	Los Majuelos/ C/ Las Macetas s-n 38108 - La Laguna/ Tenerife	Spain
14.	Gruzdyte, Ruta	State service for protected areas under the Ministry of Environment	A. Juozapaviciaus g. 9, 09311 Vilnius	Lithuania
15.	Hance, Cedric	UNESCO World Heritage Center	7, place Fontenoy 75007 Paris	France
16.	Händler, Lisa	Philipps-Universität Marburg Fachbereich Biologie	Karl-von -Frisch-Straße 35032 Marburg	Germany
17.	Lenasi, Orjana	Commission to Preserve National Monuments, Bosnia and Herzegovina	Obala Kulina bana 1 71 000 Sarajevo	Bosnia and Herzegovina
18.	Mallarach, Josep-Maria	Institució catalana d'història natural	17800 Olot Apartat de Correu 148	Spain
19.	Maly-Wischof, Lena	EUROPARC Deutschland	Friedrichstr. 60 10117 Berlin	Germany
20.	Mendzina, Ilona	Ministry of Environment of Latvia	Peldu str. 25, Riga	Latvia
21.	Oetting, Imke	Independent Consultant for protected area management planning	Am Schatzkampe 26 30163 Hannover	Germany
22.	Ostermann, Olaf	Ministerium für Landwirtschaft, Umwelt und Verbraucherschutz	Johannes-Stelling-Straße 14 19053 Schwerin	Germany
23.	Pavese, Helena Boniatti	United Nations Environment Programme World Conservation Monitoring Centre	219 Huntington Road Cambridge CB4 3PA	United Kingdom
24.	Pfleger, Bernd	E.C.O. Institute of Ecology	Kinoplatz 6 9020 Klagenfurt	Austria
25.	Porzelt, Martina	VDN (Association of German Nature Parks)	Görresstr. 15 53113 Bonn	Germany
26.	Rakovska, Katerina	WWF Danube- Carpathian Programme Bulgaria	67 Tsanko Tserkovski, apt 3 Sofia	Bulgaria

No	Name	Institution	Address	Country
27.	Dr. Scherfose, Volker	Federal Agency for Nature Conservation FG I 2.3	Konstantinstr. 110 53179 Bonn	Germany
28.	Soffietti, Elena	C.U.E.I.M , University Consortium for Industrial and Managerial Economics	via della Sforzesca n° 1 00185 Roma	Italy
29.	Stanchev, Anton Hristov	Central Balkan National Park Directorate	3, Bodra smiama Str. 5 300, Gabrovo	Bulgaria
30.	Stolpe, Gisela	Federal Agency for Nature Conservation International Academy for Nature Conservation Isle of Vilm	18581 Putbus	Germany
31.	Stolton, Sue	Equilibrium Research	47 The Quays, Cumberland Road Spike Island Bristol BS1 6UQ	United Kingdom
32.	Kun, Zoltán	PAN Parks Foundation	Pf 264 Györ - 9002	Hungary

7.4 Questionnaires

7.4.1 Austria

1. Please give your details

Who are you (name, position, contact email etc) and what was your role in the assessment of management effectiveness?

DI (FH) Bernd Pfleger MSc

Responsible for: international protected area establishment and management, project development and management

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In the two assessment of management effectiveness with a slightly modified "Parks in Peril Site Consolidation Scorecard" (NP Thayatal, Austria and NP Berchtesgaden, Germany) I was the external facilitator, who planned and guided the evaluation, explained the methodology, conducted the stakeholder interviews and worked out the classifications and recommendations together with the management.

At the moment we (E.C.O. and two other external consultants) are carrying out an external evaluation of the NP Gesäuse in Austria with the "European Site Consolidation Scorecard", a modified version of the "Parks in Peril Site Consolidation Scorecard", adapted to European circumstances. This European version was developed by me based on the findings of the above stated assessments with the Parks in Peril methodology.

2. Why did you carry out the assessment?

e.g. to fulfil obligations under the CBD's Programme of Work on Protected Areas, project funding requirement or protected area agency policy decision

The NPs carried out the assessments to fulfil obligations under the CBD's Programme of Work on Protected Areas and under their national NP laws.

In course of my master thesis for the MSc Programme "Management of Protected Areas" (downloadable at: <http://mpa.e-c-o.at/index.php/plain/content/view/full/864>) I carried out the two assessment with the "Parks in Peril Site Consolidation Scorecard". For the present evaluation with the "European Site Consolidation Scorecard" we are commissioned as external consultants to evaluate the NP.

3. Was the assessment aimed at providing information on a portfolio of sites (i.e. system level or all sites with a specific designation) or looking at individual sites?

i.e. what was the geographic scope of the assessment

Individual site

4. When did the assessment take place?

Please give the date of when the assessment took place and the date of any subsequent assessments

Parks in Peril Site Consolidation Scorecard:

- NP Thayatal: Including the 13 stakeholder interviews the on-site assessment took place between 5.-16. March 2007, the total assessment lasted from January 07 to June 07.
- NP Berchtesgaden: Including the 12 stakeholder interviews the on-site assessment took place between 19.-25. March 2007, the total assessment lasted from January 07 to June 07.

European Site Consolidation Scorecard:

- NP Gesäuse: The assessment started in Oct. 07 and will end in June 08

5. How many protected areas were assessed?

Ideally please give number and area in hectares

Parks in Peril Site Consolidation Scorecard: 2

- NP Thayatal: 6.630 ha
- NP Berchtesgaden: 20.808 ha

European Site Consolidation Scorecard: 1

- NP Gesäuse: 11.054 ha

6. What assessment system was used?

Was a generic system, such as RAPPAM or the METT used, or was a system specifically developed for the assessment?

Generic systems, see question nr. 1:

- Parks in Peril Site Consolidation Scorecard
- European Site Consolidation Scorecard
(downloadable at: <http://mpa.e-c-o.at/index.php/plain/content/view/full/864>)

7. If a generic system was used please give details of any modifications made

Parks in Peril Site Consolidation Scorecard:

The most recent Parks in Peril Site Consolidation Scorecard version (May 10, 2004) was used as a basis. This version was not significantly changed to be able to check the appropriateness of this approach for Europe in general. Nevertheless some small adaptations, which seem to be useful for the management of protected areas in general, which make sense due to the different circumstances in Latin America and Europe, or which lead to more comprehensive records, were made.

In detail the following modifications were made:

- In indicator A2, the 'Site-based long-term management plan', it was added that the management plan should be prepared "in a participative process including all relevant stakeholders and is finally accepted by most of them" because this is nowadays standard good practice in protected area management (Thomas & Middleton, 2003).
- In indicator A2 it was additionally included that the management plan should contain "a vision for the project area", because the main focus of a protected area management plan should be the clear explanation of the vision (Thomas & Middleton, 2003).
- In indicator A4, 'Monitoring plan development and implementation', it was added that "it should be financial feasible to carry out this monitoring on the long term" because otherwise it would not make sense to start monitoring.

- In indicator A4 it was moreover included that “the data should be properly stored” and that “an effective data management system” should exist to ensure data security and effective use, and that “the management relevant results are communicated to the stakeholders” (see Björnsen Gurung, 2005). This will increase the acceptance of the monitoring activities and will smooth the way for putting the results into practice with the active participation of the local population (KFPE, 1998).
- Indicator B4, ‘Land tenure issues within the project area’, was modified because it is common standard in Europe that good land tenure information is available. Therefore the “land-use” was added and a higher focus was set on the use of the land tenure data.
- In indicator C1, ‘Long-term financial plan’, the term “sustainable” in connection with financing was changed into “long-term”, because the term was misused. Sustainable development is defined as “meeting the needs of the present without compromising the ability of future generations to meet their own needs” (United Nations, 1987), but here financing on the long term was meant.
- In indicator D3, ‘Stakeholder and Constituency Support’, the importance of stakeholder participation and the usefulness of a communication strategy, was highlighted additionally (see Hesselink, 2004; Hesselink 2006; Thomas & Middleton, 2003).
- In indicator D6, ‘Institutional Leadership’, it was added that the vision should be “accepted by most relevant stakeholders”. Otherwise the stakeholders will not accept or support the protected area in general, although the success of conservation sites is often determined by its stakeholders and will be based on their understanding of and support for the protected area (Castro et al., 2004).
- Due to a bad layout the text was not easy to read. Therefore the author improved the readability, e.g. by adding some paragraphs.
- For a better understanding of the chosen classification the point “reasons for classification” was added in the documentation section.
- In the documentation section the point “Target(s)” was included to state the concrete target(s) for each indicator.

European Site Consolidation Scorecard:

Due to the fact that the NP Gesäuse management wanted a more detailed evaluation and assessments of specific topics, this evaluation goes more into depth than required in the European Site Consolidation Scorecard (especially in the field of habitat management). At the beginning of the evaluation a media campaign against the NP director was launched, and therefore the public interest on the outcomes of this evaluation is very high. Therefore we changed the way of presenting the results for the public (only written text, no scorecard figures because figures can easily be misinterpreted; the scorecard classifications only for internal use) and the degree of common evaluation (now it’s more an external assessment where the NP management can only give comments to increase the level of independence).

8. If a system specifically developed for the assessment was used, please give a short description of the system here

-

9. Did the assessment look at some or all of the three main themes suggested in the World Commission on Protected Areas Framework on Management Effectiveness, as outlined below?

- design issues relating to both individual sites and protected area systems
- adequacy and appropriateness of management systems and processes
 - delivery of protected area objectives including conservation of values

The assessments looked at the first two themes.

10. Was this a 'one-off' assessment or is regular assessment a planned activity within the protected area site/system?

A regular assessment is planned.

11. Was the assessment carried out by external assessors, was it self-assessment or a participatory approach – or a combination of these?

Please give details below

All assessments were a combination of these three.

- Parks in Peril Site Consolidation Scorecard (NP Thayatal, NP Berchtesgaden):
Self-assessment which took into account stakeholder opinions (interviews) and the opinion of the external facilitator
- European Site Consolidation Scorecard (NP Gesäuse):
External assessment which takes into account stakeholder opinions (workshops and interviews) and the opinion of the NP management

12. Who was involved in the assessment?

e.g. protected area field staff and/or agency staff; local communities; visitors; researchers etc
All relevant stakeholders.

- Parks in Peril Site Consolidation Scorecard (NP Thayatal, NP Berchtesgaden):
The following stakeholder groups were interviewed in one or both protected areas: land owner, tourism, responsible authority, funding organization, land user (farmer, military, forestry, hunters, leisure time activities), environmental NGO, scientific partner, protected area staff, advisory board and community (mayor). Due to personal time constraints of me the study mainly focused on their representatives. In total 13 persons were interviewed in the national park Thayatal and 12 persons in the national park Berchtesgaden.
- European Site Consolidation Scorecard (NP Gesäuse):
The following stakeholder groups were asked about their opinion: land owner, tourism, responsible authority, related authorities, funding organization, land user (farmer, forestry, hunters, leisure time activities), environmental NGO, scientific partner, protected area staff, advisory board, education, cooperation partner, other protected areas, neighbour, civil association, planners of this NP, and community (mayor)

13. Was the assessment initiated by the protected area authority, by an NGO or stipulated as part of a funding package?

Please give details

- Parks in Peril Site Consolidation Scorecard (NP Thayatal, NP Berchtesgaden):
I looked for suitable PAs for my master thesis and asked the NP managements.
- European Site Consolidation Scorecard (NP Gesäuse):
It was initiated by the NP management itself.

14. How long did the assessment take to complete?

?

See question 4.

15. Can you provide an estimate of the costs?

e.g. funds requires (please give in Euro's) and staff time

Parks in Peril Site Consolidation Scorecard:

- NP Thayatal: app. 24 working days for external facilitator; app. 4 working days for PA staff
- NP Berchtesgaden: app. 23 working days for external facilitator; app. 4 working days for PA staff

European Site Consolidation Scorecard:

- NP Gesäuse: app. 60.000 Euro; app. 50 working days for PA staff

16. Please summarise the main assessment results below or provide a link (please give an URL or attach any relevant document) to any published report of the evaluation

- Parks in Peril Site Consolidation Scorecard (NP Thayatal, NP Berchtesgaden):
<http://mpa.e-c-o.at/index.php/plain/content/view/full/864>
- European Site Consolidation Scorecard (NP Gesäuse):
No results so far, the assessment is still going on

17. How were the results used?

i.e. have they been used to adapt protected area management (at site or system level), been used in a media campaign to elicit increased support for protected areas, used in funding proposals etc

- Parks in Peril Site Consolidation Scorecard (NP Thayatal, NP Berchtesgaden):
I don't know.
- European Site Consolidation Scorecard (NP Gesäuse):
No results so far, the assessment is still going on

7.4.2 Bulgaria

1. Please give your details

Who are you (name, position, contact email etc) and what was your role in the assessment of management effectiveness?

Katerina Rakovska, Protected Areas and Natura 2000 officer, WWF Danube- Carpathian Programme Bulgaria, krakovska@wwfdcp.bg, My role in applying the RAPPAM methodology for Bulgaria involved co-coordinating the whole process in Bulgaria.

2. Why did you carry out the assessment?

e.g. to fulfil obligations under the CBD's Programme of Work on Protected Areas, project funding requirement or protected area agency policy decision

RAPPAM was applied in Bulgaria under a project funding agreement between WWF International and WWF Danube – Carpathian Programme.

3. Was the assessment aimed at providing information on a portfolio of sites (i.e. system level or all sites with a specific designation) or looking at individual sites?

i.e. what was the geographic scope of the assessment

The assessment was aimed at providing information on a system level for all protected areas which have their own administration.

4. When did the assessment take place?

Please give the date of when the assessment took place and the date of any subsequent assessments

The RAPPAM workshop was carried out in June 2004.

5. How many protected areas were assessed?

Ideally please give number and area in hectares

3 National Parks and 10 Nature Parks were assessed. The total area covered by national and nature parks according to the Ministry of the Environment was 395 085,60 ha.

6. What assessment system was used?

Was a generic system, such as RAPPAM or the METT used, or was a system specifically developed for the assessment?

RAPPAM.

7. If a generic system was used please give details of any modifications made

The only modifications were adding one question.

8. If a system specifically developed for the assessment was used, please give a short description of the system here

N/a

9. Did the assessment look at some or all of the three main themes suggested in the World Commission on Protected Areas Framework on Management Effectiveness, as outlined below?

- design issues relating to both individual sites and protected area systems
- adequacy and appropriateness of management systems and processes
- delivery of protected area objectives including conservation of values

RAPPAM looks at various issues, but yes, two of the themes are covered:

- adequacy and appropriateness of management systems and processes
- delivery of protected area objectives including conservation of values

10. Was this a 'one-off' assessment or is regular assessment a planned activity within the protected area site/system?

This was an one-off assessment. Under the National Biodiversity Monitoring System for Bulgaria there are some general indicators for protected areas, however they are not applied yet. So, currently there is no systematic assessment of protected area management efficiency.

11. Was the assessment carried out by external assessors, was it self-assessment or a participatory approach – or a combination of these?

Please give details below

The RAPPAM methodology requires a participatory approach, in which members of protected areas administrations, as well as external people take part in completing questionnaires.

12. Who was involved in the assessment?

e.g. protected area field staff and/or agency staff; local communities; visitors; researchers etc
For each park there was one or two members of the PA administration, as well as one external member, it varied from park to park, but these were either NGOs, municipalities, or biodiversity experts.

13. Was the assessment initiated by the protected area authority, by an NGO or stipulated as part of a funding package?

Please give details

The assessment was initiated by WWF DCP, under a project funding agreement.

14. How long did the assessment take to complete?

The actual workshop with participants took two half days. The work on developing the report after this took a month.

15. Can you provide an estimate of the costs?

e.g. funds required (please give in Euro's) and staff time

The first project agreement was for about 2000 Euros and involved 4 months part time work, but this budget also covered some other assignments, so approximately 1000 Euros. However it has to be kept in mind that this was 2004, so today this would be impossible to carry out the assessment with this amount.

16. Please summarise the main assessment results below or provide a link (please give an URL or attach any relevant document) to any published report of the evaluation

Please see attachment.

17. How were the results used?

i.e. have they been used to adapt protected area management (at site or system level), been used in a media campaign to elicit increased support for protected areas, used in funding proposals etc

Results were used in a campaign to stop negative legislative amendments in the Protected Areas Act, as well as to feed in NGO proposals for amendments later on.

7.4.3 Finland/Lithuania

1. Please give your details

Who are you (name, position, contact email etc) and what was your role in the assessment of management effectiveness?

Mr. Arto Ahokumpu, Regional Director, Ostrobothnia. Working in Metsähallitus, Natural Heritage Service in Finland. I collect background information and took part in field excursion during the MEE in Finland (2004). In Lithuania I worked as a consultant in a PHARE project, which made MEE in 2006. I was in charge of evaluation.

2. Why did you carry out the assessment?

e.g. to fulfil obligations under the CBD's Programme of Work on Protected Areas, project funding requirement or protected area agency policy decision

In Finland it the idea came partly thanks to CBD goals, partly we were willing to have an overview on our strengths and weaknesses – first evaluation in Finland took place in 1994. In Lithuania it was integrated into the project requirements, however, the project TOR described only the need for Institutional Analysis and the methodology was proposed by our project team during the inception phase. The experiences from Finland and CBD goals were behind the proposal.

3. Was the assessment aimed at providing information on a portfolio of sites (i.e. system level or all sites with a specific designation) or looking at individual sites?

i.e. what was the geographic scope of the assessment

Both evaluations are country wide system level analyses.

4. When did the assessment take place?

Please give the date of when the assessment took place and the date of any subsequent assessments:

In Finland 2004 and in Lithuania 2006

5. How many protected areas were assessed?

Ideally please give number and area in hectares

The whole PA network in both countries; In Finland the network covers more than 2000 sites total area being more than 3 M ha; In Lithuania the main part of the network consist of 40 PA administrations (National Parks, Regional Parks, Strict Reserves and Cultural protected areas) with the total area of 1 M ha.

6. What assessment system was used?

Was a generic system, such as RAPPAM or the METT used, or was a system specifically developed for the assessment?

RAPPAM was used at site level in both cases in order to get background information from PA managers (Finland 70 sites and Lithuania 40 PA administrations), additionally in Lithuania RAPPAM system level questionnaire were sent to 200 stakeholders. WCPA framework was basis for the structure of evaluation (reporting) and specific set of questions were developed for MEE in Finland and we used in Lithuanian same structure. Findings were verified in a field trip in both countries before finalising the report (see also question 12).

7. If a generic system was used please give details of any modifications made

No modification for RAPPAM in Finland; in Lithuania slight modifications, mainly related to landscape values.

8. If a system specifically developed for the assessment was used, please give a short description of the system here

WCPA framework were used in both countries; for Finland the evaluation team compiled set of questions which form the structure of evaluation and in Lithuania we used almost the same set in the evaluation.

9. Did the assessment look at some or all of the three main themes suggested in the World Commission on Protected Areas Framework on Management Effectiveness, as outlined below?

- design issues relating to both individual sites and protected area systems
- adequacy and appropriateness of management systems and processes
- delivery of protected area objectives including conservation of values

All above mentioned three viewpoints were covered in both countries.

10. Was this a 'one-off' assessment or is regular assessment a planned activity within the protected area site/system?

No decision on continuation; recommendations to conduct evaluation once in ten years.

11. Was the assessment carried out by external assessors, was it self-assessment or a participatory approach – or a combination of these?

Please give details below

Finland: external, international steering and evaluation team; before evaluation RAPPAM as self-evaluation for 70 sites

Lithuania: external, international evaluation team; as a part of the evaluation RAPPAM as self-evaluation for 40 PA administrations; however, this part was also supported by evaluation team

12. Who was involved in the assessment?

e.g. protected area field staff and/or agency staff; local communities; visitors; researchers etc

Finland: MoEnvironment and MoFinance, Regional Environmental Centres, NGOs, Sámi people, reindeer herders, municipalities, entrepreneurs and PA administrations and staff.

Lithuania: MoEnvironment and MoFinance, Regional Environmental Centres, NGOs, local and regional stakeholders, entrepreneurs as well as PA administrations and staff.

13. Was the assessment initiated by the protected area authority, by an NGO or stipulated as part of a funding package?

Please give details

Finland: Metsähallitus as a PA management agency initiated the process.

Lithuania: part of the PHARE project

14. How long did the assessment take to complete?

Finland; totally 10 months methodological development and reporting

Lithuania: totally 12 months for the whole process

15. Can you provide an estimate of the costs?

e.g. funds requires (please give in Euro's) and staff time

16. Please summarise the main assessment results below or provide a link (please give an URL or attach any relevant document) to any published report of the evaluation

Finland: <http://www.metsa.fi/page.asp?Section=3009>

Lithuania: I will send report file as a separate message

17. How were the results used?

i.e. have they been used to adapt protected area management (at site or system level), been used in a media campaign to elicit increased support for protected areas, used in funding proposals etc

In both cases the results have been used in strengthening the position of PA agency in financing and image building. At site level the use of WCPA framework helped to understand wider the scope of PA management.

7.4.4 Germany (National Parks)

1. Please give your details

Lena Maly-Wischhof – project coordinator -
EUROPARC Deutschland
Friedrichstrasse 60
10117 Berlin
Tel.: 030-288788210
Mail: lena.maly@europarc-deutschland.de

2. Why did you carry out the assessment?

e.g. to fulfil obligations under the CBD's Programme of Work on Protected Areas, project funding requirement or protected area agency policy decision
all of the three

3. Was the assessment aimed at providing information on a portfolio of sites (i.e. system level or all sites with a specific designation) or looking at individual sites?

i.e. what was the geographic scope of the assessment

First intention is to look at the individual site providing a SWOT-analysis; but a portfolio of the sites will be given due to the same assessment system all 14 national parks will apply.

4. When did the assessment take place?

Please give the date of when the assessment took place and the date of any subsequent assessments

From May 2007 – February 2008 in four national parks on voluntary basis to test the method. The start of the actual evaluation of the 14 national park is planned for this summer (2008), estimated end 2010

5. How many protected areas were assessed?

Ideally please give number and area in hectares

Nationalpark Hamburgisches Wattenmeer (137,5 km²)

Mueritz-Nationalpark (322 km²)

Nationalpark Hainich (75 km²)

Nationalpark Bayerischer Wald (242,5 km²)

6. What assessment system was used?

Was a generic system, such as RAPPAM or the METT used, or was a system specifically developed for the assessment?

A specially developed system based on RAPPAM and the WCPA framework

7. If a generic system was used please give details of any modifications made

/

8. If a system specifically developed for the assessment was used, please give a short description of the system here

Ten action fields were selected with over 50 stakeholders according to the work of the national park administration with suitable criteria and standards. To be able to evaluate to which degree those standards are fulfilled a questionnaire (60 pages) was created following the WCPA-framework.

9. Did the assessment look at some or all of the three main themes suggested in the World Commission on Protected Areas Framework on Management Effectiveness, as outlined below?

- design issues relating to both individual sites and protected area systems
- adequacy and appropriateness of management systems and processes
- delivery of protected area objectives including conservation of values

Yes, but not necessarily intentionally

10. Was this a 'one-off' assessment or is regular assessment a planned activity within the protected area site/system?

Regular assessment is planned

11. Was the assessment carried out by external assessors, was it self-assessment or a participatory approach – or a combination of these?

Please give details below

1. step: self- assessment, by the team of the national park administration
2. step: report written by an external expert based on the answers given in the questionnaire
3. step: participatory approach: discussion with the team and the expert about the report/results and solutions how to improve the management effectiveness

12. Who was involved in the assessment?

e.g. protected area field staff and/or agency staff; local communities; visitors; researchers etc

Protected area field staff

13. Was the assessment initiated by the protected area authority, by an NGO or stipulated as part of a funding package?

Please give details

Stipulated by a funded project which was initiated by the protected areas

14. How long did the assessment take to complete?

Two days till two months, depending on size of national park and numbers of employees involved

15. Can you provide an estimate of the costs?

e.g. funds requires (please give in Euro's) and staff time

Depending on time and staff being involved

16. Please summarise the main assessment results below or provide a link (please give an URL or attach any relevant document) to any published report of the evaluation

Reports are not published yet, results differ from national park to national park

Main common result: evaluation is worth time and effort

17. How were the results used?

i.e. have they been used to adapt protected area management (at site or system level), been used in a media campaign to elicit increased support for protected areas, used in funding proposals etc

Main intention is to use the results to adapt protected area management

Process is still in the beginning

7.4.5 Germany (Nature Parks)

1. Please give your details

Who are you (name, position, contact email etc) and what was your role in the assessment of management effectiveness?

Martina Porzelt, project coordinator, Association of German Nature Parks, responsible for the Quality Campaign, coordination of the evaluation procedure: analysis of the criteria catalogue, assignment of "Quality Scouts" who assess the participating nature parks
Contact: Verband Deutscher Naturparke (VDN),

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2. Why did you carry out the assessment?

e.g. to fulfil obligations under the CBD's Programme of Work on Protected Areas, project funding requirement or protected area agency policy decision

The nature parks' quality campaign aims to support nature parks in continuously improving their work and to increase their acceptance in society, economics and politics. Core element of the campaign is the quality criteria catalogue. It offers an instrument for self assessment, management of resources and continuous improvement of quality to the nature parks. The criteria will ascertain the status quo of the nature parks and make it possible to „measure“ in given periods of time the quality of the nature parks' work up to then and the changes that have taken place.

Was the assessment aimed at providing information on a portfolio of sites (i.e. system level or all sites with a specific designation) or looking at individual sites?

i.e. what was the geographic scope of the assessment

The criteria catalogue as the core element of the Quality Campaign offers the participating nature parks an instrument, to evaluate the status quo in their main fields of activity, within 41 questions, which mostly consist of several sub questions. The fields of activity are Management and Organization, Nature and Landscape, Tourism and Recreation, Communication and Education as well as Sustainable Regional Development. The catalogue is supplemented by the Nature Park Fact-file which collects additional data that is not part of the assessment. The nature park fact file gathers basic facts about the five fields of activity (mentioned above) and characteristics of the area e.g. size, staff, responsible body, budget, percentage of protected area, type of different landscapes

3. When did the assessment take place?

Please give the date of when the assessment took place and the date of any subsequent assessments

The Participation in the quality campaign is voluntary and at any time possible. The criteria catalogue can be filled in independently by the nature parks. It is available as an online version in the members' section of the homepage of the Association of German Nature Parks (www.naturparke.de) and can also be printed out from that page. The nature parks can complete the questionnaire directly on the internet. Additionally the applying nature parks are evaluated by the "Quality Scouts". The VDN is informed of the scouting by getting a written report afterwards. A Project Group "Nature Parks' Quality Campaign" managed by

the VDN was set up for the training of quality scouts. As well as for the further conceptual development of the quality campaign and the quality criteria.

The awards “Quality Nature Park” or “Partner of the Nature Parks’ Quality Campaign” are valid for three years. If the nature parks want to maintain their award they have to apply again after that period.

4. How many protected areas were assessed?

Ideally please give number and area in hectares

Meanwhile there are 62 (out of 100) nature parks participating in the process. So far there were 49 Nature Parks awarded as “Quality Nature Parks”, as “Partner of the Nature Parks’ Quality Campaign” there were 4 Nature Parks. In 2008 there are 8 parks applying for the award.

5. What assessment system was used?

Was a generic system, such as RAPPAM or the METT used, or was a system specifically developed for the assessment?

The system had to be specially developed for the assessment as it has to meet the needs of tasks and objectives of German nature parks. But it also has similar approaches like the RAPPAM system or the METT system, as it is suitable for broad-level comparisons among nature parks as well as an instrument of self-evaluation of every single nature park and it is furthermore an instrument which allows tracking of progress over time as it is suitable to supply consistent data.

6. If a generic system was used please give details of any modifications made

7. If a system specifically developed for the assessment was used, please give a short description of the system here

As already described the core element of the process is the criteria catalogue. Each of the five individual fields of activity will be assessed with 20% each. A maximum of 500 points can be achieved. Hence in each of the five spheres of activity the nature park can reach a maximum of 100 points. A fixed number of points is assigned to each question in the criteria catalogue. The participating nature park will receive a letter stating the results it has achieved. Only the applying nature park will be informed about the precise results and the number of points achieved.

The criteria catalogue was tested within three trial periods during the second half of 2004 in 13 nature parks of 13 national states altogether. The first two tests were carried out in situ. In the third trial period the criteria catalogue was sent to five nature parks in order to find out whether the test could be filled in correctly without help. On the basis of the new experience the criteria catalogue was revised after each series of tests. The criteria catalogue and the procedure were presented to representatives of the nature parks and the federal states during two regional conferences in April 2005 in Berlin and Frankfurt. The quality criteria and the procedure were approved in May 2005 by the conference of managers of the Association of German Nature Parks and the conference of members of Europarc Germany.

8. Did the assessment look at some or all of the three main themes suggested in the World Commission on Protected Areas Framework on Management Effectiveness, as outlined below?

- **design issues relating to both individual sites and protected area systems**
- **adequacy and appropriateness of management systems and processes**
- **delivery of protected area objectives including conservation of values**

From the Federal Nature Conservation Act, the tasks and aims of the Association of German Nature Parks and the nature park mission statement of Europarc Germany the five fields of activity (c.p. 3) were derived: According to the ideas of the Association of German Nature Parks and Europarc Germany the nature parks will be the driving forces and coordinators of regional development. As a result from this idea the framework tested by the criteria has been set beyond the scope of the actual competence of many nature parks. At the same time an attempt has been made to avoid too great discrepancy between decisions on regional development and the parks' actual influence on them. According to the Federal Nature Conservation Act nature parks will, to a great extent, serve recreational purposes. This fact requires that special consideration is to be given to their visitors' interests and requirements. This was of considerable importance when preparing the criteria catalogue. It applies especially to the criteria for the areas of Tourism and Recreation and Communication and Education.

For better manageability of the criteria catalogue there have been many references to existing criteria- and requirement catalogues (e.g. criteria for "Cycle-friendly Catering and Accommodation" of the German Cycling Federation (ADFC), criteria for "Quality Pathways in Walker-friendly Germany" of the "Deutscher Wanderverband"). This makes the retrieval of details unnecessary and yet ensures the desired completeness of the survey.

9. Was this a 'one-off' assessment or is regular assessment a planned activity within the protected area site/system?

The assessment is regularly possible. The award is three years valid, after this period the evaluation has to be rerun.

10. Was the assessment carried out by external assessors, was it self-assessment or a participatory approach – or a combination of these?

Please give details below

It is a combination of both: beside the self assessment supported by the criteria catalogue the participating nature parks are assessed by the "Quality Scouts".

11. Who was involved in the assessment?

e.g. protected area field staff and/or agency staff; local communities; visitors; researchers etc

Involved in the evaluating process are beside the staff of the applying nature parks two partners who have to be from different fields of activity. These partners have to guarantee that the descriptions made are correct.

12. Was the assessment initiated by the protected area authority, by an NGO or stipulated as part of a funding package?

Please give details

The Quality campaign was initiated by the Association of German Nature Parks in cooperation with Europarc Germany with financial support of the Federal Agency for Nature Conservation within the cooperation with the Federal Ministry for the Environment, Nature Conservation and Nuclear Safety

13. How long did the assessment take to complete?

The whole evaluation process takes about half a years' time: fill in criteria catalogue, analysis of criteria catalogue by VDN, choice of suitable scout, 1 day scouting of the applying nature park, analysis of the scouting report by VDN, informing the applicants of the results, Award – which expires after three years.

The required time for the applying nature parks to work on the criteria catalogue is dependent on the amount of information they have to get from their partners.

14. Can you provide an estimate of the costs?

e.g. funds requires (please give in Euro's) and staff time

The only costs for the applying park (for members of the VDN or Europarc Germany) are the travelling expenses of the Quality Scout. The required staff time of the applying nature park takes approximately 5 days. Additionally the Quality scouts need to spend approximately 4 days for the scouting process. The VDN needs to spend about 2-days time on each nature park for the management and analysis of the quality campaign.

15. Please summarise the main assessment results below or provide a link (please give an URL or attach any relevant document) to any published report of the evaluation

The VDN is planning an overall statistical analysis of the results during 2008. Furthermore a survey among the participating nature parks and Quality Scouts is run to get to know the experiences which were made with the Quality campaign so far. These results have an influence on the revision of the criteria catalogue which is also planned for 2008.

http://www.naturparke.de/projekte_qualitaetsoffensive.php

16. How were the results used?

i.e. have they been used to adapt protected area management (at site or system level), been used in a media campaign to elicit increased support for protected areas, used in funding proposals etc

The Quality Campaign supports the nature parks to adjust their management in a target-oriented way. Furthermore the results serve the VDN in its work to support the development of nature parks to set guidelines for a prospective development as it is the first time that there is such a wide range of information gathered of every single nature park.

7.4.6 Spain

1. Please give your details

Josep-Maria Mallarach E-mail: jm@natura.ictnet.es member of the Catalan Institution for Natural History (*Institució Catalana d'Història Natural*), ICHN, based in Barcelona. Joint-coordinator of the effectiveness management evaluation of protected areas of Catalonia, together with Josep Germain.

The Catalan Institution for Natural History is the oldest and most influential scientific organization devoted to natural heritage in Catalonia, Spain.

2. Why did you carry out the assessment?

This evaluation project is one of a number of recommendations our organization made to the Catalan Autonomous Government in a previous study that we carried out (1998-99), aimed to the establishment of a Strategy for Biodiversity Conservation in Catalonia. Catalonia is an Autonomous Community within Spain which has full powers in nature conservation and legislation, planning and management of PAs.

Since no agency on natural protected areas followed our recommendation, we decided to take the challenge.

We felt that the lack of public, reliable information on the state of protected areas was an important obstacle for improving the awareness of both managers and the general public. Moreover, most protected areas were created in 1992 and we thought that a ten year period was enough to assess what the main trends are.

All these reasons were coupled with my own personal interest. For the past 8 years I have been teaching environmental policy analysis at the University of Girona, and PA effectiveness management evaluation at the University Autónoma de Madrid, Spain.

3. Was the assessment aimed at providing information on a portfolio of sites (i.e. system level or all sites with a specific designation) or looking at individual sites?

Although the assessment was carried at the system level, every single PA was evaluated.

Our objectives were the following:

- Assess the condition of the entire system of protected areas of Catalonia
- Based on the results of the assessment, propose actions for improvement when needed
- Develop, test, and apply a methodology based on the WCPA framework useful for all Spanish protected areas.
- To be the first evaluation of an entire system of protected areas within Spain, and one of the first to apply the entire WCPA framework in Europe. Hence, this project was included as a "Living Observatory" in the Action Plan for the Protected Natural Areas of the Spanish State (EUROPARC-Spain, 2001).
- To become a significant reference for future evaluations of protected areas in other nations and regions of our country, and perhaps in other European countries.

4. When did the assessment take place?

Between 2001-2003, in fact. However, preparations began in 1999 and reporting was done in 2004 and also in 2008.

5. How many protected areas were assessed?

148 designated PA, which included 365 distinct units, taking into consideration different levels of legal protection and physically separated PAs. Therefore, we applied the evaluation indicators to 365 units.

The system encompasses 21% of Catalonia's land, from a medium size National Park in the Pyrenees mountains, to small island nature preserves in the Mediterranean Sea. Catalan legislation establish 10 types of protected natural areas, which correspond to I-V IUCN categories. Most (over 80%) PAs belong to the protected landscapes or seascapes IUCN category.

6. What assessment system was used?

We used the framework methodology proposed by the WCPA (Hockings et al, 2000), at its most demanding level, i.e. focussing on the outcomes. We adapted the set of indicators to be applied to the physical, social and political context of the PAs of Catalonia.

In addition, we decided to implement two recommendations from the Eurosite methodology (Eurosite, 1999), one regarding the neutrality of the evaluators, and the other regarding the need for providing an opportunity to the managers to comment on the findings of each individual evaluation.

7. If a generic system was used please give details of any modifications made

The following list includes the name of the indicators we end up applying

1. Context indicators

- 1.1. Conservation value of geology
- 1.2. Conservation value of flora and vegetation
- 1.3. Conservation value of vertebrate fauna
- 1.4. Conservation value of invertebrate fauna
- 1.5. Conservation value of domestic traditional breeds
- 1.6. Presence of habitats of European significance
- 1.7. Spiritual, cultural or historical relevance
- 1.8. Dimensions
- 1.9. Shape
- 1.10. Ecological reconstitution stage
- 1.11. Fragmentation
- 1.12. Ecological connectivity
- 1.13. Fire risk
- 1.14. Geological risk
- 1.15. Urban pressures
- 1.16. Infrastructure pressures
- 1.17. Threats significance
- 1.18. Population
- 1.19. Sectoral work force
- 1.20. Area with economic production
- 1.21. Visitors

2. Planning and Legislation indicators

- 2.1. IUCN equivalent category
- 2.2. Adequacy of existing legal protection
- 2.3. International designations
- 2.4. Adequacy of design
- 2.5. Coherence of the protected natural areas system
- 2.6. Land ownership
- 2.7. Natural resources management planning level
- 2.8. Existence and adequacy of the protected area management plan

- 2.9. Time span between the declaration of the protected area and the approval of the management plan
- 2.10. Conservation categories included in the management plan
- 2.11. Public participation during the elaboration of the management plan
- 2.12. Dissemination of the management plan
- 2.13. Annual reporting on the management of the protected area

3. Inputs indicators

- 3.1. Staff by type of contract
- 3.2. Staff by functional responsibility
- 3.3. Participation of volunteers
- 3.4. NGOs and corporations making contributions
- 3.5. Budget
- 3.6. Level of economic autonomy
- 3.7. Adequacy of the available resources
- 3.8. Funding sources

4. Processes indicators

- 4.1. Formalization of internal procedures
- 4.2. Facilities inside the protected natural area
- 4.3. Facilities outside (around) the protected natural area
- 4.4. Fire prevention plan and management
- 4.5. Use of new technologies
- 4.6. Environmentally friendly facilities
- 4.7. Access with motor vehicles
- 4.8. Public participation on the Board of Management
- 4.9. Informative boards
- 4.10. Signposted paths and trails
- 4.11. Physical identification of boundaries and accesses

5. Outputs indicators

- 5.1. Number of visitors making use of the protected area facilities
- 5.2. Staff devoted to the attendance of visitors
- 5.3. Litigation and prosecution
- 5.4. Mandatory consultation reports
- 5.5. Technical and economic support to local population
- 5.6. Scientific publications
- 5.7. Popular publications
- 5.8. Research related to management
- 5.9. Educational activities
- 5.10. Execution of planned activities

6. Outcomes

- 6.1. Changes in key geologic features or elements
- 6.2. Changes in key species
- 6.3. Changes in key habitats
- 6.4. Local extinction of species
- 6.5. Land use/land cover changes
- 6.6. Negative impacts due to legal activities
- 6.7. Changes of rivers' ecological conditions
- 6.8. Eutrophy of marine waters

6.9. Changes on the quality of groundwater
 6.10. Impact of wildfires
 6.11. Shape and dimension changes
 6.12. Changes on the condition of historical and cultural heritage
 6.13. Changes on the number of visitors
 6.14. Changes on education and sensitivity
 6.15. Changes on the perception on natural environment's and landscape's quality
 6.16. Monitoring and research
 6.17. Economic activity that has been induced by the protection of the natural area
 6.18. Number of jobs that have been created
 6.19. Changes on the (local population) average family earnings
 6.20. Changes on the local population types of jobs
 6.21. Changes in the number of farms
 6.22. Demographic changes in the local population.

Description of each indicator and its template is available at (<http://ichn.iec.cat>) but only in Catalan language.

8. If a system specifically developed for the assessment was used, please give a short description of the system here

9. Did the assessment look at some or all of the three main themes suggested in the World Commission on Protected Areas Framework on Management Effectiveness, as outlined below?

- design issues relating to both individual sites and protected area systems
- adequacy and appropriateness of management systems and processes
- delivery of protected area objectives including conservation of values

Yes, all of them were included: context, planning, inputs, processes, outputs and outcomes. However, the focus of the evaluation was on the outputs and outcomes.

10. Was this a 'one-off' assessment or is regular assessment a planned activity within the protected area site/system?

In principle yes. Our organization (ICHN), has not discussed the possibility to repeat the evaluation. The public Administrations in charge of most PAs do not seem very interested for the moment.

11. Was the assessment carried out by external assessors, was it self-assessment or a participatory approach – or a combination of these?

The evaluation was external, independent and participatory. However, it received technical and economic support of the Ministry for the Environment and Housing, and funding from Foundation *Territori i Paisatge de Caixa Catalunya* savings bank, and *Diputació de Girona* (a local Administration).

12. Who was involved in the assessment?

- **Co-ordination:** Josep-Maria Mallarach and Josep Germain, coordinators, and around 150 evaluators participated in different stages (initial methodology seminar, pilot plan, evaluation, diagnose, draft proposal, etc) all of them related to the *Institució Catalana d'Història Natural*.
- **Technical support:** Centre Especial de Recerca de la Biodiversitat Vegetal (University of Barcelona), Centre de Recerques i Aplicacions Forestals (Autonomous University of Barcelona) and Societat Catalana de Lepidopterologia.

- **Information:** Managers and planners of all protected areas, public agencies, rangers, local authorities, economic and sectoral organizations, local population, and environmental NGOs.
- **Funding:** Ministry for the Environment of Catalonia, Fundació Territori i Paisatge (Caixa de Catalunya), and Diputació de Girona (local authority)

13. Was the assessment initiated by the protected area authority, by an NGO or stipulated as part of a funding package?

It was initiated by an NGO, namely the ICHN. Funding covering the costs and perhaps 30% of the work was provided by the Ministry for the Environment of Catalonia, Fundació Territori i Paisatge, Caixa de Catalunya Savings Bank, and Diputació de Girona.

14. How long did the assessment take to complete?

Very, very long. The entire process was:

In 1999, the ICHN proposed to evaluate the effectiveness of the entire system of natural protected areas of Catalonia. We persuaded some public agencies and private organizations to cooperate, providing the necessary information and some funding to cover the development of the methodology and a pilot plan.

November 2000. A Seminar conducted at the University of Girona, Catalonia allowed us adapting the guidelines that the WCPA just published (Hockings et al, 2000) to the particular situation of the protected areas of Catalonia. Over 85 people attended the Seminar, developing a first draft of 87 indicators.

During 2001 we completed the definition of 85 indicators covering six fields: 1) context; 2) legislation & planning; 3) resources; 4) processes; 5) outputs; and 6) outcomes. Meanwhile we were securing funding to carry on a pilot plan.

February 2002. We hold a seminar about the scope of the evaluation and the methodology to be used with a committee from the Ministry of the Environment of Catalonia. The committee provided comments and accepted to produce a complete and updated digital map, at 1:5000 scale, for the entire system of PA (until then only 1:50,000 maps were available).

March-May 2002. A pilot plan including 7 representative protected areas was carried out. The aim was to test the methodology and refine and adjust the indicators. We reduced to 85 the number of indicators, dropping 4 initial indicators and adding 2 new ones. We also introduced improvements in the structure or definition of 45 indicators (51%) while improving the terminology of most descriptions, and introducing changes in many ratings so they become 1-5 or 1-10. In addition we elaborated a specific form for each indicator for reducing the errors during the data compilation process.

July 2002. We conducted a series of meetings in different parts of the country to explain the methodology to small groups of evaluators and make sure everybody had a sufficient understanding.

August-December 2002. Evaluation of the 148 protected natural areas of Catalonia. It is important to stress that each indicator was applied to each separated unit of each NPA and to each different IUCN category present in the same NPA. Practically speaking, that implied to fill between 1 and 27 forms for each indicator, in each individual protected area, depending on its level of complexity (we have natural areas that have as much as six different legal types of protection). Therefore, the total number of separate evaluations finally numbered 365, although in the simplest protected areas, with no management plan or management team, only 55 indicators were applied. During this period both coordinators remained in touch with all the evaluators, replying hundred of questions, either personally, by telephone or by e-mail.

After each evaluation was completed, the evaluator sent all the forms by electronic format to the corresponding NPA managers, asking them to review and comment the findings. Once this was completed, both the evaluation and the comments were sent to the secretariat of the ICHN, where one person was in charge of reviewing again all the forms, making sure everything was completed and coherent. When this was not the case, we contacted again the evaluator to solve the problem.

January 2003. Data compilation (420 sets including between 55-85 indicators each) in a data base that has been created with this specific purpose.

February – March 2003. Elaboration of the diagnose and proposals for improvement by means of workshops with the evaluators. Circulation of the final report for comments to all the evaluators.

April 2003: Submission of the final report to the Catalan Ministry of the Environment and Housing.

September 2003-June 2004: Dissemination of the methodology and results of the evaluation project in Catalonia, Spain, and the international community.

If this evaluation of this PAs system of Catalonia was to be carried again, on a professional basis, and based on the existing experience, it could be done in less than one year.

15. Can you provide an estimate of the costs?

Because of the process we followed it is almost impossible to give even an approximate estimate of the staff time devoted to the evaluation.

Funding for the entire evaluation project (from 2000 to 2003): around 300,000 euros.

Funding to prepare the final publication: around 33,000 euros

These funds covered all the expenses and part of the work done. However, a considerable amount of work was done on a voluntarily basis by a large number of members of the ICHN.

16. Please summarise the main assessment results below or provide a link (please give an URL or attach any relevant document) to any published report of the evaluation

A 40 pages long summary of the results was published in: J.M. Mallarach, J.Vila & D.Varga (eds) *El PEIN deu anys després: balanç i perspectives*. Diversitas, 50. Universitat of Girona – Institució Catalana d'Història Natural (in Catalan)

The same long summary is also available at the web page of Institució Catalana d'Història Natural (<http://ichn.iec.cat>).

A much shorter version can be found in the case study included in the second edition of the framework of WCPA (Hockings et al, 2006).

17. How were the results used?

They have been mainly used for educational purposes, both at Catalonia and Spain levels, in many courses, workshops, seminars, etc. held since then in different universities and NGOs. The positive impact of these activities has not been assessed but can be quite significant.

A number of very significant changes derived from the assessment have been prepared by the Catalan Ministry of the Environment and Housing but for political reasons none of them has been implemented yet, although some are included in the Catalan government program.

Those changes include a new updated law for natural heritage conservation and a new organization responsible for protected areas.

Smaller changes in reporting the activities of PAs have been adopted or are in the process of being adopted by most Parks of Catalonia.

7.4.7 Spain (Canary Islands)

1. Please give your details

Who are you (name, position, contact email etc) and what was your role in the assessment of management effectiveness?

Víctor Manuel García Díaz, Planning Manager – Environment Division – Cabildo of Tenerife (Chief of the Planning, Technical Coordination and Management Control Unit)

e-mail: victorg@tenerife.es

My role is as a coordinator of the work carried out by the different administrative units belonging to the Environment Division, so they can work under similar criteria and communicate each other properly. The assessment consisted in a central control in Protected Areas (PA) of all the plans, authorizations, budgets, and all the actions carried out every year, as follows.

2. Why did you carry out the assessment?

e.g. to fulfil obligations under the CBD's Programme of Work on Protected Areas, project funding requirement or protected area agency policy decision

- Because of the canary laws on PA management and conservation (Ley 19/2003, Directrices 16 y 18, and Decreto Legislativo 1/2000).
- Because of the process of continuous improvement implemented by our organisation, which obtained in 2006 the certifications on ISO 9001/2000, ISO 14001/2004 and EMAS of European Union (an integrated quality system).
- Canary Islands are an Autonomous Community within Spain which has full powers in nature conservation and legislation, planning and management of PAs. The Cabildo of Tenerife has now competences in PA management coming from the Autonomous Government. It is essential to make a continuous assessment on this theme.

3. Was the assessment aimed at providing information on a portfolio of sites (i.e. system level or all sites with a specific designation) or looking at individual sites?

i.e. what was the geographic scope of the assessment

We work on a PA system, which consists of 42 PA. The assessment is the same for all the PA, but we evaluate one by one.

4. When did the assessment take place?

Please give the date of when the assessment took place and the date of any subsequent assessments

There are three levels to monitor management effectiveness in the Environmental Division of The Cabildo:

First level: Assessment for fulfilling PA management plans, implemented since 2006 (Each PA has its own management plan). First reporting: 2006. Now, the idea is to obtain annual reports.

Second Level: Assessment for fulfilling Annual Work Program in Protected Areas. The evaluation was implemented since 2006. First reporting: 2006. Now, the idea is to obtain annual reports.

Third level: Quality criteria to apply to the PA management. The Environment Division of The Cabildo obtained in 2006 the certifications on ISO 9001/2000, ISO 14001/2004 and EMAS of European Union. On this base, each Administrative Unit dedicated to manage PA has its own indicators for quality management designed between 2003-2005. The indicators are measured every six months or every year, depending on the features of each one. Reportings from 2006.

Finally, since 2004, there is a system to monitor the civic fulfilling conditions included in impact assessment, authorizations... This assessment is done permanently.

Now, the idea is to obtain an annual report for the different parts of the assessment system

5. How many protected areas were assessed?

Ideally please give number and area in hectares

42 PA, 98.910 hectares

6. What assessment system was used?

Was a generic system, such as RAPPAM or the METT used, or was a system specifically developed for the assessment?

Our system has been specifically developed for the assessment in Levels 1 and 2. The level 3 depends on the international regulations ISO 9001, ISO 14001 and EMAS.

7. If a generic system was used please give details of any modifications made

-

8. If a system specifically developed for the assessment was used, please give a short description of the system here

These Environment Division of Tenerife Cabildo is composed of three kind of administrative units:

Territorial units: The island is divided into 7 territorial units. All of them have the same competences (e.g. surveillance, building works, promotion of local development, wildlife conservation, recreational facilities), and every unit manages several protected areas.

Island units: They have competences over the whole island (e. g. Prevention and fight against forest fire, Environmental Education, Volunteering Office)

Structural units: They manage competences which are tools for the whole system (e.g. Budget and Account Department, Contracts Unit, Planning Unit, Vehicles Unit)

There are three levels to monitor management effectiveness in the Environment Division of The Tenerife Cabildo:

First level: Each protected area has its own management plan. The Environment Division Planning Unit has developed a new system since 2006, based in checking if the management has carried out the objectives and planned actions, and in a study of the budget used, difficulties found in the application of the plan, etc.

Second Level: The activities planned by the plans of the Protected Areas and all the needs that permanently appear are condensed into the Annual Work Program in Protected Areas. This is a list of projects and activities to carry out every year. At the end of each year, and since 2007, the Planning Unit applies an exhaustive method to check the state of the work for all the activities in each Protected Area, the money that every unit has spent on each activity, how many protected areas are involved in the activity, time taken to finish the work and so on.

Third level: This level is related to the quality criteria to apply to the management in order to achieve good results and effectiveness in a process of continuous improvement. The Environment Division of The Cabildo obtained in 2006 the certifications on ISO 9001/2000, ISO 14001/2004 and EMAS of European Union. On this base, each unit has its own indicators for quality management designed between 2003-2005. There are a great variety of indicators (e.g. about time for proceedings resolution, civic satisfaction, budgetary deviation, vehicle maintenance costs, trees produced in nurseries, reafforestation surface). Many of them are used by units who manage protected areas. Others, by island units and structural units.

Finally, since 2004, there is a permanent system to monitor the civic fulfilling conditions included in impact assessment, authorizations...

9. Did the assessment look at some or all of the three main themes suggested in the World Commission on Protected Areas Framework on Management Effectiveness, as outlined below?

- **design issues relating to both individual sites and protected area systems**
- **adequacy and appropriateness of management systems and processes**
- **delivery of protected area objectives including conservation of values**
- The main theme for us is the second, especially focused in processes and outcomes. The other two themes are very important, but they depend on other Administrations, not only on the Cabildo. We shall work on it in the next years.

10. Was this a 'one-off' assessment or is regular assessment a planned activity within the protected area site/system?

Our organisation firmly wishes to maintain the assessment system as a permanent planned activity.

11. Was the assessment carried out by external assessors, was it self-assessment or a participatory approach – or a combination of these?

Please give details below

Our system is a mixed one. The levels 1 and 2 were made entirely by our staff. The third level, the implementation of the integrated quality system ISO 9001, 14001, and EMAS, was carried out by means of an expert enterprise, although our staff designed all the indicators, helped by this enterprise.

12. Who was involved in the assessment?

e.g. protected area field staff and/or agency staff; local communities; visitors; researchers etc

The system involves the whole organisation (about 600 people), but the main responsible staff are:

- The staff of all the administrative units (territorial, island and structural units) (about 35 technical employees, specially AP managers)
- Staff of the unit I am in charge (17 technical employees)
- The hired enterprise for the integrated quality system ISO-EMAS (see above)
- Citizens (by means of opinion polls, complaints system, Service Cards)
- Funding was supported only by the Environment Division budget.

13. Was the assessment initiated by the protected area authority, by an NGO or stipulated as part of a funding package?

Please give details

It was initiated by the Environment Division authority after a proposal of my Unit. Funding was provided by the Environment Division budget.

14. How long did the assessment take to complete?

The process began in 2003 and it continues nowadays. As I wrote above:

First level: Assessment of fulfilling PA management plans, implemented since 2006. **Second Level:** Assessment of fulfilling Annual Work Program in Protected Areas. The evaluation was implemented since 2006.

Third level: Quality criteria to apply to the PA management. The Environment Division of The Cabildo obtained in 2006 the certifications on ISO 9001/2000, ISO 14001/2004 and EMAS of European Union. On this base, each unit has its own indicators for quality management designed since 2003 until 2006.

15. Can you provide an estimate of the costs?

e.g. funds requires (please give in Euro's) and staff time

It's difficult to calculate staff time. There are many people involved in the evaluation process, but they don't spend on it the same time. Therefore, it's difficult to calculate the funds invested.

Computer applications specifically designed for: 175.000 €

Enterprise hired for the integrated quality system: 95.000 € (implementation, maintenance and staff training)

16. Please summarise the main assessment results below or provide a link (please give an URL or attach any relevant document) to any published report of the evaluation

- Knowledge about communication and coordination for all the Administrative Units
- Awareness and control about the fulfilling of the PA plans
- Good knowledge about budget distribution all over de PA network in different issues and budgetary subjects
- Administrative Units comparative performances
- Difficulties found in the application of the management plans in order to improve them. Appropriateness.
- A delivery of comparative management indicators
- Knowledge about civic fulfilling conditions included in impact assessment, authorizations, etc.
- Knowledge about the pressures from excessive development in several subjects in each PA.
- Design and improvement of new computer applications and tools for the PA management (administrative work-flow, monitoring applications, vehicles maintenance applications)

17. How were the results used?

i.e. have they been used to adapt protected area management (at site or system level), been used in a media campaign to elicit increased support for protected areas, used in funding proposals etc

- Establishing of common procedures to all the PA managers, improvement and simplification
- Design of new computer applications and tools
- Control of budgetary deviations
- Improvement of communication and coordination for all the Administrative Units
- Improvement of the investments based on public preferences and complaints
- Report to the European Union the management activities carried out inside the Natura 2000 Network
- Improvement of time taken by authorisation proceedings and speeding up the Administration processes and activities
- Staff training needs
- Improvement of the communication with local population
- Control of civic fulfilling conditions included in impact assessment, authorizations, etc.
- Achieving good policies in several subjects (wildlife conservation, surveillance, building works, promotion of local development, recreational facilities...)
- Design of new campaigns on environmental education

7.4.8 United Kingdom

1. Please give your details

David Butterworth. Chief Executive of the Yorkshire Dales (UK) National Park Authority.
David.butterworth@yorkshiredales.org.uk

I was part of a small team that developed the management effectiveness system, along with government agencies, in England. The system is called National Park Authority Performance Assessment (NPAPA).

2. Why did you carry out the assessment?

1. To fulfil obligations under the UK Government's Assessment programme for Local Authorities; 2. To seek continuous improvement in the performance of National Park Authorities.

3. Was the assessment aimed at providing information on a portfolio of sites (i.e. system level or all sites with a specific designation) or looking at individual sites?

All sites in England with a specific designation – National Park.

4. When did the assessment take place?

Throughout the year of 2005. At different times of the year.

5. How many protected areas were assessed?

Eight covering 994,020 ha

6. What assessment system was used?

A system was specifically developed for the assessment. However it was based on one that was applicable in Local Government.

7. If a generic system was used please give details of any modifications made

8. If a system specifically developed for the assessment was used, please give a short description of the system here

The system included 3 main components: 1. A self assessment of the Protected Area Authority. 2. A Peer Review to examine the self-assessment and form a view as to the performance of the protected Area in achieving its objectives. 3. The publication of an improvement plan based on the self assessment and the recommendations of the Peer Review Team.

9. Did the assessment look at some or all of the three main themes suggested in the World Commission on Protected Areas Framework on Management Effectiveness, as outlined below?

- design issues relating to both individual sites and protected area systems No
- adequacy and appropriateness of management systems and processes Yes – very much so.
- delivery of protected area objectives including conservation of values Yes.

10. Was this a 'one-off' assessment or is regular assessment a planned activity within the protected area site/system? It is intended that a (revised) process is carried out every 5 years.

11. Was the assessment carried out by external assessors, was it self-assessment or a participatory approach – or a combination of these?

A combination (See question 8)

12. Who was involved in the assessment?

A specialist team of staff from each National Park, Representatives of the local community, representatives of Park users, Key partners, Peer reviewers from other National Parks and Local Government, An Independent assessor.

13. Was the assessment initiated by the protected area authority, by an NGO or stipulated as part of a funding package?

By the UK Government and the protected area.

14. How long did the assessment take to complete?

From the Initial self assessment to the production of the Improvement Plan, approximately 6 months.

15. Can you provide an estimate of the costs?

No it was uncoded, but would have been significant in terms of Staff time.

16. Please summarise the main assessment results below or provide a link (please give an URL or attach any relevant document) to any published report of the evaluation:

http://www.yorkshiredales.org.uk/yorkshire_dales_national_park_authority_-_performance_assessment_report_-_october_2005.pdf

17. How were the results used?

To improve the management of the protected area and the performance of the National Park Authority.

7.5 Seminar Evaluation

7.5.1 Did the workshop fulfil your expectations?

- Yes, it provided a good overview and sparked ideas on how to take it further.
- Yes, it gave me opportunity to discuss my views on the issues
- Yes (5)
- o.k., good overview on the topic
- Yes. I have possibility to learn information for different types of assessment of management effectiveness.
- Yes, definitely
- Yes completely.
- Yes, fully.
- Yes. A wonderful breadth of experiences.
- Largely, with the exception of the specific UNESCO designations.(no mention of BRs)
- The workshop fulfils my expectations and it has been a good opportunity to learn about the international methodologies.
- mostly yes (2)
- Very much indeed. We were out of there frameworks and models. We have our own assessment system, but we have to keep in touch with the other countries and international organizations, and adapt our systems to a common “language”.
- Definitely, there were so many different aspect of ME presented, it was good to have a platform to get all the aspects gathered and the possibility to exchange experiences.
- Sure, but I offer to think about outdoor activities next time, maybe it is possible to organize some kind of field work. We are a big group of people so actually we can do something good for nature.
- Yes, in terms of interesting and inspiring response to curiosities about MEE initiatives in Europe.
- Yes, it was an interesting seminar with very interesting people. Great to know the people in Europe who deal with PAME. Although there was too less interaction and to discuss the recommendations on Tuesday late afternoon was not useful because everybody was already tired.

7.5.2 Which parts were the most important, relevant and why?

- Introduction – setting the scene, overview examples – getting a broader idea discussions – exchanging experiences, the introduction to ME, RAPPAM and METT
- Sharing the different European experience. Tuesday morning because I could learn a lot from now the different systems and this knowledge can help to modify our system
- Examples from different countries and methods
- For me it was some presentations.
- Hard to say. Perhaps the final list for advocacy actions where I may be engaged.

- learn about European experience, discuss next steps
- Discussions and questions regarding specific problems of the implementation.
- Results from Europe – I know quite little about that. Also experiences of cooperation within neighbouring countries.
- Sharing of Europe experiences was extremely valuable.
- All the sessions were relevant. As parts of a structured design.
- The part most important and relevant has been the IUCN-WCPA framework. It is essential to an assessment methodology. I'll adapt my working group methodology to the framework. I learnt that is very important as well to develop a rating system.
- Experiences of each country.
- Working groups session – but was too limited. Presentations were very good but not enough result orientated.
- presentations on the methods; some of the case studies
- 1. Plenary discussions. 2. Experiences of other countries. In this kind of events is crucial to communicate each other our experiences, thoughts, critics. I learned a lot of them.
- The examples of ME of the different countries, to get a view of the different working conditions of PA around the world: "it's not possible to compare apples with pears".
- Presentations on different experiences, discussions and new info about WDPA.
- Working group session as important space for more in depth discussion (would have been interesting to have two such sessions).
- Exchange of experiences.
- The presentations about international assessments and the lessons learned out of that because so I get more information on practical aspects and limitations; The working groups because there we could discuss in detail.
- Examples from different countries.

7.5.3 What was missing in terms of content or methods?

- It would have been interesting to have one detailed example from the planning up to the results as a kind of "benchmark" for other approaches.
 - Work on the upcoming questions of:
 - planning the communication of MEE results
 - examples of streamlining reporting requirements and monitoring
- Habitat management outcomes and monitoring
- Discussion about funding the assessment systems in the future
- I have not participated in ME.
- Eurosite experience in PA assessments
- more time
- Maybe the presentation of other existing methodologies.
- nothing
- In terms of content: UNESCO BR ME analysis; In terms of methods: more time for questions at the end of each presentation.

- More small working groups, very focused sessions.
- too little emphasis on lessons learned (may be because of imprecise timing of presentations); very little information on what could go wrong, what issues should be dealt carefully with
- To talk about alternative methods for assessment not centred only in qualitative indicators. I would like to talk about quality criteria more. We have to assure (safe) that our outcomes are well based. When we inform about them to the public, to stakeholders we must be sure that "our" truth is exact.
- It was not so much a "workshop" in it's original context, the seminar was too packed with presentations, there was too less spare time. It would have been good to have more working groups on special questions.
- I couldn't understand everything clearly, but that was about my in perfect English.
- Discussion of issues during day II were limited to burning questions, may be including an evening working session on day I would have offered enough time for comments and analysis / feedback on contents presented (a more technical discussion).
- Too little interaction, small working groups.
- Deeper analysis and comparison of different MEE methods.

7.5.4 What topics should have been given less importance or ignored?

- I cant find any!
- Less focus on one single country (3 presentation from Germany was too much)
- none (4)
- I think the topics were well selected.
- too many information pieces on German experience, mostly because of very different country structure
- No one. I need to learn the more the better.
- Nothing, the time was just too short, next time better one day more or less presentations.
- Any, all of them were important.
- I would have been interested in getting more into the details of the main ME methodologies (even though it was not the focus of the workshop).
- presentation of existing methods such as RAPPAM was too long.

7.5.5 Were you satisfied with the contents of the seminar?

Ø 4,1 (1: Not at all, 2: Satisfactory, 3: Content, 4:Very good, 5: Excellent)

Comment:

- Congratulations
- it was very informative and you should organize at least one more. You have a beautiful island so it must be here again.
- There was a lot of it.

- I am very glad to have come to the seminar. It has been fully useful for me. I would only add discussion about quality criteria (a part of the title of the seminar). I would like to discuss more about processes and efficiency.
- I miss some conclusions. What methods for ME are recommended by international organizations.
- Would have liked more in depth / technical discussion of experience presented.

7.5.6 Which lessons learned will you take home? What can you implement in your daily work?

- Importance of communication, better structuring of monitoring and reporting, first ideas for state –level MEE
- We need to create the need of PA managers for ME evaluation. Peer review could be a useful system to have a cheaper process; WDPA must be updated with our help.
- I think ME is most important part for management of protected areas.
- Richness of experiences and difficulties in implementing the results of the evaluation. Passing on the many experiences and lessons learned to my country's practitioners through workshops + courses at the university.
- There is a need to continue ME, will push it in my organisation.
- Well, me personally will take every lesson, but in terms of implementation it is going to be very hard work in a case of B&H – too many problems.
- You already have it on the board.
- Role of European framework in our ME system to be reviewed; we're doing o.k. in terms of what others are doing; most PAs have the same process and issues, but different solutions; there is a range of data/info to be shared among colleagues
- There's a critical mass of interesting experiences around Europe to which I can refer; I'll bring the message into my daily frameworks.
- It is very important to follow the activities of the other group involved in the evaluation of ME. It's very important as well to share and exchange information.
- There are a lot of documents, expertise and existing results. Which can be used / transferred. No need to reinvent the wheel.
- will try to incorporate ME (or at least some elements) in the action plan / of protected areas
- The importance of informing about the results to the public and to the stakeholders of the PA. The importance of the outcomes in the ME process and to assess them properly. The importance of coordination among administrations and organisms.
- Think a bit more about the aspect outcome and try to implement it in our system. Get a bit more information on how the different ME systems fit in a global context.
- I will think about all good practices presented and share my knowledge between park association in my country. I will encourage PA administrations to implement the results of evaluation of ME.
- outward: check on documentation of national experience by NGOs and make sure information is updated and presenting "official" info; establish internal working group to restructure implementation process and assure acceptance and use of results; inward: look for a more technical discussion within institutions

- ME is getting mainstreamed and a range of ME methodologies do exist. Many experts are happy to share their experience, I need to read more about existing tools, Vilm is a wonderful place (when the sun is shining)
- Importance to create a sense of ownership; Regular, systematic monitoring is possible and is already done; Many small practical aspects
- Interpretation and use of MEE results.

7.5.7 Participation: To what extent do you feel you had an adequate opportunity to contribute your own views?

Ø 4,1 (1: Not at all, 2: Satisfactory, 3: Content, 4:Very good, 5: Excellent)

Comment:

- very open seminar
- I was here more to learn / listen
- Really we plan, we have inputs, we define processes, we obtain outputs and outcomes, but we have to improve the system and adapt to the international models.
- Not used in taking part in international workshops, had to adapt to English language.
- More smaller working groups would be good. More time to discuss the presentations would have been necessary. Discussion of recommendations in the late afternoon on Tuesday was a bad timing

7.5.8 Were you satisfied with the moderation?

Ø 4,3 (1: Not at all, 2: Satisfactory, 3: Content, 4:Very good, 5: Excellent)

Comment:

- Sometimes it was not very clear to me where Sue wanted to go at
- Speed of thought / capturing of data /arguments was very impressive.
- Too fast in progressing from one step to the next. (too little digestion time)
- May be the role of moderator could have been separated from the key resource person role.
- Much discipline. Good organization.
- Presenting the results of the previous day was very good.

7.5.9 Were you satisfied with the daily time schedule?

Ø 4,1 (1: Not at all, 2: Satisfactory, 3: Content, 4:Very good, 5: Excellent)

Comment:

- Too much time on Monday for island walk, but maybe necessary?
- Need more time to explore nature on the island. Have more time last day morning.
- Punishing at times.

- Too tight, a more relaxed programme would have been more appropriate
- We needed more time for questions, answer and discussions.
- Perhaps some activities could be carried out on Monday evening in special to discuss more subjects.
- Programme too packed, too few time to reflect the information.
- Could have included evening working session on day 1
- Quite early dinner

7.5.10 Were you satisfied with the organisation of the seminar?

Ø 4,6 (1: Not at all, 2: Satisfactory, 3: Content, 4:Very good, 5: Excellent)

Comment:

- Probably the most efficient I have ever attended. Andrea – A polite terminator. Incredibly efficient.
- Very careful and organized (“German organisation”)
- coffee should be stronger and served after lunch too
- Thanks very much

7.5.11 Were you satisfied with the venue, its facilities, service and food?

Ø 4,9 (1: Not at all, 2: Satisfactory, 3: Content, 4:Very good, 5: Excellent)

Comment:

- Thank you very much! To you all
- Sauna is still on the list of wishes
- Great place for these activities, beauty + peace.
- More than excellent, thank you very much.
- The food is very good!
- I liked very much to eat organic food, the EMAS compromise, the services
- Thank you!
- A wonderful place for a seminar.
- Reduce the number of presentations and use more space for debate